So you want to run a

Coaching centre

Can a coaching centre full of students, with fees paid in advance, still run out of money? A reel with 2,89,025 plays says 20 students × ₹5,000 = ₹1,00,000 in revenue. J builds one on paper: a 1,250 sq ft hall in Kota at ₹35,000 a month, Class 11–12 PCM at ₹4,000 a month, ₹7,87,500 to open, and a star physics teacher on ₹80,000. On the way: a To-Let board in Bhopal, the number 49, the fire certificate, 600 Google Maps listings, the resignation, the refunds, and the giants.

THE REAL BILL

Best month, 49 students	₹1,96,000
Hall rent	−₹35,000
Star teacher	−₹80,000
Two teachers, desk, power, other	− ₹88,917

J is short **−₹7,917** his best month



THE REEL'S PROMISE

₹1 lakh a month from 20 students

A reel by @refinewithpriya with 2,89,025 plays: “20 students × ₹5,000 = ₹1,00,000 in revenue!” In revenue. That's the reel's claim.

WHAT J DID NOT KNOW YET

The flaw

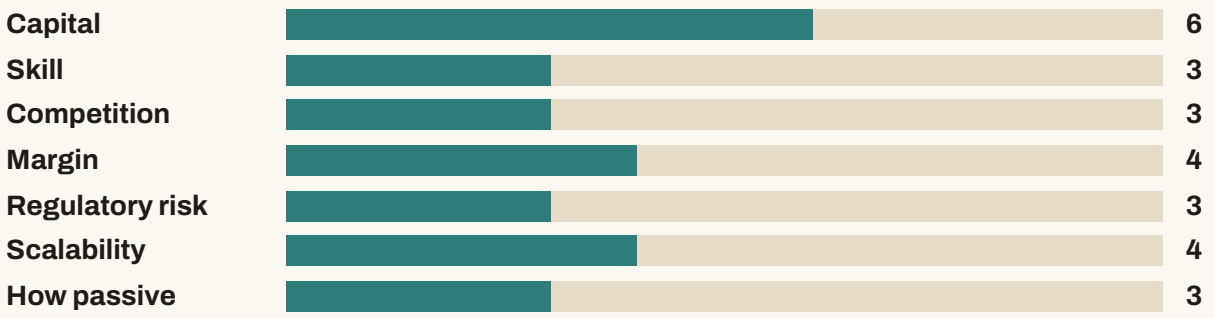
₹1 lakh is what comes in, not what J keeps. In his best month 49 students pay ₹1,96,000; rent, a ₹80,000 star teacher, two more teachers, the desk, power and the rest take ₹2,03,917. Break-even: 51 students with the star, 31 without her, 61 if GST applies.

CHAPTERS · 36:04

0:00	The To-Let Board
1:54	The City Having a Sale
3:45	Four Kinds of Classroom
5:31	The Hall
7:27	The Number Forty-Nine
9:51	The Fire Certificate
11:42	Twelve Students
14:01	Six Hundred Stars
16:14	The Star Teacher
18:08	One Good Month
20:26	The Resignation
21:48	Mrs Kulkarni's Receipt
23:56	The Empty April
25:46	The Giants
27:41	Who Actually Wins
29:35	The Questions Everyone Asks
30:59	J Two, and the Scorecard
33:49	Back to the Question
35:24	Next stop

Education only · not financial, legal or tax advice

The scorecard: 26/70



Ten points each, higher is better. Season average per question: Capital 5.1 · Skill 4.7 · Competition 2.8 · Margin 3.4 · Regulatory risk 2.8 · Scalability 5.1 · How passive 2.7.

Two years, run two ways ILLUSTRATION

The good version

J 2.0: a 600 sq ft back room at ₹16,800, physics and maths only, two teachers plus ₹300 a student, no star salary, refund money kept aside. Break-even 26 students; +₹54,533 in a full month with 40; about +₹18,317 a month across year one. The ₹4,12,200 setup back in about 22.5 months.

The realistic version

J's year: 12 students in month one, 49 by month six. In month eight the star leaves, 14 students follow and refunds take ₹1,04,000; then the board exams empty the room. Fees earned ₹14,92,000, costs ₹21,47,167: −₹6,55,167, about −₹54,600 a month.

J's checklist before you start

1. Start with the teacher, not the hall. Count break-even with every salary in: J needed 51 students with a ₹80,000 star, 31 without.
2. Price the month the best teacher leaves: students follow the teacher, and classes not yet taught must be refunded.
3. Never spend the fees for classes not yet taught. The MoE guidelines ask for a pro-rata refund within 10 days.
4. Know your rules: the MoE guidelines count from 50 students, Rajasthan's 2025 bill from above 100. States differ.
5. Fire safety and registration before the first student. In Delhi, 67 of 583 institutes had a fire NOC (2023).

6. No rank promises, no students below 16, no fee rise mid-course. GST above ₹20 lakh a year moves J's break-even to 61.

J's Wall after 9 stops

#1	Exporting	31/70
#2	Sports turf	29/70
#3	Importing from China	28/70
#4	Selling abroad	27/70
#5	Franchise	26/70
#6	Coaching centre	26/70
#7	Car wash	25/70
#8	Cloud kitchen	24/70
#9	PG / co-living	23/70

Calculator: learnbusinesswithj.in/free/

Every number is sourced on the next page

Where the numbers come from

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MUSIC

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Tracks: Rollin at 5 · Airport Lounge · Long Note Two · Investigations · Comfortable Mystery · Hidden Agenda · Covert Affair · Ossuary 6 - Air · Mystery Sax · Spy Glass · The Lift · Darkling · Hitman · Wallpaper · Easy Lemon · Gymnopedie No 1

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