DT Alpha Consulting · Enterprise & Investor Catalogue 2026–27

Operators who have owned the outcome, on your side of the table.

Run-rate managed IT for telcos and complex-stack operators, post-acquisition integration, technical and reality-check diligence for VCs, PE and DFIs, fractional CTO and CPO cover for portfolio companies, and India → East Africa market entry.

Scan for the live checks and a 30-minute call

16+ years across enterprise IT, SaaS, B2B commerce, logistics and regulated payments	**40+** Indian IPO, SME and unlisted companies read with a 17-section method	**2→7** enterprise SaaS clients in one quarter, founder's record at Leta	**3** continents of delivery: Africa, India, Asia

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EXCELLENCE AT SCALE

Why us

Built by operators, read with an investor’s eye

Rare in this market: product and platform leadership, regulated-operations evidence and investment diligence held by the same small team, with a Bangalore engineering and operations centre (ISO 9001:2015) behind it.

The founder’s path, and what each stop taught

Cognizant · Darashaw · UCAL	Enterprise delivery discipline, capital-markets technology, manufacturing systems
Honeywell · HP (three tenures)	13 years of enterprise technology, supply chain and APAC analytics product ownership
Wasoko	Warehouse digitisation and last mile: orders per truck 20 → 35 (+75%) in six months
Leta	Logistics SaaS scaled from 2 to 7 enterprise clients in one quarter; contributed IP that supported a USD 5M seed round
BOU-licensed payment operator	Fractional CTO: ground-up platform, 50+ institutions, 68 controls passed (contract complete)
DT Alpha	Founder & Fractional CTO; 40+ Indian companies diligenced with our 17-section method

Delivery record, including prior roles

IDFC Bank · Axis Bank Group · Khan Bank · IBM · Oracle · Tata Elxsi · Orange · Skylo · Getronics · RCL Group · Logile

Engagements completed by the DT Alpha team, including in prior roles. Listed for credentials; no endorsement implied.

Four things we hold together

- **Operator-built:** we advise on what we have run
- **The investor’s eye:** findings ranked by deal impact
- **Two-continent footprint:** Nairobi front, Bangalore centre
- **Evidence first:** every output is built to be checked

What is changing

Capital is concentrating, and every cheque carries more diligence

Fewer, larger rounds; a rising listing bar; data that must stay in-country; and a fast-growing India–Africa corridor. Each shift creates a decision someone has to defend.

−38%

Fewer startup rounds

Indian tech raised $10.3 bn across 1,134 rounds, 1 Jan–21 Sep 2026 (+7% value, −38% count). Seed fell 37%.

−32%

Fewer SME IPOs

111 issues on NSE Emerge in FY26 after SEBI's March 2025 tightening. Diligence now decides the listing.

4

Residency clocks

Ghana, Nigeria, Tanzania and Rwanda now require regulated data in-country. Group IT has to re-plan estates.

$93.69 bn

India–Africa trade

FY26, up 14.39%; Indian exports $45.42 bn. Indian companies need partners on the ground.

Illustrative reading. When capital is scarce and scrutiny is high, the team whose technology story holds up under diligence gets funded, acquired or listed first. Our lines are built around that moment, from both sides of the table.

Sources: Tracxn India Tech report (Sep 2026); NSE FY26 primary-market report via ANI (22 Apr 2026); SEBI ICDR (SME) amendment (Mar 2025); Bank of Ghana CISD 2026; CBN; BOT; BNR; Ministry of Commerce via IANS (15 May 2026).

The catalogue on one page

Seven lines for operators, acquirers and investors

Each line opens with a fixed-scope step you can approve on your own signature. Each phase stands on its own deliverable.

Code	Line	Who it serves	Entry point	At stake
RB	**Runbook Managed IT · run-rate model**	Telcos, logistics, manufacturers, SaaS with 5–15 vendors	T1 stack support from Day 1	CONTINUITY · CASH
IG	**Post-acquisition integration & Group IT stand-up**	Acquirers, holding groups, multi-site operators	G0 integration baseline, 4 weeks	CONTINUITY · LICENCE
DD	**Technical & reality-check diligence**	VCs, PE, DFIs, AIFs, family offices, pre-IPO allocators	5–10 business days per deal	CASH · MARKET ACCESS
PF	**Portfolio fractional CTO / CPO**	Portfolio companies placed by a fund or board	Onboard and diagnose, first 90 days	CASH · CONTINUITY
AX	**India → East Africa Market-Entry Desk**	Indian fintech, SaaS, health, agri, EV and energy companies	AX0 market and regulator map, 10 days	MARKET ACCESS · LICENCE
TC	**India ⇄ East Africa Trade & Sourcing Desk**	Indian input makers and processors; East African growers and producers	TC0 corridor trade map, 10 days	AGRI TRADE · SUPPLIER DD
A	**Cybersecurity Audit Suite**	Any operator facing a regulator, buyer or acquirer review	Grade B, 8–10 days	LICENCE

TRY	TRUST	EXPAND	SCALE
T1 · G0 · DD · AX0 · Grade B	Run-rate intel · G1 · PF onboard	Runbooks · G2 · AX1	Managed run · embedded seat · AX2

RB Service line

Runbook Managed IT · the run-rate model

Support first, observe always, refactor only where the data points. We take over L1–L3 on Day 1 with no changes, then let 90 days of ticket data show where the pain is.

Who it serves

- Telecom operators
- Logistics and distribution platforms
- Manufacturers and multi-site operators
- SaaS businesses with 5–15 IT vendors

The clock

Day 1
Every system named, owned and runbook-versioned

Day 90
Ticket heat map: which 20% drives 80% of the pain

At stake

CONTINUITY CASH

T1 · T2 · Day 1 to Day 90

Try, then trust

Stack support from Day 1 across L1–L3, then a 90-day intelligence layer that turns tickets into a heat map by module and vendor.

KEY DELIVERABLE
Asset inventory and run-rate heat map

T3 · From month 4

Expand

Runbook engineering for the systems that generate the most tickets, with SEV-1 under 15 minutes against an agreed SLA.

KEY DELIVERABLE
Versioned runbooks, SLA met

T4 · Data-led

Scale

Refactoring advisory only where ticket data justifies it, priced per tower against a service level with defined credits.

KEY DELIVERABLE
Refactoring plan tied to ticket data

Our preferred scope

- Cloud and infrastructure
- Digital workplace and service desk
- Network and NOC
- Security operations
- AI ops and automation
- Monthly run rate per tower

Why we are placed for this

Every runbook pattern started life in a regulated payment environment, where a missed SEV-1 is a supervisory event. One contract, one accountable owner, one escalation path, with the 24×7 run from our Bangalore centre.

Approval: COO / CTO

Proof **2→7** enterprise clients in one quarter (Leta) **+75%** orders per truck in six months (Wasoko) **40+** Indian companies diligenced **50+** institutions run, BOU-licensed PSO

IG Service line

Post-acquisition integration & Group IT stand-up

When companies combine, the IT estates do not. We baseline both, integrate in the order that protects revenue, and stand up a group IT function that can answer to a board and a regulator.

Who it serves

- Acquirers in banking, telecom and distribution
- Holding groups adding subsidiaries or markets
- Multi-site operators formalising group IT
- PE-backed roll-ups

The clock

Deal close
Day-1 continuity plan for customer-facing systems

First 100 days
Identity, network and finance systems on one control plane

At stake

CONTINUITY · LICENCE · CASH

G0 · 4 weeks

Integration baseline

Both estates inventoried: applications, vendors, contracts, identity, data flows and licences, with overlaps and risks ranked.

KEY DELIVERABLE
Integration map and Day-1 continuity plan

G1 · 8–16 weeks

Integrate

Identity, network and email unified; finance and reporting systems connected; duplicate vendors retired in a sequence that protects revenue.

KEY DELIVERABLE
One control plane, one escalation path

G2 · Ongoing

Group IT

Group IT operating model, shared NOC and service desk, subsidiary governance and board reporting across markets.

KEY DELIVERABLE
Group IT scorecard for the board

Our preferred scope

- Application and vendor rationalisation
- Identity and access unification
- Data residency per market
- Licence true-up
- Shared NOC and service desk
- Subsidiary governance pack

Why we are placed for this

We built a ground-up platform for a 50+ institution network and led warehouse-system modernisation at Wasoko with zero operational disruption. Integration is an operations problem first.

Approval: Group COO / CFO · board for G1

Proof **2→7** enterprise clients in one quarter (Leta) · **+75%** orders per truck in six months (Wasoko) · **40+** Indian companies diligenced · **50+** institutions run, BOU-licensed PSO

DD Service line

Technical & reality-check diligence

Independent diligence built for the investment committee: the technology, the team and the physical business verified, on the deal team's timeline.

Who it serves

- Category I/II AIFs and venture debt funds
- VCs, PE funds and DFIs
- Angel networks and family offices
- Pre-IPO and SME allocators

The clock

1 Jan–21 Sep 2026
Rounds −38%: fewer, larger cheques carry more diligence

FY 2025–26
SME IPO issuances −32% on NSE Emerge

At stake

CASH · MARKET ACCESS

D1 · Days 1–2

Scope

Thesis, data-room review and diligence questions agreed with the deal team; site and reference plan set.

KEY DELIVERABLE
Agreed diligence plan and question list

D2 · Days 3–8

Diligence

Technology module and reality-check module in parallel: architecture, code and IP, team; plant, order book, litigation and promoter history.

KEY DELIVERABLE
Working findings log, shared daily

D3 · Days 9–10

IC readout

Findings ranked by deal impact, a 90-day post-close plan, and an optional move into the PF seat after close.

KEY DELIVERABLE
IC-ready memo, findings ranked by deal impact

Our preferred scope

- Architecture and scalability ceiling
- Code, IP and licence compliance
- Security and data-protection posture
- Team and key-person risk
- Plant and capacity verified
- Use-of-proceeds vendors checked

Why we are placed for this

A 17-section method applied to 40+ Indian SME, mainboard and unlisted companies, with a physical reality check, combined with the reviewer's own record as a fractional CTO. Findings support your committee's decision; recommendations stay with you.

Approval: Deal partner · investment committee

Proof **2→7** enterprise clients in one quarter (Leta) · **+75%** orders per truck in six months (Wasoko) · **40+** Indian companies diligenced · **50+** institutions run, BOU-licensed PSO

Sources: Tracxn India Tech report (Sep 2026); NSE FY26 primary-market report via ANI (22 Apr 2026).

PF Service line

Portfolio fractional CTO / CPO

An embedded technology and product leader inside a portfolio company: value creation between board meetings, at an intensity that steps down as the team matures.

Who it serves

- Seed to Series B portfolio companies
- DFI-funded operators
- Founder-led businesses after an investment
- Companies between permanent CTOs

The clock

First 90 days
Technology plan tied to the investment thesis

Monthly
Board-ready technical and product scorecard

At stake

CASH · CONTINUITY

Phase 1 · First ~90 days

Onboard and diagnose

Strategy aligned to the thesis; team, architecture and roadmap assessed; key-person risk named openly.

KEY DELIVERABLE
90-day value-creation plan

Phase 2 · Ramped intensity

Embed and build

Architecture and roadmap ownership, hiring support, vendor and offshore-team management, delivery accountability.

KEY DELIVERABLE
Monthly board scorecard

Phase 3 · When ready

Report and transition

We define the permanent role, support the search and hand over with a documented onboarding plan.

KEY DELIVERABLE
Handover to a permanent CTO

Our preferred scope

- Product strategy and SaaS packaging
- Architecture and cost-to-scale model
- Hiring plan and team structure
- Vendor and GCC management
- Security and data-protection baseline
- Technology section of the data room

Why we are placed for this

Product and platform leadership across SaaS, B2B commerce and logistics in India and Africa, plus a fractional CTO record inside a central-bank-licensed payment operator. Often opens with DD pre-investment and continues post-close on the same relationship.

Approval: Fund partner · portfolio company board

Proof **2→7** enterprise clients in one quarter (Leta) · **+75%** orders per truck in six months (Wasoko) · **40+** Indian companies diligenced · **50+** institutions run, BOU-licensed PSO

AX Service line

India → East Africa Market-Entry Desk

Regulator, partner and residency groundwork for Indian companies entering Kenya, Uganda and Tanzania, from a Nairobi team inside these markets.

Who it serves

- Indian fintechs and payment companies
- B2B SaaS and enterprise software
- Healthtech, pharma and agri-input companies
- EV and clean-energy makers

The clock

FY 2025–26
India–Africa trade $93.69 bn, +14.39%

Data in country
GH CISD · TZ BOT · RW BNR · ET NBE · KE ODPC

At stake

MARKET ACCESS · LICENCE

AX0 · 10 business days

Market and regulator map

Licence path, standards (KEBS, UNBS, TBS), data-residency and cyber duties, payment rails and partner landscape, market by market.

KEY DELIVERABLE
Market-entry scorecard per country

AX1 · 8–12 weeks

Land

Distributor, supplier, raw-material, financing and service-partner introductions; in-country hosting where needed; local compliance evidence.

KEY DELIVERABLE
Go-live readiness pack

AX2 · Ongoing

Run

A Nairobi front carrying client, partner and regulator relationships, with the 24×7 run from Bangalore.

KEY DELIVERABLE
Standing in-market operations desk

Our preferred scope

- Licence and sandbox pathway
- Product registration (PPB, NDA, TMDA)
- Distributor shortlists and introductions
- Asset-finance partners
- Local cybersecurity stack
- In-market NOC

Why we are placed for this

Indian two-wheeler makers built over half of Africa's market through local distributors, assembly and mechanic training. Partner selection is most of the work, and it is the work we do from Nairobi.

Approval: CEO · international expansion lead

Proof **2→7** enterprise clients in one quarter (Leta) · **+75%** orders per truck in six months (Wasoko) · **40+** Indian companies diligenced · **50+** institutions run, BOU-licensed PSO

Sources: Ministry of Commerce via IANS (15 May 2026); CMR on Indian two-wheelers in Africa; regulators as named.

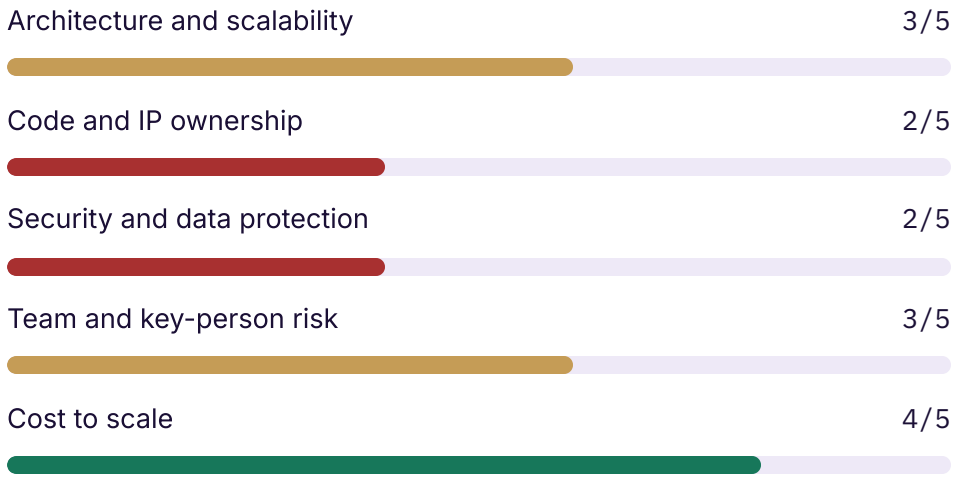
Sample deliverable · illustrative data

What an investment committee receives

The technology DD summary: five scored dimensions, findings ranked by deal impact and a 90-day post-close plan. Delivered at the end of a 10-day diligence.

Technology DD summary · Company D

Series A B2B SaaS · for the investment committee · day 10



Findings ranked by deal impact

- **IP:** two contractors hold repository admin; IP assignment unsigned. Condition precedent.
- **Scale:** billing module is single-tenant; re-platform before 10× load.
- **Data:** no DPDP data map; consent flows undocumented.

90-day post-close plan

- IP assignments and access clean-up, weeks 1–2
- Multi-tenant billing design, weeks 3–10
- Data map and consent notices, weeks 4–8

Findings support the committee's own decision; investment recommendations remain with the investor.

SAMPLE · ILLUSTRATIVE

Sample deliverable · illustrative data

What an expanding company receives: the market-entry scorecard

Country by country, with standards paths, partner shortlists and a recommendation for the first market.

Market-entry scorecard · Indian EV two-wheeler maker

AX0 market & regulator map, day 10 · Kenya, Uganda, Tanzania

Factor	Kenya	Uganda	Tanzania
Demand signal (boda-boda fleet growth)	Strong	Strong	Moderate
Standards and type approval path	KEBS · mapped	UNBS · mapped	TBS · mapped
Distributor candidates shortlisted	3	2	2
Rider asset-finance partners	4	2	1
Charging / battery-swap partners	Emerging	Emerging	Thin

Recommendation: enter Kenya first through an established distributor with a financing partner; Uganda in phase two.

SAMPLE · ILLUSTRATIVE

How to work with us

Enter at one point. Judge it on its own deliverable.

Four ways in. Each is bought once and judged on its own output before anything larger is discussed. Prices are scoped from the ground up and come in a written SOW.

Diligence

`5–10 business days per deal`

DD on the deal team's timeline, ending in an IC-ready memo.

Sprint

`10 business days, fixed`

AX0 market map, G0 baseline or Grade B audit.

Run

`Monthly, per tower`

Runbook Managed IT against an agreed service level.

Seat

`Set days a month`

Portfolio fractional CTO / CPO with a defined path to a permanent hire.

Next steps

1. A 30-minute call to place your situation against the catalogue
2. One working session: we scope live with your team
3. A fixed-scope first step, quoted in writing
4. Operating within 15 days of agreement, where the fit is right

For fund managers seeking East African LPs, see the Private Capital & Corridor catalogue. For Indian founders and MSMEs, see the India catalogue.

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Book a 30-minute call: calendly.com/venkatram-r/30-minute-consult

Scan for the live 60-second check and booking on **dtalpha.co/**