

TOT Schools — Running a Childcare Chain, AI-First

End-to-end operations for TOT Schools Learning Solutions Pvt. Ltd. — software, facilities, hiring, nutrition, compliance and documentation — run lean by one operator using AI as the team.

SCOPE	
8 CENTRES, ONE OPERATOR	
DOMAINS	6+
STACK	Illumine + AI
ROLE	Ops lead

CENTRES 8	CORE SOFTWARE Illumine	FUNCTIONS OWNED 6 domains	DOCUMENT SUITE 12 branded docs
HIRING Heads · Teachers · Nurses	FACILITIES Setup + civil work	FORCE-MULTIPLIER Claude / AI	ROLE Operations lead

Jay Kapoor · Operations

2025–Present

OPERATIONS CASE STUDY

I The mandate

‘Operations’ here means the **whole company** — not a function. Running a multi-centre early-childhood business end-to-end: the technology, the physical buildout, the people, the food, the compliance, and the paperwork that holds it together.

Across **8 centres**, that meant owning everything from the software parents log into and the CCTV that keeps children safe, to the custom furniture being built by carpenters and the nutritionist designing the meal plan — a scope that would normally be split across an operations team, a facilities manager, an HR lead and an office. It was run by one operator.

II Why it's hard — and the bet

Childcare operations are uniquely sprawling because they span planes that rarely sit with one person: the **physical** (centres, furniture, civil work, safety), the **digital** (management software, CCTV, records, billing), the **human** (hiring and onboarding care staff), the **regulatory** (child safety and nutrition standards), and the **parent-facing** (handbooks, welcome packs, communication). Each is a job; together they are a department.

The bet behind this role was simple and, in 2025, newly possible: **one operator armed with AI can run what used to need a team**. Standardised documents, playbooks, policies and processes — the connective tissue of multi-site operations — are exactly the work AI compresses best, freeing the operator to be physically present where it matters: on-site, with carpenters, staff and parents.

III The scope, in six domains

SCOPE — THE SIX DOMAINS I OWN

DOMAIN	WHAT I RUN	AI LEVERAGE
Technology & systems	Full Illumine rollout across centres (attendance, billing, parent comms, records); CCTV setup & monitoring	Structured the rollout playbook & configuration
Facilities & setup	Setting up centres in person — custom furniture (designed + carpenter-coordinated), civil work, layout & safety	Specs, layouts, vendor briefs drafted with AI
People & hiring	Recruiting & onboarding centre heads, teachers, nurses and cleaners	Role profiles, JDs, onboarding kits generated
Nutrition & meals	Designing the meal programme; onboarding nutritionists	Menu frameworks & standards drafted with AI
Documentation & SOPs	The full branded handbook & policy suite (parent, teacher, centre-manager handbooks; welcome packs; SOPs)	12-document suite produced with AI
Finance & admin	Invoice processing & billing operations (IDIGI portal)	Workflow systematised & automated

The breadth is the point. Most operators specialise in one column of that table; this role owns all of it — and the right-hand column is how one person carries that load.

IV The AI-first operating model

The differentiator isn't that the work got done — it's **how few people it took**. AI was used deliberately as the team that wasn't hired:

- 01 **Documents at department speed.** The entire 12-piece branded handbook and SOP suite — parent, teacher and centre-manager handbooks, welcome packs, policies — was produced with AI, work that would otherwise take a content team weeks per centre.
- 02 **Playbooks, not improvisation.** The Illumine rollout, centre-setup, hiring and onboarding were each turned into a repeatable, AI-structured playbook, so the eighth centre was faster and more consistent than the first.
- 03 **Back-office on autopilot.** Invoice processing and billing through the IDIGI portal were systematised and automated, removing recurring manual load.
- 04 **Operator time spent where it counts.** By offloading the document, policy and process work to AI, the scarce resource — being physically on-site with carpenters, staff and parents — was protected.

V What was delivered

The role moved the company from set-up to running across its centres:

- 01 **Illumine live across 8 centres.** Attendance, billing, parent communication and records standardised on one platform, plus CCTV coverage.
- 02 **A 12-document branded operations suite.** Parent, teacher and centre-manager handbooks, new-parent welcome packs and SOPs — the backbone for consistent multi-centre operations.
- 03 **Centres physically set up.** Custom furniture designed and built through carpenters, civil work coordinated, and centres laid out and made safe — in person.
- 04 **Care teams hired.** Centre heads, teachers, nurses and cleaners recruited and onboarded across centres.
- 05 **A nutrition programme stood up.** Meal plans designed and nutritionists onboarded against child-nutrition standards.
- 06 **Billing systematised.** Invoice and billing operations automated through the IDIGI portal.

VI What it demonstrates

This is the operating range that chief-of-staff, founder's-office and startup-operations roles actually hire for: someone who can hold the **physical, digital and human** sides of a business at once, turn ambiguity into repeatable systems, and — the modern edge — use AI to do the work of a team. It is, in practice, a one-person operations function: equal parts builder, systems-thinker and operator.

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Case study summarising a real, ongoing operations role at TOT Schools Learning Solutions Pvt. Ltd., as performed and reported by the author. It describes scope and work delivered; centre count and document suite reflect the project record. Prepared as a portfolio work sample for demonstration.