

PS ADVISORY SERVICE PORTFOLIO

Structured Thinking. Practical Delivery.

Senior-led advisory and learning across operational readiness, project delivery and capability development.

**01 • ORAT ADVISORY • PAGE 3**

Prepare, test, activate and stabilize complex operations.

**02 • PROJECT MANAGEMENT ADVISORY • PAGE 8**

Strengthen project decisions, controls and delivery.

**03 • TRAINING & CAPABILITY DEVELOPMENT • PAGE 13**

Build capability through practical, contextual learning.

SERVICE PORTFOLIO INDEX

Clients may commission independent guidance, a peer review, one priority module, several connected modules, implementation support or leadership of an agreed effort. Each assignment is defined around the challenge, outputs, responsibilities and delivery capacity required.

AIRPORT-PROVEN READINESS | STRONGER PROJECT DELIVERY | PRACTICAL LEARNING

SERVICE PORTFOLIO INDEX

Focused offers connected by one practical philosophy

Start with the immediate requirement. Expand the engagement only where additional support creates value.

01 ORAT Advisory Readiness planning, stakeholder preparation, trials, activation, transition and stabilization. AVAILABLE AS Guidance, peer review, selected or multiple modules, leadership within scope or end-to-end management with agreed resources.	02 Project Management Advisory Project start-up, governance, PMO, planning, controls, risk, change, review, recovery and operational excellence. AVAILABLE AS Guidance, diagnostic, selected solution, embedded advisory, implementation support or leadership within scope.	03 Training & Capability Development Talks, training, workshops and modular learning that connect concepts with workplace application. AVAILABLE AS Focused talk, course, workshop, masterclass series, custom program or facilitation/coaching.
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What clients can expect across every assignment

Senior-led involvement Direct attention from the Founder & Founder & Founder & Principal Consultant.	Clear scope Role, outputs, timing and responsibilities agreed at the outset.	Modular support Commission one immediate need or connect several modules.
Practical outputs Working plans, tools, reviews, actions and learning products.	Independent perspective Evidence-based challenge without unnecessary layers.	Capability transfer Methods and tools remain usable by the client team.

A common engagement pathway

DISCUSS	UNDERSTAND	SELECT SUPPORT	DELIVER	EMBED / HAND OVER
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HOW TO USE THIS PORTFOLIO Each section follows the same five-part structure: overview, what it connects, approach, solutions and modules, and benefits and outputs. Standalone portfolios provide further detail.

ORAT SERVICE PORTFOLIO

What is ORAT?

A structured path from project completion to operations that work - proven in Airports and adaptable to complex infrastructure.



Illustrative airport, rail, data-center, power, water-treatment and factory infrastructure

OPERATIONAL READINESS, ACTIVATION AND TRANSITION

ORAT is the structured work that prepares a new or upgraded asset to operate safely, reliably and as intended. It aligns facilities, systems, information, processes, people and stakeholders so operations can be prepared, tested, activated and stabilized.

Proven in Airports. Successfully applied across complex infrastructure.

Airports Greenfield and brownfield airports, terminals, airfields, cargo, general aviation and critical upgrades.	Rail & metro New lines, stations, extensions, depots and service transitions.	Ports & logistics Cruise, cargo, intermodal and logistics facilities.
Healthcare New hospitals, departments, relocations and service activation.	Urban parks & public facilities Large urban parks, public-realm assets, civic facilities, stadiums and major events.	Data centers, plants & utilities Data centers, factories, power and water-treatment plants, upgrades and operational handover.

WIDER APPLICATION ORAT is widely used for greenfield and brownfield airport projects. The same readiness principles have been applied successfully in rail and metro, ports and logistics, healthcare, civic facilities, major events, data centers, industrial facilities, power generation and water utilities. They can also be adapted to other complex public-realm developments.

WHAT ORAT DOES

It connects everything required for operations

ORAT brings organizations and operating elements into one shared plan so readiness can be demonstrated - not assumed.

THE ORGANIZATIONS

Asset owner / sponsor	Operator / service provider	Project & delivery teams	Users, tenants & suppliers	Authorities & emergency services
ONE SHARED READINESS PLAN				

THE OPERATING ELEMENTS

Facilities & assets	Systems & information	Processes & procedures	People & competence	Compliance, assurance & resilience
READINESS EVIDENCE > ACTIVATION / OPENING DECISION CONTROLLED TRANSITION > STABLE OPERATIONS				

What the client can expect

Earlier visibility Gaps and conflicts are surfaced while there is still time to act.	Clear ownership Each action, decision and acceptance point has an owner and target date.	A tested and trialed operation Facilities, systems, procedures and people are tested and trialed together.
Better activation decisions Current evidence and residual risk are visible before Go/No-Go.	A controlled transition Cutover, communications, fallback and issue response are prepared.	Structured stabilization Early issues are prioritized, closed and transferred into normal operations.

HOW WE WORK PS Advisory works with the client's existing team, creating one shared view of readiness and clear, specific advice for action.

PS ADVISORY'S ORAT APPROACH

From operating concepts to stable operations

Six connected stages, from understanding the client's needs to activating and stabilizing operations.

01 UNDERSTAND Requirements & Infrastructure	02 DEFINE Readiness Criteria	03 PLAN one integrated plan	04 PREPARE operations & people	05 ASSESS checks, tests & trials	06 ACTIVATE transition & stabilize
STAGE	PS ADVISORY SUPPORT AND OUTPUTS				
01 Understand	Establish the baseline: facility or infrastructure being built or upgraded; operating concepts; completion and operational-start dates; stakeholders, dependencies, work status and initial requirements. Main outputs: Agreed baseline, scope and priority readiness questions.				
02 Define	Define the readiness elements, acceptance criteria, required evidence and decision gates. Main output: Readiness kit covering criteria, evidence and check-gate plan.				
03 Plan	Develop one ORAT strategy and schedule linking user acceptance and performance testing, handover and takeover (HOTO), staffing, training, trials, transition and activation. Main outputs: ORAT strategy, integrated schedule and principal plans.				
04 Prepare	Facilitate stakeholders to prepare SOPs, operating resources, training and familiarization for the new or upgraded facility. Main outputs: Stakeholder readiness packs, plans, schedules and trackers.				
05 Assess	Plan, facilitate and assess readiness checks, user acceptance and performance tests, operational trials and risks. Main outputs: Trial program and scripts, observations, findings and actions, readiness reports and activation / Go-No-Go pack.				
06 Transition, activate & stabilize	Develop transition, HOTO and activation arrangements; support cutover, command center, communications, fallback, live issues and transfer to normal operations. Main outputs: Activation plan, live issue log, stabilization dashboard and handover.				

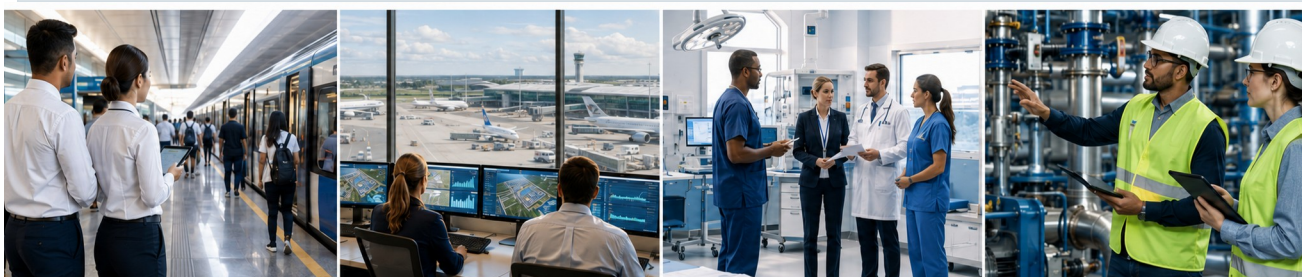
AT EVERY STEP Stakeholder coordination, risk and issue management, decision support, usable templates and capability transfer are built into the work.

PS ADVISORY ORAT SOLUTIONS

Choose the support and modules you need

Begin with guidance or a focused review, select one or more modules, or engage PS Advisory to lead the complete ORAT effort.

01 GUIDANCE Set up or improve the ORAT approach.	02 PEER REVIEW Independent health check and practical recommendations.	03 SELECTED MODULE Training, trials, transition, activation or another need.
04 MULTIPLE MODULES Connected support across several readiness activities.	05 LEAD THE EFFORT Lead the client's ORAT team within an agreed scope.	06 END-TO-END Manage the complete program with assignment-specific resources.



Illustrative readiness activities across rail, airport, healthcare and industrial settings

MODULES YOU CAN SELECT Each module can be commissioned independently or connected with others into one ORAT program.

01 Strategy & integrated planning Approach, organization, roles, schedule, reporting and decisions.	02 Operating concept & SOPs Service standards, process interfaces, procedures and contingencies.
03 Stakeholders & responsibilities Engagement, accountabilities, interfaces, actions and decisions.	04 Facilities, systems, tests & HOTO User input to tests, asset information, manuals, licenses and handover.
05 Staffing, training & familiarization Workforce engagement, familiarization and training.	06 Readiness assessments & trials Readiness checks, trials, findings, actions and retesting.
07 Transition, activation & opening Cutover, command center, communications, fallback and support.	08 Stabilization, resilience & improvement Early-life monitoring, snag closure, resilience and operational-efficiency improvement.

FLEXIBLE SCOPE

Choose one immediate solution or connect several modules into a complete ORAT program. For end-to-end management, the delivery structure and resources are agreed for the assignment.

BENEFITS OF PS ADVISORY ORAT SOLUTIONS

Practical outputs that improve decisions and operations

Every assignment is agreed around the client's need. The outputs are usable working tools - not reports for shelf storage.

Your Need	What we provide	How it helps
Establish the ORAT program	ORAT strategy; roles; integrated plan and schedule; reporting and decision routine.	Creates one connected program with clear accountability.
Define readiness	Readiness elements and criteria; requirements mapping; traceability register; check gates.	Makes readiness measurable and reveals missing evidence early.
Stakeholder readiness	SOPs aligned with the concept of operations; HOTO tracker; staffing, training and familiarization plans.	Aligns facilities, systems, processes, people and information.
Readiness assessment & operational trials	Readiness checks; user-acceptance and performance-test reports; trial scripts; findings, actions and risk reports.	Identifies gaps and the corrective actions required.
Transition & activate	Transition, HOTO and activation plans; Go/No-Go pack; command, communications and fallback arrangements.	Supports an evidence-based opening decision and controlled cutover.
Stabilize & improve	Live issue log; stabilization dashboard; lessons-learned report; operational-efficiency improvement plan.	Accelerates issue closure and the move to reliable operations.

CLEAR RESPONSIBILITY FROM THE OUTSET

The agreed scope will state whether PS Advisory advises, reviews, supports implementation or leads the work, so responsibilities and deliverables are clear before mobilization.

ONE CONNECTED LOGIC Operating need > readiness criteria > evidence > owned action > activation decision > stable operations.

UNDERSTAND facility, concept & stakeholders	DEFINE readiness, criteria & gates	PLAN one integrated program	PREPARE facilities, systems & people	ASSESS checks, tests, trials & risk	ACTIVATE HOTO, cutover & stabilization
ONE CONNECTED READINESS RECORD - FROM OPERATING NEED TO STABLE OPERATIONS					

PROJECT MANAGEMENT ADVISORY PORTFOLIO

Practical support for stronger project decisions and delivery

Independent senior advice, focused diagnostics and implementation support across complex projects and programmes.



Pradeep Sangal and an illustrative project leadership and decision-review setting

PROJECT MANAGEMENT ADVISORY

PS Advisory helps clients establish, review, strengthen or recover project delivery arrangements. Advice connects governance, scope, planning, controls, risk, change, stakeholders, delivery interfaces and operational outcomes.

Support shaped around the challenge, not a fixed consulting package

Project start-up Translate objectives into governance, scope, plans, controls and mobilisation.	Governance & PMO Clarify roles, decisions, reviews, escalation and management routines.	Planning & controls Strengthen integrated plans, interfaces, progress, forecast and reporting.
Risk & change Improve identification, analysis, ownership, decisions and control.	Independent review Provide an objective health check and focused recommendations.	Recovery & excellence Address performance gaps, improve processes and support operational excellence.

FLEXIBLE SUPPORT Engage PS Advisory for guidance, an independent review, one focused solution, several connected modules or leadership of an agreed improvement or recovery effort.

WHAT EFFECTIVE PROJECT MANAGEMENT CONNECTS

It turns fragmented information into coordinated decisions and action

A practical management system connects the organisations, controls and operating outcomes that influence delivery.

THE ORGANISATIONS

Sponsor / asset owner	PMO & project team	Designers & consultants	Contractors & suppliers	Users, operations & authorities
ONE PROJECT DELIVERY SYSTEM				

THE DELIVERY ELEMENTS

Outcomes & scope	Governance & decisions	Schedule & interfaces	Cost, change & risk	Reporting, performance & learning
CURRENT INFORMATION > CLEAR DECISIONS > OWNED ACTIONS > CONTROLLED DELIVERY				

What the client can expect

Clearer governance Decision rights, reviews and escalation become explicit.	Earlier visibility Risks, delays and control gaps are surfaced sooner.	Integrated planning Scope, schedule, interfaces and actions are connected.
Stronger control Risk, change, performance and reporting support decisions.	Practical recovery Root causes and corrective priorities become clearer.	Capability transfer Client teams retain working methods and tools.

HOW WE WORK PS Advisory works with the client's existing team, bringing an independent senior perspective and clear, usable actions.

PS ADVISORY'S PROJECT MANAGEMENT APPROACH

From project context to improved delivery performance

Six connected stages - from understanding the challenge to embedding stronger practices and results.

01 UNDERSTAND context & outcomes	02 DIAGNOSE system & gaps	03 PRIORITISE causes & decisions	04 DESIGN solution & tools	05 IMPLEMENT support & action	06 EMBED assure & improve
STAGE	PS ADVISORY SUPPORT AND OUTPUTS				
01 Understand	Clarify objectives, scope, business and operating outcomes, stakeholders, contracts, constraints and current concerns. Main outputs: Agreed baseline, scope and priority management questions.				
02 Diagnose	Review governance, plans, controls, risk, change, interfaces, information quality and performance. Main outputs: Project health check, gap map and evidence summary.				
03 Prioritise	Identify root causes, critical decisions, immediate exposures and the smallest useful set of priorities. Main outputs: Priority action plan and decision brief.				
04 Design	Develop or revise governance, WBS, schedules, controls, dashboards, processes and implementation arrangements. Main outputs: Agreed solution, working tools and implementation plan.				
05 Implement	Facilitate adoption, coach the team and support decisions, controls, recovery actions or selected delivery activities. Main outputs: Implemented routines, action support and progress evidence.				
06 Embed	Measure performance, improve processes, transfer capability and close or hand over the assignment. Main outputs: Performance review, lessons and improvement roadmap.				

AT EVERY STEP Stakeholder engagement, decision support, risk and issue management, practical tools and capability transfer are built into the assignment.

PS ADVISORY PROJECT MANAGEMENT SOLUTIONS

Choose the advisory support and solutions you need

Start with guidance or a diagnostic, select one or more modules, or engage PS Advisory to lead an agreed improvement or recovery effort.

01 GUIDANCE Senior advice on a defined project-management question.	02 DIAGNOSTIC / PEER REVIEW Independent health check, evidence review and recommendations.	03 SELECTED SOLUTION One focused need such as governance, planning, risk or controls.
04 MULTIPLE SOLUTIONS Connected support across several delivery disciplines.	05 EMBEDDED ADVISORY Work alongside the client's leadership, PMO or project team.	06 LEAD THE EFFORT Lead an agreed improvement or recovery assignment within scope.



Illustrative governance review, planning analysis and site-interface support

MODULES YOU CAN SELECT Each solution can be commissioned independently or connected with others into one project-management improvement assignment.

01 Project governance & decisions Roles, decision rights, reviews, escalation and accountability.	02 PMO design & improvement Mobilisation, routines, controls, information and capability.
03 Scope, WBS, planning & scheduling Integrated scope, logic, interfaces, progress and forecast.	04 Risk & opportunity management Framework, analysis, response, ownership and decisions.
05 Change, claims & forensic analysis Change control, evidence, causation and learning.	06 Project controls & reporting Measures, dashboards, forecasts and decision-focused reporting.
07 Stakeholder & interface management Interfaces, expectations, commitments, actions and decisions.	08 Recovery & operational excellence Root cause, recovery, process improvement and performance.

FLEXIBLE SCOPE

Choose one immediate solution or connect several modules into an improvement programme. The scope will state whether PS Advisory advises, reviews, supports implementation or leads the effort.

BENEFITS OF PS ADVISORY PROJECT MANAGEMENT SOLUTIONS

Practical outputs that strengthen decisions and delivery

Every assignment is built around the client's current challenge. Outputs are working management tools supported by clear action.

CLIENT NEED	WHAT YOU RECEIVE	HOW IT HELPS
Set up a project or PMO	Governance, roles, WBS, plans, controls and reporting cadence.	Creates clear accountability and mobilisation logic.
Improve planning & control	Integrated schedule, interfaces, progress measures and forecast.	Creates one realistic view of delivery.
Strengthen risk & change	Frameworks, registers, decision criteria and change controls.	Supports proactive response and disciplined decisions.
Independent health check	Evidence review, findings, priority exposures and actions.	Provides an objective view of project health.
Recover performance	Root-cause analysis, recovery plan, decision support and follow-up.	Focuses corrective action on the principal causes.
Improve processes & operations	Process maps, measures, improvement actions and roadmap.	Supports operational excellence within project delivery.

CLEAR RESPONSIBILITY FROM THE OUTSET

The agreed scope states whether PS Advisory advises, independently reviews, supports implementation or leads the work, so ownership and deliverables are clear before mobilisation.

ONE CONNECTED LOGIC Project outcomes > baseline > diagnosis > priorities > intervention > improved delivery.

UNDERSTAND context & outcomes	DIAGNOSE system & gaps	PRIORITISE causes & decisions	DESIGN solution & tools	IMPLEMENT support & action	EMBED assure & improve
ONE CONNECTED IMPROVEMENT RECORD - FROM PROJECT OUTCOMES TO STRONGER DELIVERY					

TRAINING & CAPABILITY DEVELOPMENT PORTFOLIO

From knowledge to practical project capability

Senior-led learning that connects concepts, decisions, tools and real project situations.



Pradeep Sangal and an illustrative project-team workshop setting

TRAINING & CAPABILITY DEVELOPMENT

PS Advisory designs and delivers practical learning for project professionals, teams and leaders. Each engagement starts with the organisation's need and combines concise concepts, relevant cases, guided practice and tools participants can apply after the session.

Training designed around the work participants must perform

Project teams Create common language and stronger project-management fundamentals.	Functional specialists Understand interfaces and the delivery consequences of decisions.	Project leaders Strengthen governance, judgement, risk and trade-off decisions.
Corporate cohorts Build consistent capability across teams and locations.	Emerging professionals Establish a structured foundation and practical application.	Experienced practitioners Explore complex cases, peer insight and advanced methods.

LEARNING FOCUS The topic, level and format are selected after understanding the organisation, participants, current capability and the action expected after the session.

WHAT EFFECTIVE TRAINING CONNECTS

It links organisational need with individual application

Learning works when it is relevant to the participant's role, project context and next decisions.

THE LEARNING CONTEXT

Organisation need	Participants & roles	Industry & project context	Current capability	Delivery constraints
ONE AGREED LEARNING OUTCOME				

THE LEARNING ELEMENTS

Concepts & principles	Decisions & judgement	Tools & templates	Exercises & cases	Reflection & action
UNDERSTAND > PRACTISE > APPLY > TRANSFER TO WORK				

What the client can expect

Relevant content Examples and language reflect the client's context.	Clear outcomes Participants know what they should understand or do.	Active learning Discussion, cases and exercises support understanding.
Practical tools Methods and templates can be used after the session.	Capability evidence Assessment or demonstrated application can be included.	Transfer to work Each session ends with practical next actions.

HOW WE WORK PS Advisory agrees the learning need and audience, then selects the right format, level, examples and tools.

PS ADVISORY'S CAPABILITY-DEVELOPMENT APPROACH

From learning need to workplace application

Six connected stages - from understanding the requirement to reinforcing application after the session.

01 UNDERSTAND need & audience	02 DEFINE outcomes & level	03 DESIGN learning journey	04 CUSTOMISE context & cases	05 DELIVER learn & practise	06 REINFORCE apply & follow up
STAGE	PS ADVISORY SUPPORT AND OUTPUTS				
01 Understand	Capture the organisation, learning need, participants, roles, current capability, delivery setting and constraints. Main outputs: One-page need capture and priority learning question.				
02 Define	Agree learning outcomes, Basic / Intermediate / Expert level and how success will be demonstrated. Main outputs: Outcome statement, level and assessment approach.				
03 Design	Select talk, training, workshop or series; sequence concepts, discussion, exercises and application. Main outputs: Session design, agenda and learning flow.				
04 Customise	Adapt terminology, cases, examples, exercises and tools to the industry and participant context. Main outputs: Customised deck, exercises and participant material.				
05 Deliver	Facilitate the session, discussion, practice and assessment where appropriate. Main outputs: Delivered learning, participant outputs and feedback.				
06 Reinforce	Provide resources, next actions and optional follow-up to support use of the learning at work. Main outputs: Application plan, resources and follow-up record.				

AT EVERY STEP Facilitation, participant engagement, practical examples, usable materials and feedback are built into the learning journey.

PS ADVISORY TRAINING & CAPABILITY SOLUTIONS

Choose the format, level and modules you need

Start with a focused talk, structured training, applied workshop or connected learning series.

01 TALK A 60-90 minute insight-led session for awareness, leadership or a focused topic.	02 TRAINING Up to three hours with concepts, examples, practice, assessment and material.	03 WORKSHOP Apply a methodology to a real or fictional project case.
04 MASTERCLASS SERIES Connected sessions that progressively build capability across topics.	05 CUSTOM PROGRAMME Multiple levels or modules designed for a defined participant cohort.	06 FACILITATION / COACHING Support application, reflection or a leadership working session.



Illustrative team exercise and applied project workshop

MODULES YOU CAN SELECT Each topic can be delivered independently or connected into a progressive learning programme at Basic, Intermediate or Expert level.

01 Project risk management Risk nature, identification, analysis, response and action.	02 Planning & scheduling Logic, interfaces, progress, forecast and schedule decisions.
03 Project governance Roles, decision rights, escalation and review routines.	04 Change management & controls Change identification, assessment, approval and control.
05 Project forensic analysis Understand delay, evidence, causation and lessons.	06 Stakeholder & interface management Map interfaces, expectations, actions and decisions.
07 Project controls & reporting Measures, forecasts, dashboards and decision-focused reporting.	08 Operational readiness awareness Connect project completion with people, process and operations.
09 Complete project management All functions, processes, tools and techniques across the full project lifecycle.	10 Engineering, procurement & construction EPC processes, methodologies, interfaces, tools and techniques across the full EPC lifecycle.

FLEXIBLE SCOPE

Choose one immediate topic or connect several modules into a learning pathway. Duration, level, exercises, assessment and follow-up are agreed for the audience.

BENEFITS OF PS ADVISORY TRAINING & CAPABILITY SOLUTIONS

Learning products built for use, not attendance alone

Every assignment is agreed around the audience and learning need. Content, exercises and outputs support practical application.

CLIENT NEED	WHAT YOU RECEIVE	HOW IT HELPS
Create awareness	Concise talk, visual story, discussion prompts and takeaway.	Creates a common understanding quickly.
Build fundamentals	Structured session, examples, assessment and participant material.	Establishes core concepts and language.
Develop capability	Advanced cases, guided exercises and reusable templates.	Strengthens judgement and tool use.
Apply methodology	Workshop on a real or fictional case, facilitation and action plan.	Converts learning into project action.
Align leaders	Leadership masterclass, decision scenarios and discussion record.	Builds shared expectations and decision discipline.
Create a pathway	Modular series, levels, feedback and optional follow-up.	Supports progressive capability building.

CLEAR RESPONSIBILITY FROM THE OUTSET

The agreed scope states participant group, level, format, duration, customisation, outputs, assessment and follow-up before content development begins.

ONE CONNECTED LOGIC Learning need > outcomes > design > contextualise > deliver > apply.

UNDERSTAND need & audience	DEFINE outcomes & level	DESIGN format & journey	CUSTOMISE context & cases	DELIVER learn & practise	REINFORCE apply & follow up
ONE CONNECTED LEARNING JOURNEY - FROM ORGANISATIONAL NEED TO WORKPLACE APPLICATION					

ENGAGE PS ADVISORY

Start with the challenge that matters now

A first discussion can clarify the requirement, identify the most useful starting point and define a proportionate scope.

Which conversation would be most useful?

ORAT ADVISORY Planning a new facility, expansion, transition, trial or activation? Discuss readiness, principal gaps and the support required.	PROJECT MANAGEMENT ADVISORY Facing a project decision, control gap, recovery or improvement need? Frame the management question and the smallest useful intervention.	TRAINING & CAPABILITY DEVELOPMENT Building capability for a role, team, project or leadership cohort? Define the audience, learning outcome, level and format.
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Experience applied across all three verticals

**Pradeep Sangal**

Founder & Founder & Principal Consultant

PS Advisory's services are personally led by Pradeep Sangal, with more than 35 years of experience in complex infrastructure, project delivery and operational transition.

Holistic perspective - Engineering, governance, planning, risk, change, controls, stakeholders, testing, activation, operations and improvement.

Infrastructure breadth - Airports, transportation, rail, water, energy and urban infrastructure across India and Southeast Asia.

Engagement philosophy - Independent senior involvement, practical tools, clear action and client capability transfer.

Experience named in this portfolio is personal professional experience and does not imply that PS Advisory delivered previous-employer projects.

PMI Authorized Training Partner (ATP) | B.E. (Civil) | PMP | PMI-RMP | Six Sigma Black Belt

Let us define the most useful next step.

A focused first conversation can establish the challenge, evidence, outputs and practical way to engage.

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