

What to Build.

A complete brief, six catalogue ideas and a worked example from the India SaaS Starter Kit.

For founders who want a concrete starting point

SAMPLE EDITION

Use this as a field guide.

These are **original build hypotheses**, not verified revenue opportunities. A detailed idea is useful because it tells you which buyer to speak with and what workflow to inspect. It does not establish demand, willingness to pay, or the absence of competitors.

The build gate: Before coding, find three buyers who recently faced the problem. Ask them to show the current workflow, quantify the cost, and request a paid pilot for a narrowly defined outcome.

The 15 detailed briefs add linked alternatives, explicit assumptions, pricing experiments and continue/stop rules. The other catalogue cards are starting prompts for your own research. The included XLSX/CSV shortlist and editable workbook help you record evidence. Each card includes a first product scope small enough to test, an India-specific operating context, a possible initial channel, and a 48-hour test. Read the channel as a starting route, not a guarantee that those buyers are easy to reach.

For regulated categories such as healthcare, finance, exports, and employment, check the relevant requirements with a qualified specialist before handling sensitive data or offering compliance claims.

This guide does not claim that any of the 160 ideas has proven market demand, revenue, or a clear path to profitability. Public company examples in the daily What to Build radar use separate evidence labels and links.

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Sixteen places to look.

01 Retail and inventory

02 Wholesale and distribution

Distributor claim desk

Specific buyer Operations manager at a regional chemical distributor handling repeated shortage or damage disputes.

Problem to verify Ask them to rebuild the evidence for their last three disputed shipments; time the task with permission.

Narrow advantage to test A dispatch-to-claim evidence packet for one order, available to the person responding to the buyer.

India fit Start with order numbers from the existing billing system and a phone-friendly upload form. Keep document originals and access limited to named staff.

First route to buyers Request introductions from two packaging or billing-software vendors serving distributors.

Build first Order reference, packing checklist, lot reference, delivery photos, dispute owner and one PDF export.

Leave out ERP replacement, liability decisions, carrier integrations and automatic compensation.

Price experiment — not proven willingness to pay Test ₹1,999/month for one dispatch team; quote ₹1,000 for a two-week, twenty-order pilot.

48-hour test Day 1: reconstruct three old disputes and record missing evidence and minutes spent. Day 2: make five mock packets from redacted records and ask staff to retrieve one during a simulated query.

Continue when Retrieval time falls by at least 50% in the exercise, the manager assigns an operator, and one buyer accepts the paid pilot.

Stop or change direction when Evidence is already linked in the ERP, photos are unavailable, or the team will not capture them at dispatch.

Existing alternatives & evidence

Inventory fulfilment and support-ticket tools cover adjacent steps. A gap between dispatch evidence and claim handling is a hypothesis to test.

- [Zoho Inventory](#) — Documents multi-location stock, batch tracking, order fulfilment and reporting.
- [Freshdesk](#) — Offers ticket ownership and customer-service workflows.

Also compare the buyer's spreadsheet, email and current service provider. These sources establish available capabilities, not unmet demand or willingness to pay. No buyer interviews or paid-pilot results are claimed.

Retail and inventory

Design for multi-location shops, WhatsApp orders, GST invoices, and staff who work on shared devices.

001

BUILD HYPOTHESIS

Shelf expiry watch

Buyer Pharmacy owners

Problem Expiring batches are found too late during stock counts.

Smallest useful product Import batch dates and send a weekly action list.

India angle Design for multi-location shops, WhatsApp orders, GST invoices, and staff who work on shared devices.

First channel Interview independent retailers through local trade associations and POS resellers.

48-hour test Ask three pharmacy owners to walk through their latest case. Time the work, show a one-screen mock-up, and ask whether they would pay for a two-week pilot.

002

BUILD HYPOTHESIS

Stock transfer ledger

Buyer Multi-branch retailers

Problem Transfers between shops disappear into messages and paper slips.

Smallest useful product Record request, dispatch, receipt, and variance per transfer.

India angle Begin with one city, the owner's existing stock export and the language used by store managers. Offer CSV import before an ERP connector.

First channel Ask two local POS resellers for introductions to five multi-store customers; request permission for a workflow study.

48-hour test Day 1: reconstruct ten transfers with two owners using redacted records. Day 2: run three real acknowledgements through a form and compare time to reconcile.

003

BUILD HYPOTHESIS

Dead stock exchange

Buyer Apparel shop owners

Problem Sizes and colours sit idle in one branch while another branch asks for them.

Smallest useful product Show branch-level slow stock and suggest internal transfers.

India angle Design for multi-location shops, WhatsApp orders, GST invoices, and staff who work on shared devices.

First channel Interview independent retailers through local trade associations and POS resellers.

48-hour test Ask three apparel shop owners to walk through their latest case. Time the work, show a one-screen mock-up, and ask whether they would pay for a two-week pilot.

Wholesale and distribution

Support credit terms, partial shipments, GST documents, and retailer communication on WhatsApp.

011

BUILD HYPOTHESIS

Distributor claim desk

Buyer Chemical distributors

Problem Missing-item disputes require photos, lot numbers, and order history from several places.

Smallest useful product Build a dispatch proof packet for every order.

India angle Start with order numbers from the existing billing system and a phone-friendly upload form. Keep document originals and access limited to named staff.

First channel Request introductions from two packaging or billing-software vendors serving distributors.

48-hour test Day 1: reconstruct three old disputes and record missing evidence and minutes spent. Day 2: make five mock packets from redacted records and ask staff to retrieve one during a simulated query.

012

BUILD HYPOTHESIS

Credit limit alerts

Buyer FMCG wholesalers

Problem Sales reps promise orders to retailers already over credit limit.

Smallest useful product Show customer exposure before order confirmation.

India angle Support credit terms, partial shipments, GST documents, and retailer communication on WhatsApp.

First channel Start with distributor associations and accountants serving wholesalers.

48-hour test Ask three fmcg wholesalers to walk through their latest case. Time the work, show a one-screen mock-up, and ask whether they would pay for a two-week pilot.

013

BUILD HYPOTHESIS

Scheme settlement ledger

Buyer Consumer-goods distributors

Problem Promotional schemes are hard to reconcile against supplier credit notes.

Smallest useful product Match eligible sales to scheme claims and settlements.

India angle Support credit terms, partial shipments, GST documents, and retailer communication on WhatsApp.

First channel Start with distributor associations and accountants serving wholesalers.

48-hour test Ask three consumer-goods distributors to walk through their latest case. Time the work, show a one-screen mock-up, and ask whether they would pay for a two-week pilot.

Worked example: distributor claim desk

This is a fictional demonstration of the method. No interviews, customer payments or measured results are claimed.

Broad idea: "Build an ERP for distributors."

Narrow buyer: one dispatch manager at a regional distributor handling shortage claims.

Problem to inspect: assembling a packing and delivery evidence packet takes too long when a buyer disputes an order.

Current alternatives: Zoho Inventory for fulfilment, Freshdesk for tickets, and the team's existing folders. Check whether configuration can solve the issue before building.

Research request: show three redacted disputed orders and time how staff locate the supporting records.

Prototype: a form with order ID, packing checklist, lot reference, photo links, owner and PDF export. Leave inventory and billing unchanged.

Price hypothesis: ₹1,000 for a two-week, twenty-order manual pilot; ₹1,999/month is a later subscription test.

First 48 hours: obtain permission and record a baseline on day one; assemble five mock packets and run a retrieval exercise on day two.

Proceed rule: retrieval time in the exercise is at least halved, the manager assigns an operator, and a decision-maker accepts the paid pilot.

Stop rule: evidence is unavailable, staff cannot capture it, or the existing ERP solves it.

Illustrative arithmetic only: if a packet takes 20 minutes today and 8 minutes with the prototype, the saving is 12 minutes. At 15 cases per month that is 180 minutes. This arithmetic is not evidence that a buyer experiences those numbers or will pay your price. Measure their actual baseline.

Pick one. Test it.

1. **Days 1–2:** Shortlist three problems where you can reach buyers. Look for recent, costly, repeated work.
2. **Days 3–5:** Interview ten people. Ask for a specific recent example and the tools they use today. Avoid pitching until you understand the workflow.
3. **Days 6–7:** Check existing Indian and global alternatives. Write the exact advantage you could offer a narrow buyer group.
4. **Days 8–10:** Show a mock-up or manually deliver the outcome. Ask for a paid pilot with a clear price and success condition.
5. **Days 11–14:** Continue only if the problem is real, you can reach buyers, and at least one buyer will commit time or money.

Decision rule: A buyer who says an idea is interesting is giving feedback. A buyer who shares data, introduces the decision-maker, or agrees to a paid pilot is giving stronger evidence.