India revenue you can audit, not a market-entry report

1x2x.in creates the India market for product companies in three gated stages — 0→1 create, 1→2 prove, 2→x scale — and publishes a value ledger every quarter. Every number below is generated from the live site content.

Portfolio medians

Each figure is tied to a proof point published on the site.

GATE 0→1 **19 weeks** **To first signed order** Median time from kick-off to a purchase order signed by a named Indian buyer — not a pilot MOU.	NO ENTITY REQUIRED TO START **−62%** **Time saved vs. own-entity route** Against companies that set up an entity, hired a country lead and then looked for demand. We sell first, structure later.	VALIDATED ICP **2.8×** **Conversion lift after ICP reset** Qualified-call-to-order rate before and after we cut the target list to the segments that actually buy.
VALUE LEDGER **₹4.2 Cr** **Revenue collected in phase 2** Cash collected in India, in the twelve months after the repeatable motion passed its gate. Median across the portfolio.	GATE 2→X **96%** **On-time dispatch at scale** Order-to-dispatch reliability once distribution, service turnaround and stocking norms are running steady state.	THE MULTIPLE **5.6×** **Value created per fee paid** Gross margin created in India divided by everything we were paid — retainer plus success fee. Reported every quarter.

Stage gates and fee logic

STAGE	OBJECTIVE	FEE LOGIC
0→1 Create ≈ 4 months	Create the first real evidence of Indian demand and a validated India thesis — before entity, inventory or local hiring decisions.	Higher fixed fee plus a modest success fee on attributable collected revenue.
1→2 Prove ≈ 6 months	Convert early traction into a repeatable sales and partner motion that does not depend on founder heroics.	Monthly retainer plus success fee on attributable collected revenue or contribution margin.
2→x Scale ≈ 12 months	Expand regions, channels, team and country P&L on top of a proven motion.	Larger retainer plus a lower-percentage success fee, because the revenue base and delivery scope are larger.

Value ledger — what we report

Attributable collected revenue	Cash actually received from registered opportunities, net of taxes, refunds, chargebacks and pass-through amounts.
Contribution margin created	For physical products, revenue less product cost, duties, freight, platform and channel margin, discounts, warranty and returns.
Fees paid	Retainer plus fixed fees plus success fees actually invoiced across the engagement.
Value multiple	Value created divided by fees paid — reported per phase and cumulatively.
Payback months	Months until cumulative value created exceeds cumulative fees paid.

Evidence held behind each number

Exactly what is measured, why it matters, and the documents we keep.

19 weeks — First signed order, median week 19

The 0→1 gate passes only when an Indian buyer signs a purchase order in their own name and the invoice is raised. Pilots, MOUs and letters of intent do not count.

What is measured	Days from kick-off to a signed PO with a raised invoice.
Why it matters	It ends the internal India debate with a paying reference instead of a market-size estimate, and it does it before you commit to an entity or a country hire.
Business value	Roughly two to three quarters of payroll and entity cost avoided compared with hiring first and selling later.
Evidence held	PO, invoice, collection date, buyer contact for reference calls.

Median across engagements that reached the 0→1 gate. Buyer names and contract terms are shared under NDA during the engagement discussion.

2.8× lift — Conversion lift after the ICP reset

We measure call-to-order conversion on the original target list, then cut it to the segments that demonstrably buy, and measure again over the following quarter.

What is measured	Qualified-call-to-order rate before the reset versus the quarter after it.
Typical cause	Global ICPs travel badly: price bands, service expectations and decision structures differ by segment and by city tier.
Business value	The same commercial effort produces close to three times the orders — no extra headcount, no discounting.
Evidence held	Call logs, stage-by-stage pipeline data, reorder rates by dealer.

Median across engagements where the target list was reset in phase 1. Figures rounded.

5.6× — Value created per rupee of fee

Every quarter we publish a value ledger: gross margin created in India, everything we were paid, and the multiple between the two. It is the number your CFO defends, not ours.

What is measured	India gross margin created ÷ total fees paid (retainer plus success fee on cash collected).
Why cash, not bookings	Success fees are charged only on money actually collected in India, so the denominator cannot be inflated by optimistic pipeline.
Business value	A defensible ROI line in the board pack, and a clean exit point at any gate where the multiple stops making sense.
Evidence held	Collected-revenue statements, margin build-up, fee invoices, quarterly ledger.

Portfolio median for engagements past the 1→2 gate. Ledgers and underlying collection data are reviewed under NDA.

Case takeaways

Before → after, with the value ledger for each engagement.

Vogt Fluidtechnik — German industrial pump maker, €140M revenue

Two years of India “exploration” became a signed order in 19 weeks

A pump maker with three failed India attempts reset the ICP from EPC contractors to captive-power plant operators, cleared a purchase-order path through one distributor, and collected first revenue before any entity spend.

MEASURE	BEFORE	AFTER
Weeks to first signed order	112 wks	**19 wks**
Quote-to-order cycle	96 days	**41 days**
Qualified-to-order win rate	4%	**22%**
Orders in first 12 months	0	**9**

Value ledger — Collected revenue, months 1–12: ₹4.02 Cr · Avoided entity and compliance spend in phase 1: ₹68 L · Programme fees: ₹82 L · Value-per-fee multiple: 5.7×

> “The uncomfortable part was being shown that our India pipeline had never contained a buyer who could sign. Once that changed, the first order took nineteen weeks.”

Henrik Vogt, Managing Director

Northbeam Analytics — US B2B analytics platform, Series B

Self-serve signups looked like traction; India revenue only moved after the ICP reset

A Series B analytics platform was measuring 4,000 India signups a month against ₹0 of retained revenue. Re-pointing at mid-market finance teams and pricing on a local metric produced 2.8× conversion and paid retention.

MEASURE	BEFORE	AFTER
Trial-to-paid conversion	0.4%	**1.1%**
Median annual contract value	₹4.1L	**₹13.9L**
Gross retention, first cohort	0%	**91%**
Median first support response	19 hrs	**2.5 hrs**

Value ledger — Net retained ARR at month 12: ₹3.44 Cr · Paid acquisition spend removed: ₹41 L · Programme fees: ₹64 L · Value-per-fee multiple: 6.0×

> “We were reporting India as our second-biggest market on signups. The first honest slide showed it was our smallest on revenue. That slide changed the roadmap.”

Claire Ferreira, VP Revenue

Sundvik Appliances — Nordic consumer appliance brand, €320M revenue

A stalled dealer network became 96% on-time dispatch and profitable sell-through

Sixty appointed dealers, almost no reorders. Cutting to eighteen accountable dealers with a written service SLA and a reorder trigger turned sell-in into measured sell-through.

MEASURE	BEFORE	AFTER
On-time dispatch	52%	**96%**
Dealer reorder rate	14%	**78%**
Revenue per active dealer	₹3.2L	**₹13.1L**
Channel inventory days	96 days	**43 days**

Value ledger — Incremental sell-through revenue, year 1: ₹5.10 Cr · Working capital released from dead stock: ₹1.14 Cr · Programme fees: ₹96 L · Value-per-fee multiple: 6.5×

> “We had confused appointing dealers with selling appliances. Cutting the network to eighteen was the decision that finally produced reorders.”

Rakesh Bhandari, Head of International, India & SEA

Pricing rules

· Never a pure success fee for 0→1 work. Market creation is disciplined evidence work, not short-term selling.
· Physical products are priced on contribution margin, so nobody is rewarded for unprofitable gross sales.
· Attribution is defined before work begins, through registered accounts, registered partners and documented pursuit activity.
· Success fees trigger on cash collected, never on bookings or invoiced pipeline.
· The percentage falls as the revenue base grows; the absolute fee can still rise.
· Caps and step-downs are available where they make approval easier.

Questions we are asked first

What is 1x2x.in?

1x2x.in is an India market-creation firm for product companies. It builds demand, first collected revenue and a repeatable commercial motion for digital, physical and hybrid products, then scales it pan-India.

What do 0→1, 1→2 and 2→x mean?

They are the three stage gates of an India engagement: 0→1 creates the first validated demand and revenue, 1→2 proves the motion repeats, and 2→x scales it across regions and channels.

How does 1x2x.in charge for India market creation?

Pricing is a retainer or fixed fee plus a success fee. The fee funds the operating team and research; the success fee follows attributable revenue only after cash is collected.

Will 1x2x.in work on a pure success fee?

No. 0→1 market creation is never taken on a pure success fee, because evidence work — ICP validation, procurement mapping, price testing — has real cost and cannot be short-cut by selling harder.