

Terms of Reference: Strategic Growth Consultant

Position Title: Strategic Growth Consultant

Location: Delhi / Remote

Reports to: Founder / Chief Vision Officer

Company Stage: Research-to-operations transition

About Caregram

Caregram is building solutions for India's care economy. Building on foundational research insights that reveal critical understanding of how care work is valued and delivered in India, we are now moving from insight to execution. We continue policy-focused research and develop content on ethical, sustainable care models, but our primary focus is translating research into operational businesses across care infrastructure, education, and technology.

We need a strategic partner to build our commercial foundation from the ground up.

The Role

This is an operational partnership with the Founder - you'll work alongside the Founder to translate research insights and vision into functioning businesses, building systems, teams, and infrastructure from scratch. You'll have delegated authority to make operational decisions and will be accountable for moving us from the research stage to operational delivery.

This is a consultant engagement with meaningful equity. You'll need comfort with ambiguity and the ability to build without a playbook, focusing on creating proof of concept.

Key Responsibilities

In the first 6-12 months:

Foundational Business Development

Design initial operational systems and business models based on research insights

Establish foundational processes for workflow, decision-making, and service delivery

Create financial frameworks and unit economic models for proposed business lines

Determine the sequence and priority of business-building activities

Team and Culture Building

Define necessary roles and hiring timeline

Recruit initial team members as funding and revenue allow

Establish working norms, performance standards, and collaborative culture from the outset

Build the foundation for how we'll work together

Proof of Concept and Early Delivery

Convert research insights into testable business models
Identify and engage with initial customers, users, and partners
Launch and manage pilots or MVP versions of initial offerings
Analyze results, learn from feedback, and iterate accordingly

Strategic Partnership

Collaborate closely with the Founder to stress-test ideas and refine strategic direction
Translate high-level vision into realistic roadmaps and resource plans
Identify necessary capabilities, partnerships, and funding requirements
Make critical prioritization decisions regarding strategic initiatives

Financial Foundations

Establish budgeting and financial management practices
Model unit economics for various business scenarios
Manage cash flow in a bootstrapped environment
Develop path toward financial sustainability and revenue generation
Build the business case and strategy for potential funding if needed

Qualifications and Experience

Essential Experience:

Minimum 7 years building operational systems and teams, with some experience at early or founding stage of a venture
Demonstrated ability to build a business or operational unit from early stage
Comfort with ambiguity and experience building without established playbooks
Strong business acumen and ability to design viable commercial models
Track record of successful hiring and building effective small teams

Desired Attributes:

Genuine enthusiasm for early-stage venture building
Strong systems-thinking capabilities - able to design frameworks that will scale even if they start simple
Resourcefulness and ability to achieve goals with limited resources
Direct, collaborative communication skills
Strong ethical grounding and commitment to building a business that is both commercially viable and socially responsible
Tolerance for bootstrapped reality - small budgets, scrappy execution, making every rupee count

Sector Experience:

Experience in care, health, social enterprise, or other people-centered sectors is valuable but not mandatory. More critical is the ability to deeply understand a sector through research and translate that understanding into effective business models.

What You Should Know Before Applying

Current Reality:

Caregram is bootstrapped with no current revenue

There is no existing operational team beyond the Founder

You will be building infrastructure, systems, and processes from the beginning

This is a high-ambiguity, high-autonomy, high-accountability environment

Team hiring will depend on revenue generation and/or securing funding

This Role is Right For You If:

You are genuinely energized by early-stage building and comfortable with uncertainty

You want meaningful equity in something you help create from the ground up

You are looking for a true partnership role where your decisions shape the entire venture

You can manage with consultant fees that reflect bootstrapped reality

You are motivated by the opportunity in India's care economy

You understand that building the funding strategy may be part of your remit

This Role is Not Right For You If:

You need established teams, processes, and resources to do your best work

You are looking for a well-funded startup with proven product-market fit

You require high immediate cash compensation

You want a traditional organizational structure with clearly defined scope

You need to see traction before committing your time and expertise

Engagement Terms

This is a bootstrapped venture, and the compensation structure reflects this reality:

Consulting Fees: A fee structure that reflects the early-stage, bootstrapped nature of the venture. Specifics will be discussed based on time commitment and mutual agreement on what's sustainable.

Equity: A meaningful equity stake, reflecting the foundational contribution of this role and your partnership in building from the ground up.

Future Potential: The potential to transition into a permanent role as the business generates revenue and secures funding.

We are seeking a partner who views the equity and the opportunity to build as significant components of the total value proposition, not just the immediate fees.

Application Process

To Apply:

A one-page letter addressing why this stage, this sector, and this partnership model appeal to you, and what excites you about building a business from research to operations

A current CV detailing your relevant building and operational experience

Interview Process:

Stage 1 - Exploratory Conversation (60 min)

Open dialogue with the Founder to discuss vision, your approach to building new ventures, and to assess mutual partnership fit.

Stage 2 - Operational Thinking (90 min)

Working session focused on how you would approach building our initial operational systems. This will likely involve a real-world challenge to test your judgment, execution thinking, and strategic prioritization.

Stage 3 - Partnership Alignment (45 min)

Final conversation to confirm working relationship, scope, decision rights, success metrics for the first 6-12 months, and to discuss consultant terms including equity structure.

Next Steps

If building India's care economy from research insights, working in true partnership with a founder, and creating systems from scratch excites you, we'd like to hear from you.

Contact: listener@caregram.in

Questions welcome - we're happy to discuss the reality of this stage, the opportunity, and what success would look like.