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June 2026 | BRC Bytes

# THE USD 40 BILLION GLOW-UP

Decoding India's New Beauty & Personal Care Playbook



# The Glow-Up, Decoded: Contents

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- 08 **Case Studies** · emerging moats, feedback loops, routines & behavioural lock-in



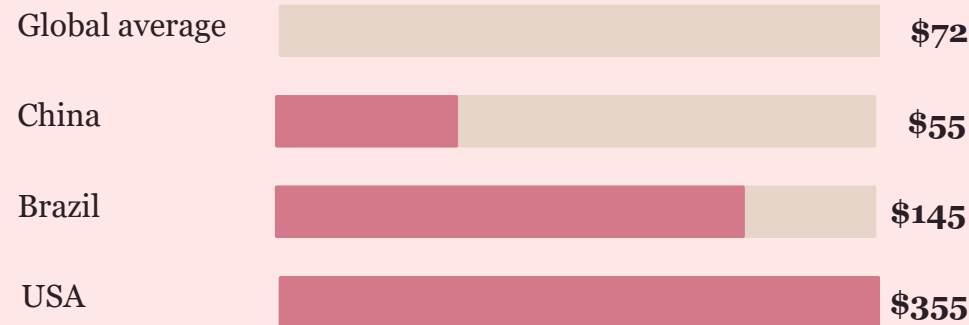
# India's BPC Market Is Entering Its Scale Decade

**India's BPC market is entering a new phase of scale and structural evolution**

Per Capita spend on BPC in 2023

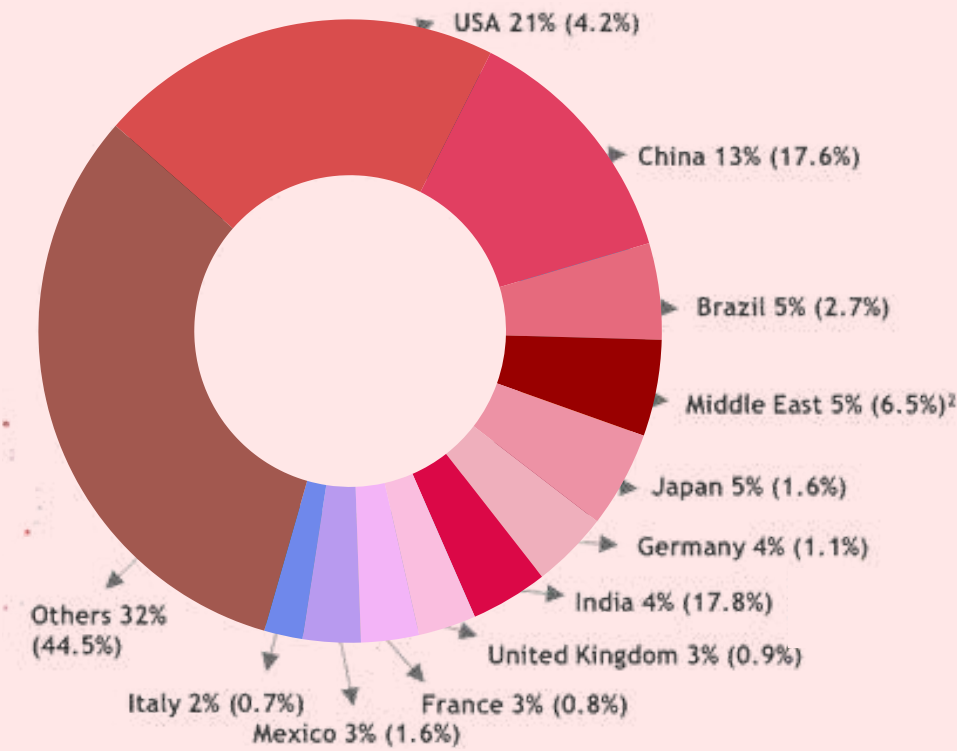
**\$15 → \$50**

India per-capita BPC spend 2023 → 2030E



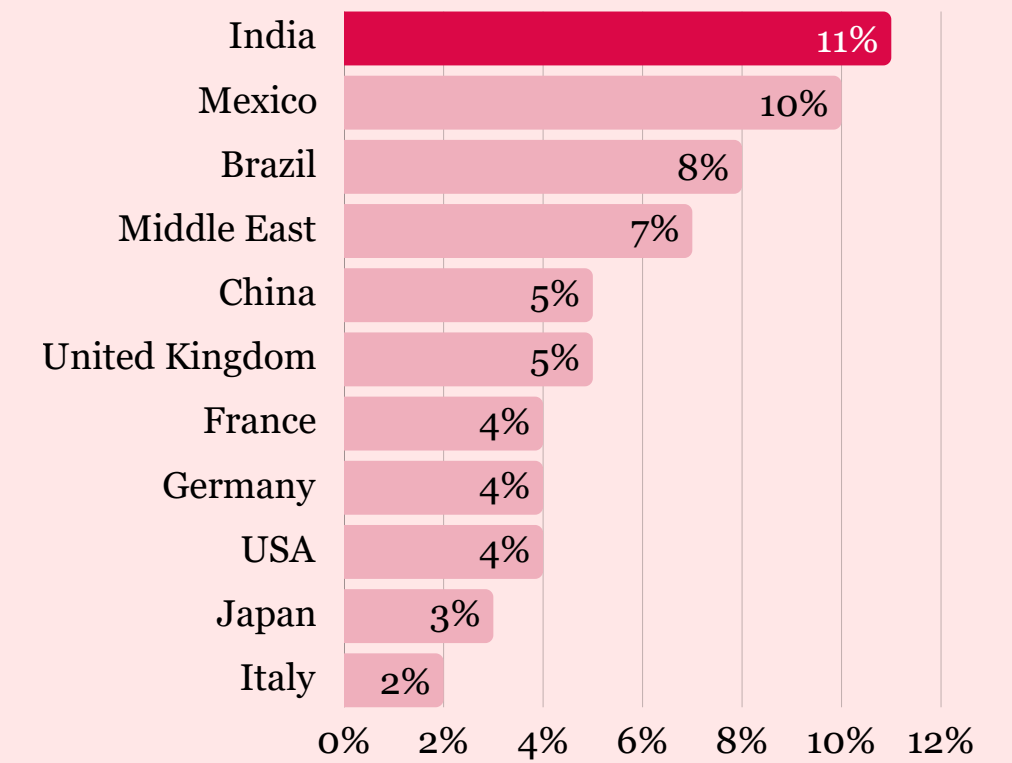
**Today India spends 1/4th of China, 1/24th of the US but it's running to grow 3x by 2030**

Market share by value in BPC in 2023  
(% of Global Population, 2023)



**18% of the world's population, only ~4% of global BPC spend**

Growth of Major Beauty Market (CAGR , 23-28)



**India is now the fastest-growing major beauty market globally**

**The takeaway:** Under-indexed and underpenetrated, India is the only major BPC market tripling per-capita spend this decade — sprinting to become the 4th largest BPC market by 2030

# USD 23Bn growing to USD 40Bn By 2030 : Six Tailwinds. One Direction. Compounding Together



**32–35%**

**Middle-class households**

Expanding aspirational and discretionary beauty spend



**65–67%**

**Population under 35**

World's largest beauty-addressable, experimentation-led cohort



**~20%**

**Online penetration in BPC**

Access, reach and discovery now scale nationally



**2.5–3+ hrs**

**Daily on social platforms**

High engagement reinforcing routines and habit formation



**~15%**

**Of Instagram engagement is beauty**

Democratisation of information, expertise and trust



**3,100**

**BPC startups (25% founded in last 5 yrs)**

Explosion of brands serving every price tier and consumer need

***Not one tailwind. A perfect storm of macro, digital, and consumer forces converging at once. These six levers compound each other, this is a flywheel, not a trend***

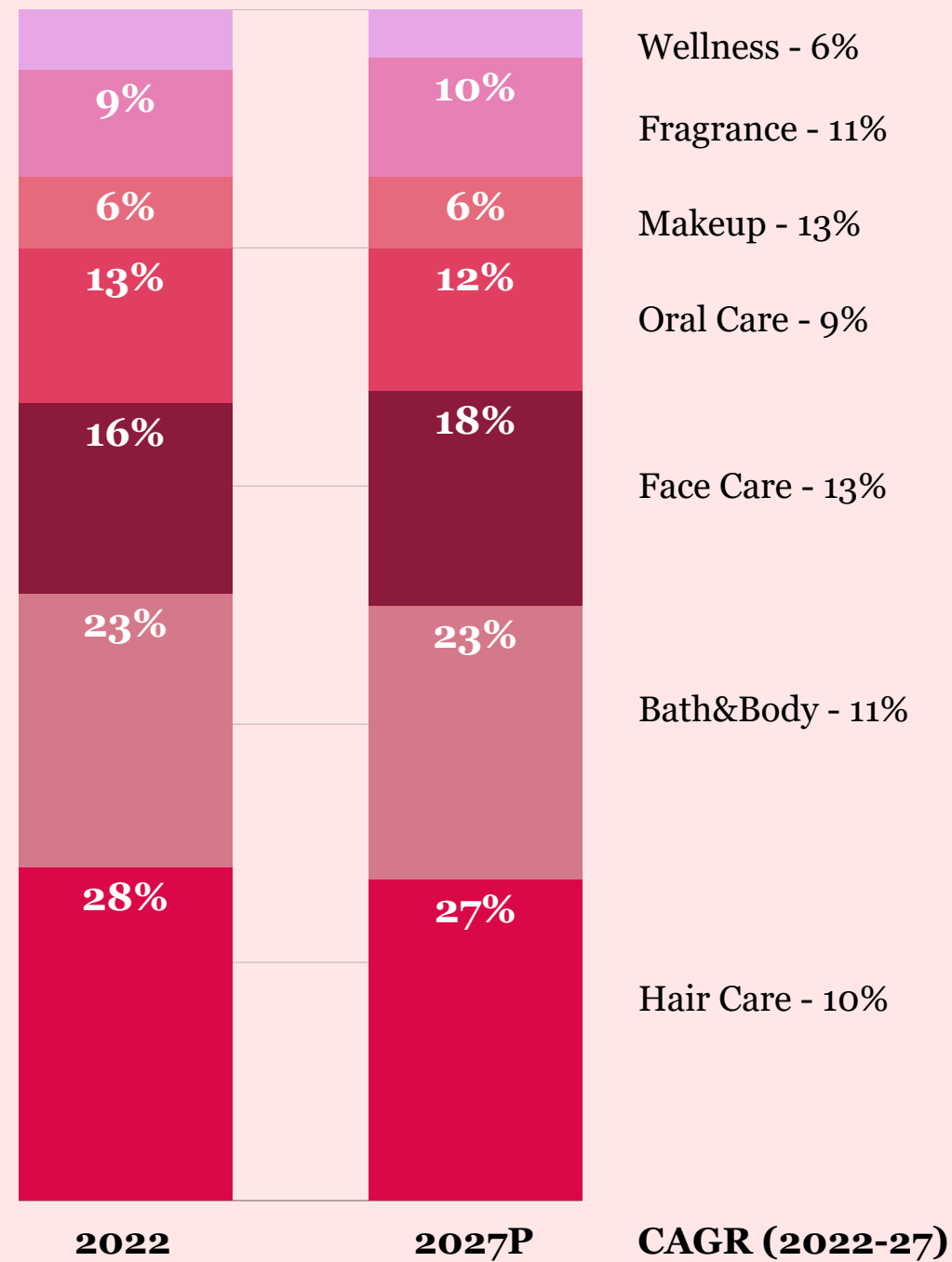


*The categories, routines and moats shaping the next decade*

## ***Where India's BPC Growth Is Actually Landing***

# The Story Isn't Just Growth, It's Where It Lands

## Market share & CAGR of Sub Categories



### Facecare: Segment gaining maximum share

**4x basket expansion + earlier Gen Z onset:** Consumer now buys 4 SKUs (CSMS\* routine) vs 1 SKU a decade ago, and serum/SPF adoption has shifted from 30+ to 16-22, deepest mass-routine adoption in BPC, plus a decade of added LTV per cohort

### Hair care + Bath & Body = ~50% of BPC

**Incumbent-heavy and innovation-light:** HUL/Marico/Dabur dominate with limited disruption so far, white space opening in actives, scalp care, and body serums for problem-solution brands

### Color Cosmetics: Accelerating at face care like pace

**Skinification + daily-use Gen Z behavior:** Tinted SPF's, serum-blushes, and mini-formats have flipped color from occasion-led to routine-adjacent

### Fragrance is the dark horse of Indian BPC

**Underpenetrated; scent now identity,** not occasion. Body mists (INR 400–800) cracked the price barrier; consumers now rotate by mood. → Full category deep-dive in our dedicated [BRC Bytes edition](#)

**The takeaway:** Growth is concentrating in categories where routines deepen, identity strengthens, or premiumization expands frequency

# Evolutionary Arc of BPC in India: BPC 1.0 → 2.0 → 3.0

Each wave commoditised the moat of the last. Breakout brands evolved before the consumer did.

	CORE DRIVER	WINNERS + MOAT	ECONOMIC REALITY	WHAT BROKE	GLOBAL PARALLEL
Wave 1.0 · 2014–19 <b>The Naturals Era</b>	Fear of toxins; trust in nature. Ayurvedic, clean-label.	Mamaearth, WOW, Juicy Chemistry <b>POSITIONING MOAT</b>	Volume-led, thin margins. Zero formulation moat	"Natural" became an unprovable, crowded commodity	US: Burt's Bees KR: Innisfree CN: Proya
Wave 2.0 · 2019–22 <b>The Chemist Era</b>	INCI awareness; ingredient education.	Minimalist, Deconstruct, Pilgrim <b>INCI MOAT</b>	Mid CAC / mid AOV. High initial repeat, low loyalty	Ingredient fatigue — consumers tired of being their own chemists	US: The Ordinary KR: COSRX CN: HomeFacial Pro
Wave 3.0 · 2022–present <b>The Clinician Era</b>	Specific concerns; clinical proof of outcomes.	Foxtale, ClayCo, The Derma Co <b>EFFICACY MOAT</b>	High CAC / high AOV. Higher repeat when outcomes deliver	Pseudo-science fatigue from weak, 30-person internal studies	US: Curology KR: Medicube CN: Winona

**The takeaway:** In BPC, moats don't last, they get rebuilt. "Natural" became commodity. "Ingredient-led" became commodity. "Clinical proof" will become commodity by 2028. The brand strategy that wins isn't picking the right moat, it's having the muscle to build the next one before this one dies.

## Sample Brands that evolved with the consumer



Clean vegan → ingredient-led routines & actives



Ingredient-led haircare → scalp-health & outcome-driven protocols



Built new brands for new waves — Mamaearth → The Derma Co. → Aqualogica

# Indian Beauty Splinters Into Habit & Trend: Two Universes, Two Entirely Different Playbooks

**Habit-led**  
**vs.**  
**Trend-Led?**

Sub-Segment	Dominant Behaviour	Repeat Driver	Business Character
Face Care	Habit-led	Clinical efficacy + AM/PM routines	High LTV, protocol-driven retention
Body Care	Habit-led	Daily hygiene + sensory familiarity	Repeat-heavy, gifting adjacency
Hair Care	Habit-led	Problem urgency + long treatment	Subscription-friendly, science retention
Color Cosmetics	Trend-Led	Occasion + social discovery	Launch-velocity and distribution-led
Fragrance	Trend Led	Identity + gifting	High-margin, occasion-driven repeat



## Habit-led compounds

BUILT LIKE CONSUMER HEALTHCARE

### HOW IT'S BUILT

**Narrow SKU breadth. Formulation** is the product. Trust precedes scale. **Operator**-founder. **Community** precedes scale

### HOW IT'S EVALUATED

12M **retention** >30% **ex-discount**. **Subscribe & Save** >15%. **Declining** blended **CAC** over 8+ quarters. Repeat **without retargeting**. **Reddit / community** organic mentions



## Trend-led accelerates

BUILT LIKE FASHION / MEDIA

### HOW IT'S BUILT

**Wide Hero SKU + constant refresh. Marketing** is the product. **Distribution** is the brand. **Marketer**-founder. **Scale** precedes community

### HOW IT'S EVALUATED

Hero SKU **cadence**. **First-time buyers** per hero SKU launch. **NPRC\*** ≥ 25% . **QC/Nykaa** rank momentum. **Higher gross margin** to absorb refresh cost. **Creator virality**

**The takeaway:** In beauty, category behaviour determines how brands acquire, retain, and compound value. Underwrite habit-led for compounding & trend-led for velocity



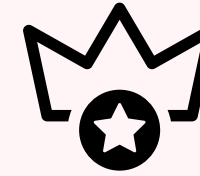
*Whitespace, routines & emerging behaviour across beauty categories*

## ***Where India's Next Beauty Brands Will Be Built***

# Face Care: BRC Sunscreen Index

## BRC SUNSCREEN INDEX

Face care read through sunscreen, every serious brand makes one, so it's the one SKU that maps the whole category on a single price ladder



### Premium tier

Wide open: an **Ayurvedic brand** that shows its results. Heritage brands tell a story; clinical brands show **outcomes**, nobody yet does both. That intersection is unowned



### Crowded tier (Mass + Masstige)

Win by **formulating for India**, varied climates, varied skin & in **gentle, convenient** formats built for **daily use**. Localisation is the wedge, not another active



### Multiple Brands are stretching upward

But the **climb needs** more than a higher price. It needs **perceived premium value - visible results and real differentiation** the consumer **actually feels** and pays up for

# Face Care: Most Mature · Most Contested · Fastest Growing

## TRENDS HEATING UP · SLOTS WIDE OPEN



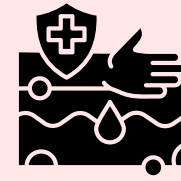
**Multi-functional heroes are replacing single-active SKUs**

SPF-serum, tinted SPF, niacinamide+SPF are the new shape; **8 of 10 sunscreen** launches in 2025 **carried a secondary active**



**Men's grooming scaled; men's skincare remains open**

Lumin is \$50M+ globally; no Indian equivalent for actives, serums or SPF **for male biology**



**Barrier repair is emerging as the post-actives reset**

Ceramides, peptides, postbiotics now fastest within face



**Anti-ageing 35+ has many players, no hero**

Dot & Key, RAS Luxury, Forest Essentials, Neutrogena, Olay, L'Oréal all in; **no Indian brand owns the slot**



**Indian-skin clinical proof is the new INCI list**

K-beauty actives don't translate to **melanin-rich biology**. Indian brands crowd mass and masstige, gap open for science-backed premium brands

**The takeaway:** Consumers lock 4–5 SKUs into daily habit. The next INR 500Cr brand displaces one of these with skin-feel that actually works on Indian biology, not another molecule on a label

# Bath & Body: The Skinified · Sensory · Overlooked Compounder

## TRENDS HEATING UP · SLOTS WIDE OPEN



**Skinification is real, face brands are first beneficiaries**

Broad actives extend cleanly from face SKUs. **Face trust drives trial. Body R&D drives retention**

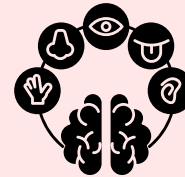
Dot & Key, Deconstruct, Conscious Chemist validate the shift. **Foxtale's Body range hit INR 40Cr in 5 months**



**Body-specific problems are the unowned slot**

Back acne, KP, strawberry legs, ingrown hair, body texture are vast problems

**Be Bodywise, Hibiscus Monkey, Chemist at Play** are very few brands playing on this axis



**Sensory loyalty plays by different rules than clinical loyalty**

Fragrance builds **instant emotional recall**: low education, high repeat, faster to form

**Plum** validated demand; **Bath & Body Works** proved the ceiling (USD 7.2Bn global revenue)



**Men: Multipurpose & odour control are the first wedges**

Sweat, friction and long-wear freshness are **daily-use problems** with high stickiness

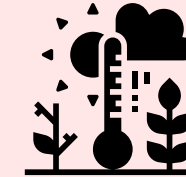
First-wave D2C (Beardo, Ustraa, BSC) built on face; **Unbound, Nuutjob** are early movers in body.



**Derma-rec still beats D2C trust in body care**

Body care still behaves **more like derma than beauty**

**Cetaphil, CeraVe, Fixderma, The Derma Co.** won with this



**Indian climate: moat global brands cannot localize fast enough**

Humidity, hard water, heat needs **specific formulation**, global brands distribute in India; very few are built for India

**Non-sticky lotion** for 80% humidity. **Sweat-resistant deo** at 40°C. **Whipped textures** for hard-water cities

**The takeaway:** Body gets rebuilt the way face did but with sensory, derma, and climate layers face never had. Next INR 500Cr brand wins on body-first R&D, an olfactory signature, or an Indian-weather story

# Hair Care: Scalp-Led · Rx-Adjacent · Regimen-Driven

## TRENDS HEATING UP · SLOTS WIDE OPEN

### 1 Strand → scalp shift

Exfoliants, microbiome, peptide. Consumers **search scalp; shelves still sell anti-dandruff shampoo. The Derma Co** scalp serum range, **Minimalist** anti-dandruff signal early pull

### 3 Hair fall: cosmetic → protocol

**Traya** proved **INR 3–5K/month** willingness to pay for derma + Ayurveda regimens. The **real opening** is not the molecule but **wrapper around Rx**: diagnostics, adherence, coaching and routines

### 5 color: Cosmetic → hair-health routine

**USD 1.7 Bn** by 2030 at **~17% CAGR**. **ParaDyes** (~**INR 10 Cr/month\***) signals premium D2C-first color demand. Clinical, low-damage, under-35 greying and salon-replacement D2C remain fragmented

### 2 Clinical Ayurveda is the next moat

**Bhringraj + Redensyl**. Amla + Procapil. Heritage commoditised; **clinically-proven Ayurveda** fragmented. **Soulflower** shows early adoption

### 4 Texture-specific hair is a real category

**Moxie, Arata and Fix My Curls** validated Indian textured hair as a scaled behaviour for **60M+ Indians**. Global curl systems fail Indian humidity and porosity patterns

### 6 Targeted use-case openings

**Postpartum hair fall, hard-water defense, pre-wash scalp serums, men's anti-greying and regrowth routines** — defined triggers, high willingness to pay, low brand ownership.

## FORMAT X CONCERN DENSITY GRID

Demand-led brand density. Indian hair care market, 2025.

	Shampoo	Conditioner	Oil	Serum	Mask	Ingestible	Rx-OTC
Dandruff	Crowded	Underbuilt	Contested	Heating	Underbuilt	Underbuilt	Contested
Hair fall	Crowded	Underbuilt	Crowded	Heating	Underbuilt	Heating	Heating
Scalp health	Contested	Underbuilt	Contested	Heating	Underbuilt	Fragmented	NA
Curly / texture	Contested	Contested	Underbuilt	Underbuilt	Heating	Fragmented	NA
Damage / bond	Contested	Contested	Contested	Heating	Heating	Underbuilt	NA
Greying	Contested	Underbuilt	Crowded	Underbuilt	Underbuilt	Heating	NA






■ Crowded · scaled incumbents 
 ■ Heating · rapid adoption 
 ■ Contested · few scaled players  
■ Underbuilt · demand low density 
  Fragmented · no winning brand 
 □ NA · not applicable

*Shampoo is crowded across every major concern. Growth is shifting toward serums, supplements and treatment-led routines where consumers see visible results and keep coming back*

**The takeaway:** The next hair-care winners will own scalp health, regrowth and regimen-driven retention, not shampoo shelves

# Color Cosmetics: BRC Khol Index

*Kajal is the universal SKU, worn across every age, income and geography. Function is settled, so price is nothing but positioning. Read the category through it\**

Mass (INR 50 - 200)	Masstige (INR 201 -500)	Premium (INR 501 - 1000)	Prestige (INR 1001- 2500)	Ultra Prestige (INR 2500+)
				
<p><b>PLAYBOOK</b></p> <p><b>Distribution depth</b> · fast-follow premium trends · maximize reach via GT + Q-commerce</p>	<p><b>PLAYBOOK</b></p> <p><b>Format &amp; performance innovation</b> · new textures, multi-functional SKUs · omnichannel + storytelling to defend share</p>	<p><b>PLAYBOOK</b></p> <p><b>Story-led, identity-led</b> · clean / Ayurveda / pro / celebrity narrative · curated SKUs · retail experience</p>	<p><b>PLAYBOOK</b></p> <p><b>Global brand halo + retail theatre</b> · Sephora / Tira / Nykaa Luxe · in-store services, shade-match, makeover</p>	<p><b>PLAYBOOK</b></p> <p><b>Boutique exclusivity + scarcity</b> · brand-owned stores · gifting culture, weddings, festivals · concierge &amp; HNI loyalty</p>

**1** Mass beauty is formalising through branded aspiration and digital discovery

**2** Scale players increasingly operate across price tiers, using mass for reach and premium for aspiration

**3** Prestige beauty remains heavily global, with Indian brands strongest below the aspiration layer

# Color Cosmetics: Climate-Proof · Identity-Led · Trend-Accelerated

## TRENDS HEATING UP · SLOTS WIDE OPEN



**Color cosmetics is becoming skincare with pigment**

~**40% of 2027 launches** will blur this line. **Tinted serum > BB; lip oil > gloss**

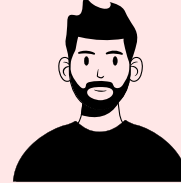
Hybrid is **not** about **adding** another **active**, it is **rebuilt base chemistry** requiring true **formulation depth**



**Indian skin tones remain globally mismatched**

Most global shade systems still **oxidize grey** on Indian **undertones**

Whitespace is **complexion** products engineered for Indian **melanin, hyperpigmentation, sebum** behaviour



**Men's color is the next invisible category**

**Growing 13.3% CAGR**, this category is not "makeup for men" **it is undetectable coverage**

**Matte concealers, beard fillers and brow products** built for larger pores remain structurally open



**Premium 40+, the untouched affluent wallet**

**Serum-infused** makeup for **hormonal pigmentation**, fine lines and **non-cakey** wear

**Bobbi Brown & Trinny London** own this globally; zero Indian brand equivalents



**MUA trust compounds harder than influencer hype**

**5L** working MUAs growing **20%+** with weddings + content

**PAC** crossed INR 100 Cr in Fy26, it built MUA-first before going consumer



**Extreme weather is exposing the next cosmetic moat**

Heat **breaks** makeup through pigment migration, wax melt, separation, packaging failure

**Kylie & Fenty** have already **hopped**, massive gap for **Indian formulas** engineered end-to-end for extreme climates

**The takeaway:** In color cosmetics, lasting brands will solve for Indian identity, wearability, and repeat performance, not just trend virality

# Fragrance: We Called The Deluge. The brands Scaled And Consolidation Has Begun

Since our Apr 2025 deck: a wave of new brands launched, the leaders roughly doubled revenue and the first PE roll-up landed (Bella Vita, now Ananta-controlled). Underneath it, demand is shifting from a utility-driven commodity to an identity-driven lifestyle choice

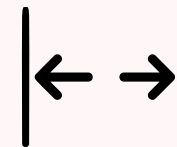
<p><b>Bella Vita</b>  <b>INR 456 Cr</b>          2.5x, now profitable</p>	<p><b>Adil Qadri</b>  <b>INR 140 Cr</b>          INR 11–12 Cr/mo, profitable</p>	<p><b>House of EM5</b>  <b>80k / m</b>          bottles from 2K/m</p>	<p><b>Scaled BPC brands</b>  <b>→ all in fragrance</b>          + 10 new pure-play entrants in 12 m</p>
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## WHAT'S DRIVING IT, THE DEMAND-SIDE SHIFTS



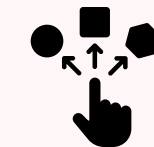
### The deo-to-perfume cycle

INR 150 deo → INR 300–600 mini-EDP. A one-way premiumisation ratchet



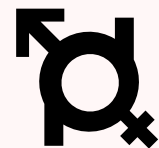
### The empty price band

INR 1,000–3,000 is wide open: too rich for masstige, too cheap for Dior



### Scentscaping

The single signature scent is dead; consumers now own a wardrobe of bottles



### Gender-fluid scents

Masculine/feminine wall is gone. Gen Z wants unisex musk and amber



### Homegrown oud revival

Premium ≠ French. Kannauj vetiver, saffron, attars going upmarket



### The discovery-kit hook

Trial sets kill blind-buy fear and pipe users to full-size upgrades

**The takeaway:** Frequency and AOV are rising together, yet the edge isn't marketing, it's owning formulation and supply. Dupes don't compound

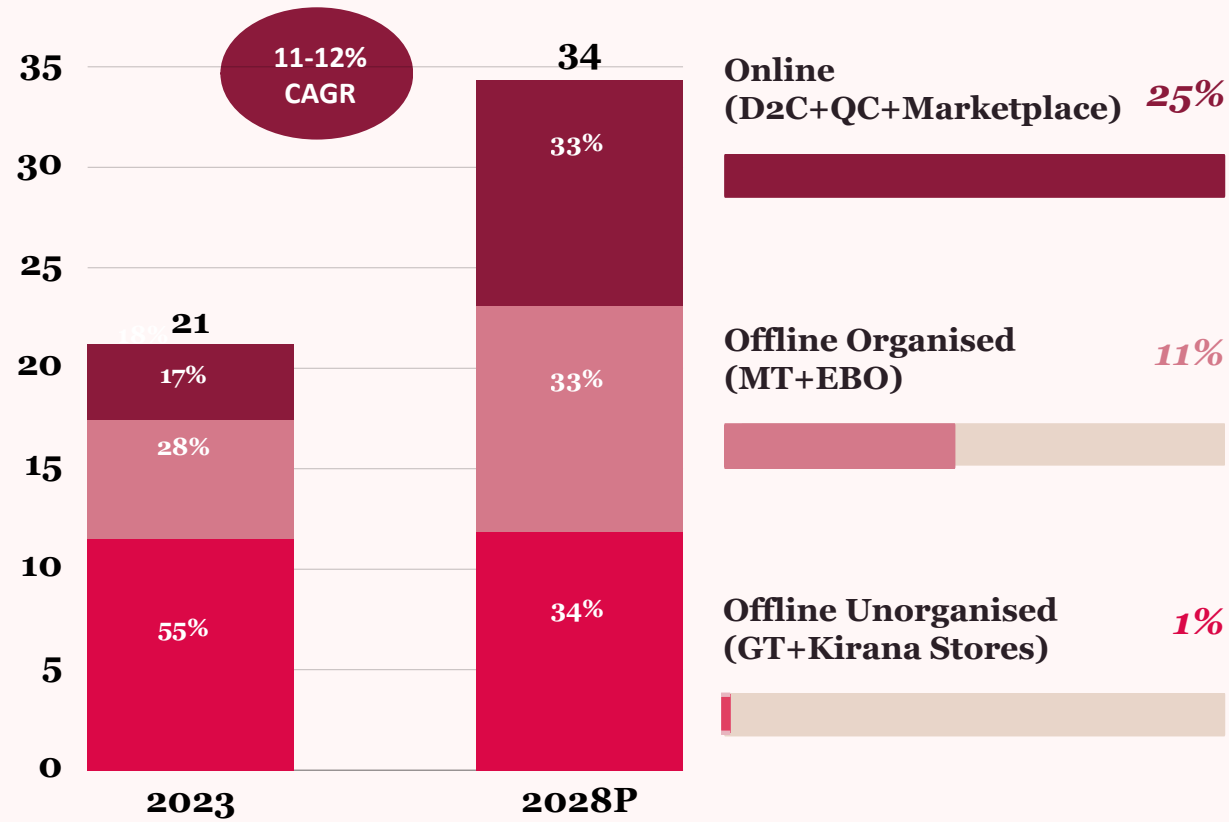


*Branded, digital & instant consumption are reshaping how India buys beauty*

## ***The Digital Rewiring of Indian Beauty***

# Over Half the Market Is Moving to Branded. Most of It Moving Online.

INDIAN BPC MARKET SIZE BY CHANNEL (USD, BN)



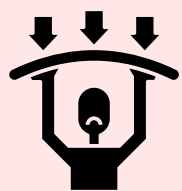
## From Shelves to Screens

USD 4Bn to USD 11Bn by 2028, what 10,000 distributors couldn't do in a decade, digital is doing in five years

## Branded Is Becoming the Default

48% to 65% in 5 years, structurally increasing the value of trust, recall, and distribution

## And This Is Rewiring the Players and Power Dynamics of the BPC Landscape



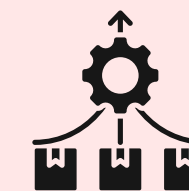
### Incumbents Are Losing Their Moat

Distribution alone no longer wins, the old guard is acquiring D2C assets and getting glow-ups to hold ground



### 800+ D2C Brands Are Rewriting the Rulebook

Science-backed, accessible efficacy filling every gap, 150+ brands set to cross INR 100Cr in 5 years



### Platforms Are the New Power Brokers

Discovery engine, distributor, data aggregator, rolled into one, they now set the terms, ranking, visibility, and margin



# India's Online Beauty Market Is No Longer One Channel

Channel	Players	FY25	FY30P	The Game	Brand Playbook
Horizontal	amazon Flipkart <small>Explore Plus</small>	~40%	20-30%	Volume at scale	Value packs, replenishment layer, Tier 2/3 reach, price competitiveness
Vertical	NYKAA tira purple	~27%	15-25%	Discovery & intent	Launch here first, invest in content, own the shelf
Quick Commerce	blinkit zepto insta mart	~15%	30-40%	Speed & habit	Hero SKUs only, minipacks, full-price replenishment
D2C Brand.com	foxtale HYPHEN	~10%	~10%	Loyalty & margin	Own the data, protect pricing, build repeat without platform tax
Value Commerce	meesho shopsy	~8%	10-15%	Price & access	Low ASP, longtail products, Tier 2+ consumers and first time online shoppers



*Horizontal e-commerce led the first phase of online beauty adoption; quick commerce is poised to drive the next*

## READ

QC is eating horizontal, same categories, faster delivery

Verticals are protected by discovery and higher AOV

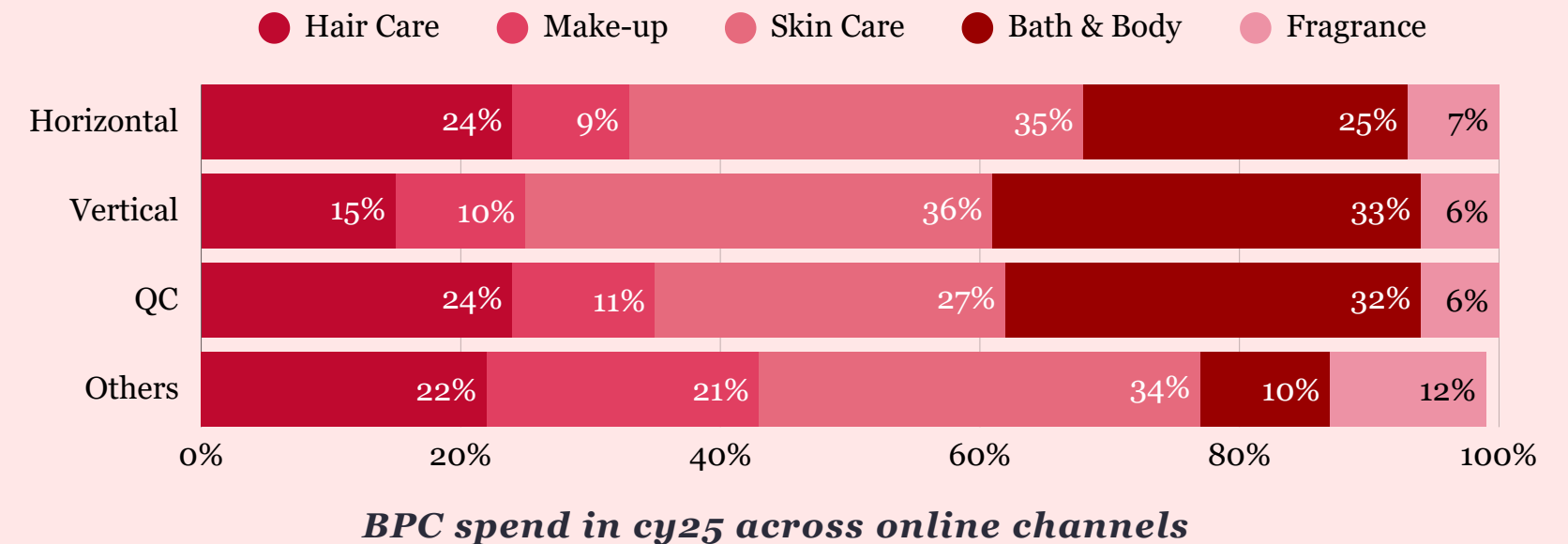
Brand.com stays flat but is the only channel brands fully own

## PLAY

Shift replenishment weight to QC securing it before a competitor does

New launches and niche brands get disproportionate visibility here

Non-negotiable for retention, pricing control, and margin defence



**The takeaway:** Right SKU, right price, right content on the right channel is new moat, Brands that crack a different playbook on each channel are structurally harder to displace

# Quick Commerce: The Convenience Upgrade That Turned Into Beauty's Biggest Growth Channel

<p><b>22.5x Growth</b> The GMV of BPC within QC from CY22- CY25</p>	<p><b>2%→16%</b> QC from CY22- CY25 as% of online BPC</p>	<p><b>40-45%</b> of non-grocery QC mix, second largest category post grocery</p>	<p><b>INR 550</b> Beauty AOV on Zepto</p>
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## The Collapsed Journey

Replenishment, discovery, and impulse now happen in **one session**. **Honasa** reports QC growing **4-5x** faster than any other ecommerce channel



## Premium Going Accessible

Converts only where **brand familiarity** already exists; storytelling still happens off-platform. **Dyson, Forest Essentials, Innisfree, Kama Ayurveda** now listed



## Full-Price Tolerance

Deal-hunters on D2C pay **full MRP** on quick commerce for speed. **D'you** saw both repeats and new acquisitions at full price on QC



## Fastest Tier 2/3 Distribution Ever Built

**1 in 4** new Instamart users now comes from **Tier 2/3**. But **premium travels slower** due to authenticity anxiety, patchy stock, & zero narrative

**5 CONSISTENT HERO SKUS >40 PATCHY ONES** + **HIGH-FREQUENCY REPLENISHMENT CATEGORIES** + **MINIPACKS, COMPACT FORMATS**

### Rank Signals

**Are you top-3 in your subcategory across Blinkit, Zepto, and Instamart?**

### Availability

**Are you 90%+ on-shelf, stock aged under 21 days, replenishing every 3-7 days – or are stockouts quietly killing your rank at the pincode level?**

### Pricing Discipline

**Are you holding MRP while rivals discount or is discount dependency already creeping in?**

## 4 Shifts Fuelling Quick Commerce's Takeover of Indian Beauty

## What Separates Winners on QC

**1**

**QC is a platform power game, not a brand game → Assortments expand, rankings reshuffle, volume follows visibility and rank, not just brand recall**

The takeaway:

**2**

**The first-mover window is real and closing → Limited shelf, brands lining up, margins compressing, the question isn't whether to be on QC, it's whether you're already too late**



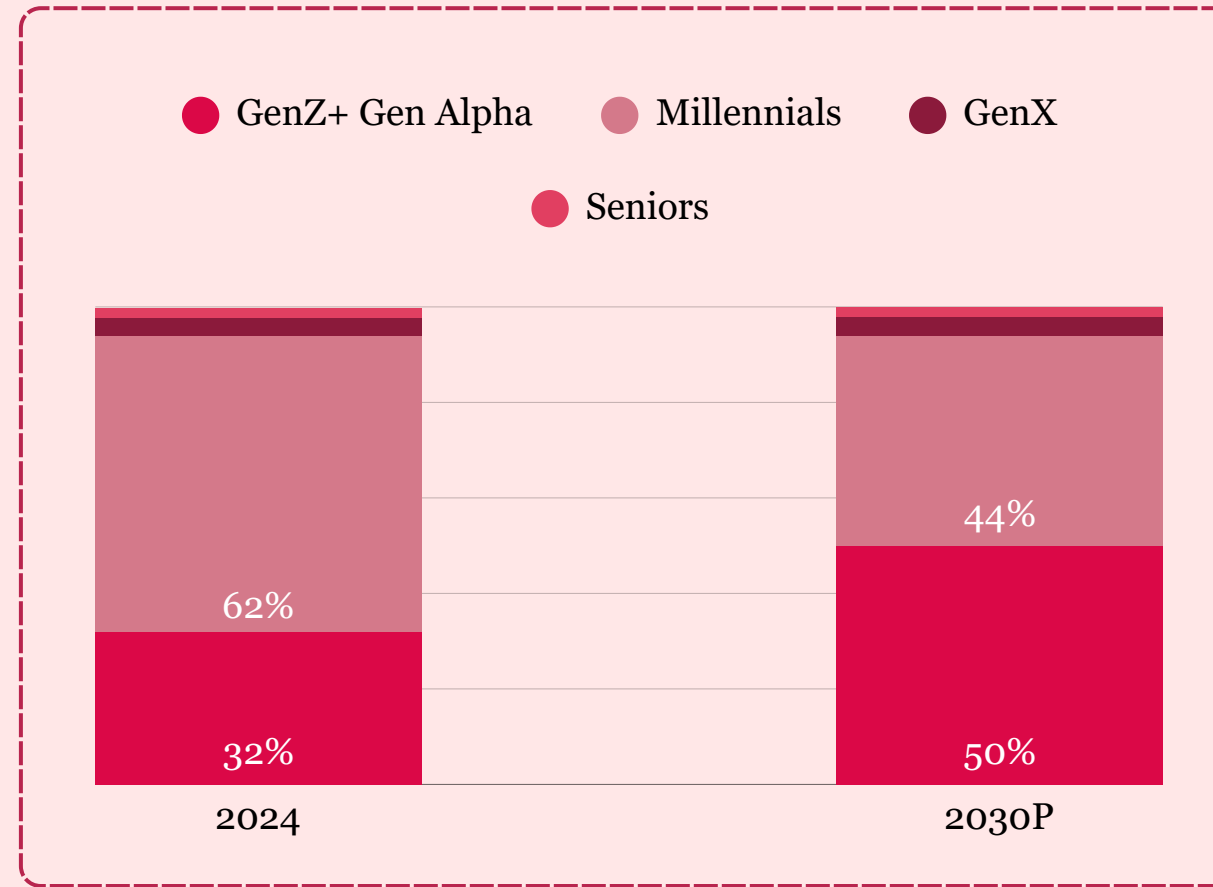
*From ingredients to identity, Indian beauty consumption is moving up the value curve*

## ***Decoding India's BPC Consumer Shift***

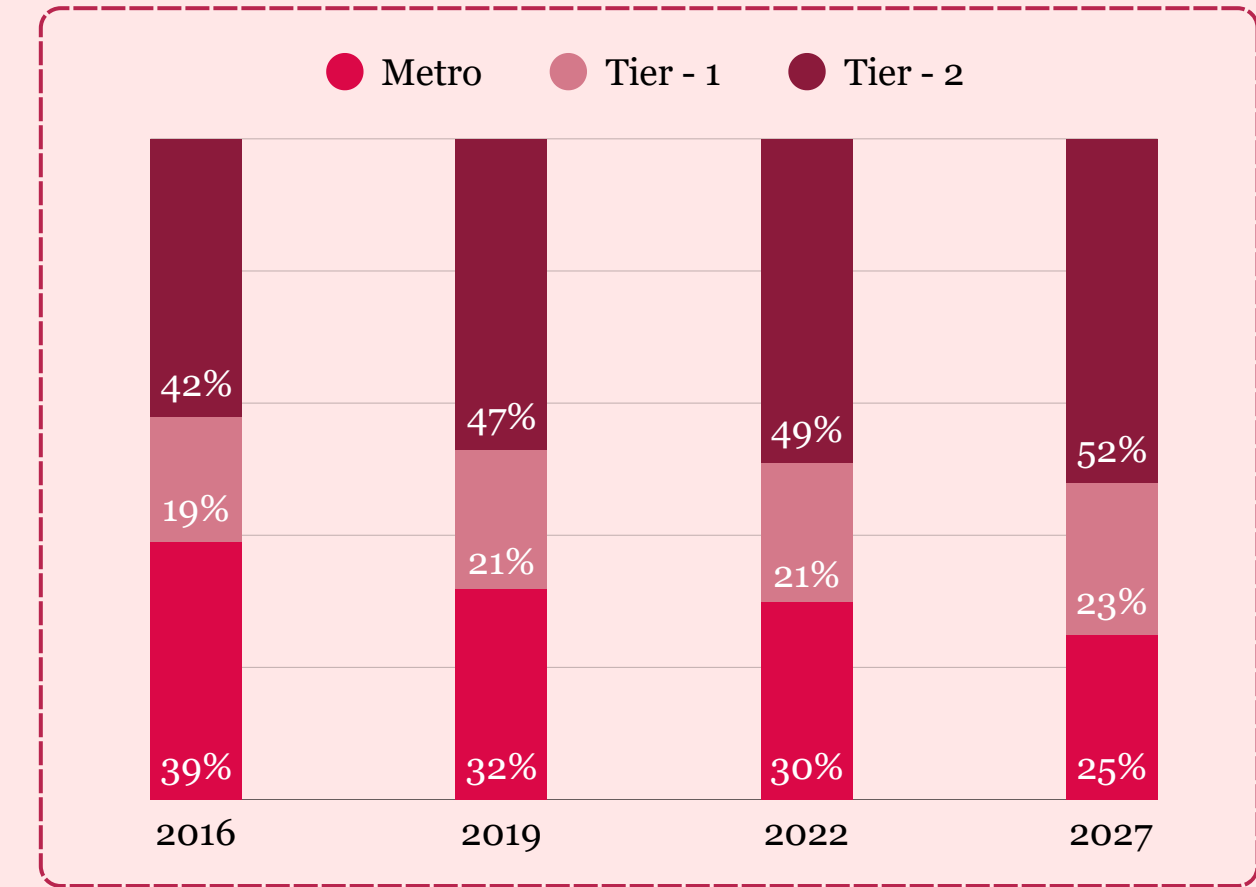
# The New Indian BPC Consumer: Hyperpersonalised. Ingredient-literate. Efficacy-led.



## Who is Shopping?



**Youngest two cohorts: 32% → 50% of BPC spend**

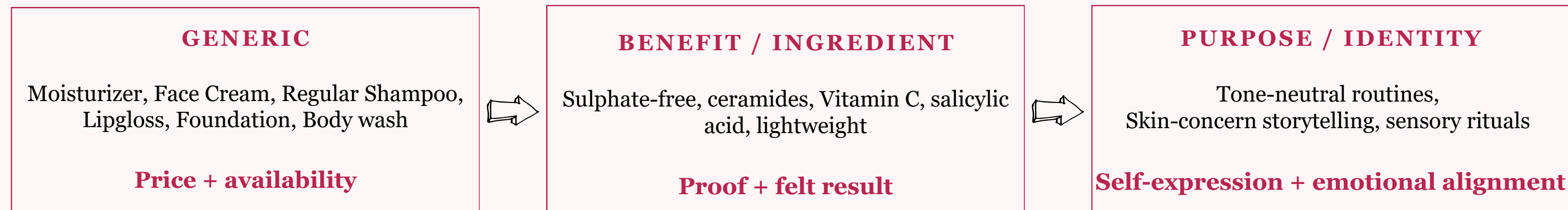


**Tier 2+ crosses 50% of total spend by 2027**

Every beauty category eventually moves along this curve, brands need to decide where they play



## Decoding the Value Curve



# The New Indian BPC Consumer: Hyperpersonalised. Ingredient-literate. Efficacy-led.

Gen Z and Gen Alpha is shifting BPC from brand-led to solution-led, driven by ingredients, proof, and transparency

THE GPS FOR CONSUMER DISCOVERY		
Cohort	Gen Z	Millennial
#1Channel	44% Social Media	38% Social Media
#2Channel	26% Short-form Video	25% Search Engines
#3Channel	19% Search Engines	21% Word of Mouth
Key Signal	Feed-native; trust flows from peer content, not broadcast	Research-before-buy; online reviews close where WoM opens

## Trust Hierarchy



## Consumer's Stick vs. Switch Triggers



### Identity fit

Consumers pay for brands that reflect their identity, aspirations and lifestyle relevance



### Proven efficacy

Performance is the only durable claim. Visible results retain; marketing language does not.



### Pack-Price Architecture

Consumers stay when emotional and functional payoff continue to justify price

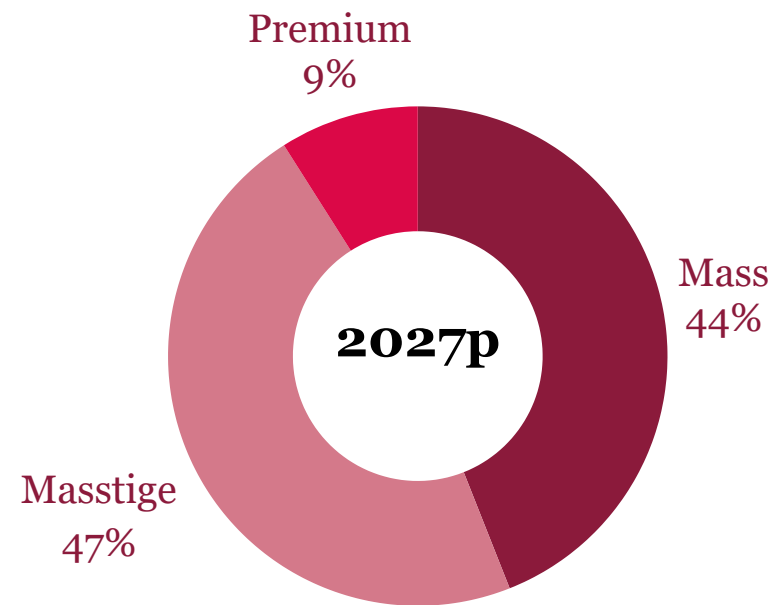


### Sensory payoff

Consumers judge with their senses before their minds, Texture, weight, smell earns second use

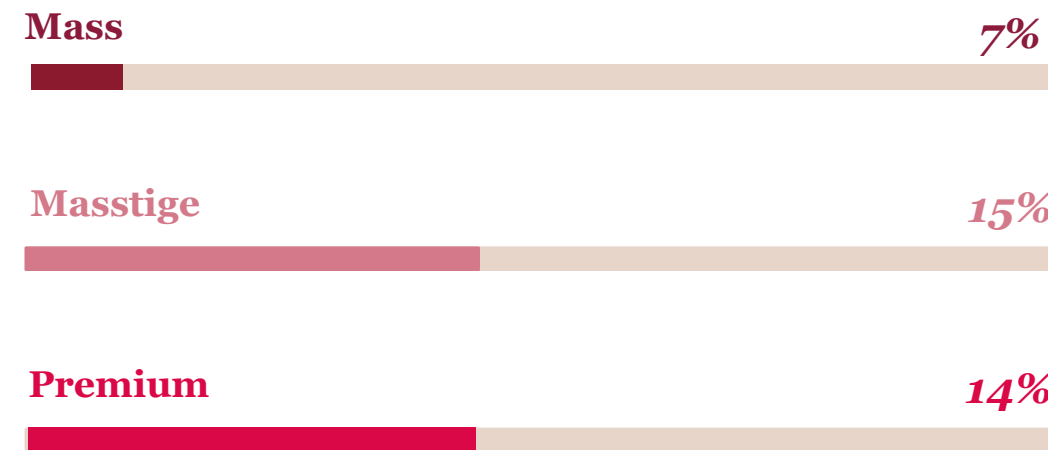
# This Consumer Is Trading Up. Masstige Is The New Center Of Gravity

## SHARE · 2027P



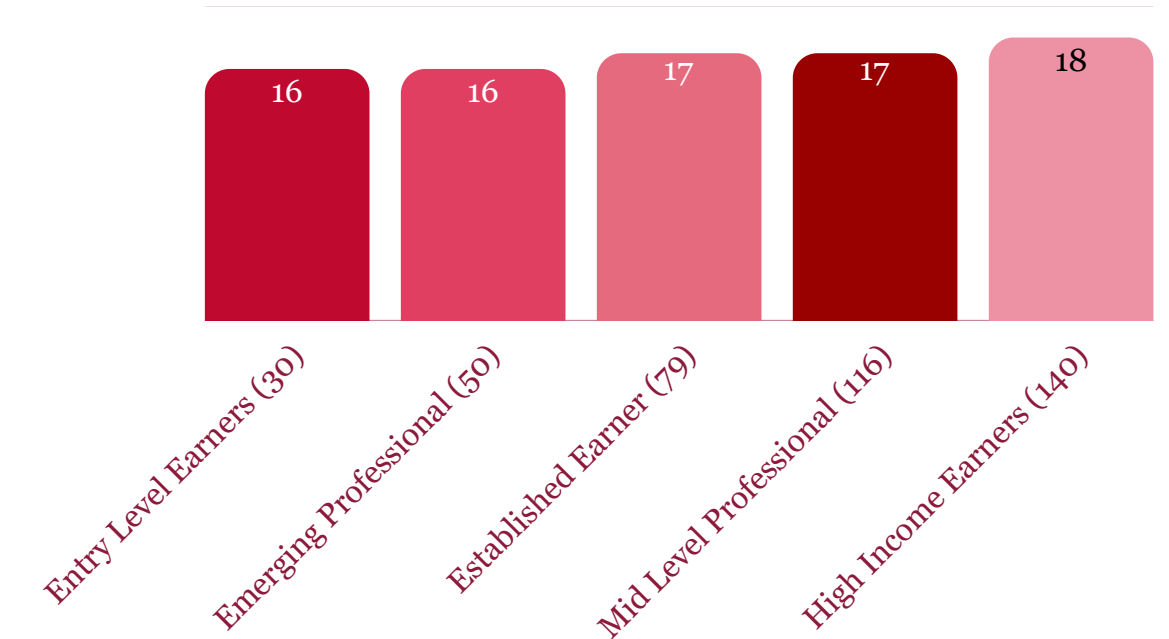
*Masstige will be the majority of the market, taking over from Mass by 2027*

## GROWTH · CAGR 2022–27



*Premium tiers are growing fastest, access, knowledge & aspiration are democratising up*

## BASKET · ANNUAL FREQUENCY AND SPEND (USD)



*Frequency stays flat at 16–18 occasions. Every rupee of growth is a bigger basket*

## The Trade-Up Has a Winner. It's Not Mass. It's Not Premium.

### Mass

Loyal until something better costs the same. Volume without value expansion

### Masstige

Clinical credibility at a democratic price. First-time premium buyers convert here and stay

### Premium

Real but narrow. High-income only, hard to scale

**The takeaway:** Indian Consumers upgraded their knowledge, not their budgets. Clinical credibility+emotional resonance+accessible price is most powerful consumer thesis in India BPC Industry, brands that own it will exit 6-8X revenue, brands that don't will be squeezed by them



*The operating patterns separating modern beauty compounders from the rest*






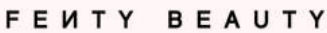




## ***The Anatomy of INR 100 Cr Brands***

# The Anatomy of a Compounder: What Separates the INR 100Cr+ Brand from the Rest

	WHAT IT MEANS	PROOF	OBSERVED IN
• <b>Niche Problem Ownership</b>	Own one sharp consumer problem with a clearly superior solution	Blind test win. <b>Retention <math>\geq 30\%</math></b> at 12M, no discount, no retargeting. <b>Amazon/Reddit reviews</b> . <b>Below 20% = PMF failure, not a marketing problem</b>	<b>ClayCo:</b> Gentle exotic actives, built for Indian skin. 3X revenue growth to INR 72 Cr in 24 months
• <b>Repeat Without Recall</b>	Claims and reviews drive trial; <b>efficacy</b> validates the promise; <b>texture, packaging and sensory fit</b> build habit	<b><math>\geq 50\%</math> repeat within 6M</b> , zero discount. <b>High first-buy + low repeat = format or sensory mismatch</b>	<b>Foxtale:</b> 50% repeat customers. INR 66 Cr $\rightarrow$ 199 Cr $\rightarrow$ 400 Cr+ on efficacy-first
• <b>Perpetual Hero SKU Engine</b>	<b>Own formulation IP</b> ; hero <b>SKUs</b> evolve continuously with changing consumer behaviour	<b>NPRC stable at 25–35%</b> of revenue. <b>Declining NPRC = single-hero dependency, not a compounder</b>	<b>The Derma Co.:</b> Continuously expanded hero actives into adjacent routines and concerns
• <b>One Inviolable Value Axis</b>	Own <b>one clear belief system</b> : Efficacy, clean/vegan, identity or problem-solution	<b>10% price hike <math>\rightarrow</math> <math>&lt; 5\%</math> volume loss</b> . <b>Can't hold price = rented positioning, no moat</b>	<b>Minimalist:</b> INR 500 Cr+ on clinical skin science
• <b>Creator-Native Marketing</b>	<b>Regional creator-led</b> content attracts higher-intent, higher-retention consumers	<b>MER <math>&gt; 3x</math></b> ; <b>branded search</b> growing organically. UGC rate rising. <b>MER <math>&lt; 1.5</math> = platform dependency, not brand pull</b>	<b>Dot &amp; Key:</b> Visual-first GRWM ecosystem, fruit+active pairings. INR 529 Cr, +115% YoY FY25
• <b>Structural CAC Decline</b>	<b>Consumer education</b> reduces acquisition costs over time	<b>CM-level CAC payback <math>&lt; 3</math> months</b> , <b>CAC rising with scale = zero organic pull, platform captive</b>	<b>Deconstruct:</b> Ingredient-first infographics cut CAC, 10x revenue to INR 130 Cr FY25, EBITDA positive

# Anatomy Of Compounder In Motion: Read → Product → Breakout Moment

<b>SPOT.</b> Overlooked problem/aspiration	<b>SHIP.</b> Translate into one hero SKU	<b>HOLD.</b> Pick one inviolable value axis	<b>REPEAT.</b> Continuous innovation, consumer feedback
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<b>READ</b>	Soft glam look for Indian skin tones	Consumers learning about actives	Global beauty rituals brought to India	Glow + healthy skin routines	Mass market wanting accessible dupes for high-end makeup	Hydration, ceramides, gentle actives for Indian skin sensitivity	Highlighter + shimmer craze in small-town India
<b>PRODUCT</b>	Matteinee Lipsticks, Contour Stick, Kohl Stars	Niacinamide 10%, AHA/BHA Peeling Solution	Squalane Glow Range, Volcanic Lava Range	Hydration Hero Cleanser, Ceramide Moisturizer	HD Foundation, Mega Last Lipsticks	Ceramide + Hyaluronic Range	Baked Highlighter, Liquid Eyeshadow
							
<b>READ</b>	Demand for inclusive shade ranges + representation	“No Makeup Makeup” + dewy skin aesthetic	Social media obsession with glow, contour, soft focus	Clean beauty + ingredient transparency	Consumers wanting actives (niacinamide, retinol, acids)	High-Performance Hair-Tech wave	Repairing chemically damaged hair
<b>PRODUCT</b>	Pro Filt'r Soft Matte Foundation (40 shades at launch)	Boy Brow, Cloud Paint, Futuredew	Flawless Filter, Pillow Talk, Hollywood Contour Wand	C-Firma, TLC Framboos Glycolic Night Serum	Single-ingredient serums (Niacinamide 10% + Zinc, AHA/BHA Peeling Solution)	Dyson Airwrap, Supersonic	Bond Building No.3

*Geography changes. Wedge changes. The innovation & trend-hopping playbook stays the same*

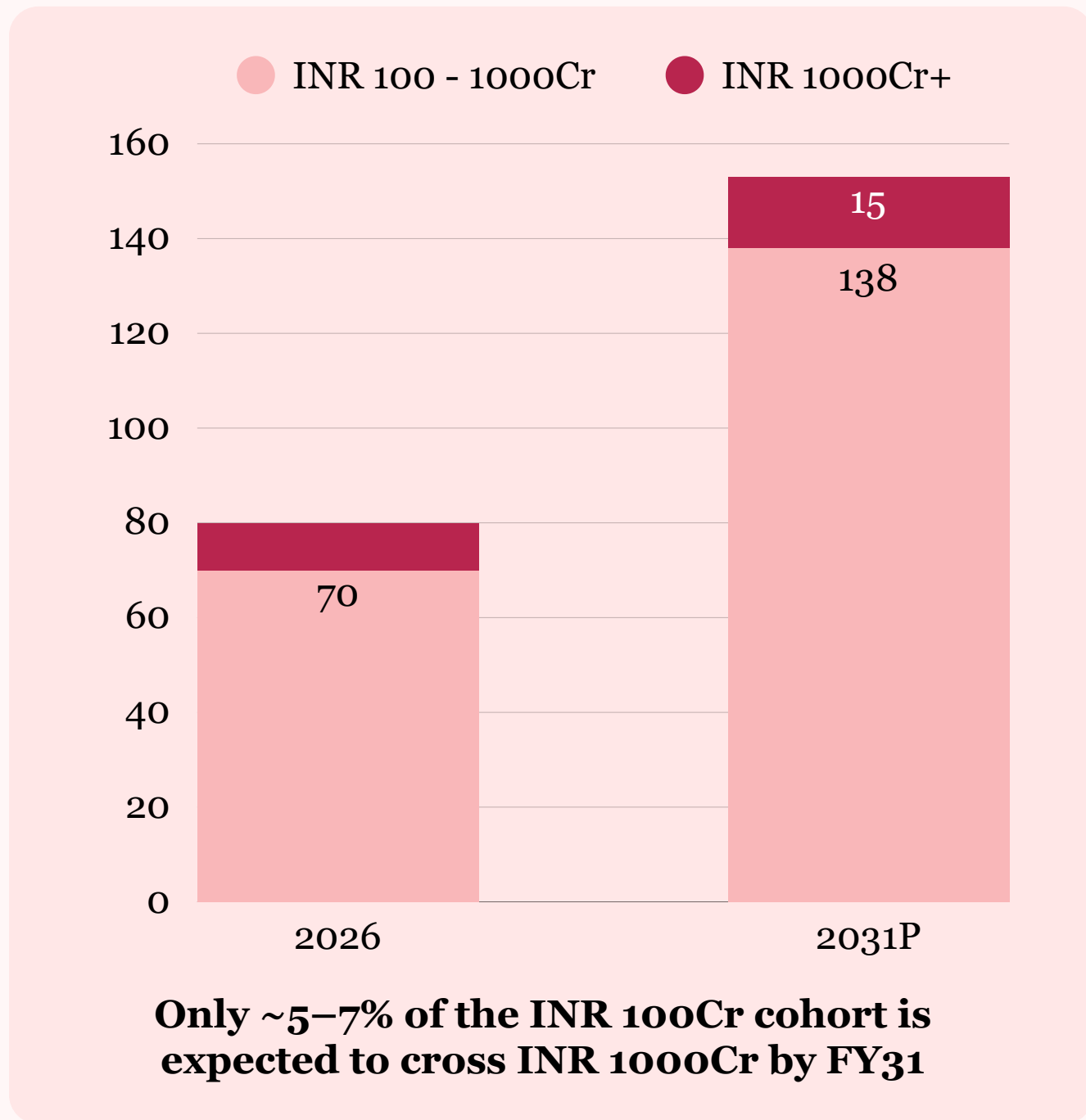


*The Architecture Decision*

***What separates INR 1000 Cr  
compounders from the rest***

# Strategic Paths Forward: Compounders Must Make an Architecture Decision

150+ BPC brands may reach INR 100 Cr by FY31. Only a small cohort will compound beyond INR 1000 Cr. The gap will be defined by expansion strategy, multi-brand architecture, and the ability to institutionalize beyond the founder



## The Path

- Omnichannel Expansion**  
*Offline is the gateway to INR 1000 Cr scale not optional anymore*
- House of Brands**  
*Portfolio architecture extends growth when single-brand engines slow*
- Institutional Continuity**  
*Repeatability and clean economics outlast founders*

## The Defining Question

- Can our products, margins, and systems survive fragmented offline trade?*
- Do we have enough consumer insight & operating leverage to scale multiple brands on shared infrastructure?*
- Are we building founder-led brands or systems designed to compound beyond founders?*

0-100CR

Product-market fit

Consumer discovery



100-500CR

Consumer retention

Brand equity creation



500-1000CR

Portfolio depth

Channel architecture

# Omnichannel: Every Path to INR 1000Cr Runs Through This

The first INR 500Cr can be built online; beyond that, offline is unavoidable. But each channel adds margin pressure before scale, distributor margins, listing fees and returns hit contribution first, so only brands with shelf productivity and consumer pull scale sustainably

## The Channel Sequence

### DIGITAL: OWN THE CONSUMER

Build demand, data & repeat behaviour before offline expansion

*D2C site · Marketplaces · Quick commerce*

### MODERN TRADE: TEST VELOCITY

Low-capital, high-footfall entry into organized retail

*Nykaa Beauty · Sephora · Shoppers Stop · Lifestyle*

### GENERAL TRADE: PROVE DEMAND

The real scale unlock is in these 90L+ stores—distributor-led, fragmented and execution-heavy




*Chemists · Local kirana · Beauty shops*

### EBOS: OWN THE EXPERIENCE

Brand-building, full assortment and premium consumer control

*Flagships · standalone stores · shop-in-shop*

## Digital First Brands Already Expanding offline

Brand	Offline (% revenue)	Retail outlets	EBOs	Cities
 HONASA	34%	200,000	90	500
 SUGAR	50%	45,000	200	550
 PEA BRANDS	30%	25,000	NA	NA
 BodyCupid	25%	45,000	NA	200
 pureplay	30–35%	19,500	35	300
 BOMBAY SHAVING COMPANY	50%	80,000	50	NA
 reneeé	40%	5,000	4	150

## Offline Validation

**95%+** **Fill Rate**  
HUL/Marico operate 95–98%.  
Below 90% = shelf gap

**75%+** **Monthly Sell-Through**  
Below 75% = inventory builds,  
distributor drops brand

**>80%** **Distributor Reorder Rate**  
1 in 5 not reordering = demand  
problem, not logistics.

**25%+** **Trial-to-Purchase**  
For EBOs 25%, MT 10%. Below  
that = weak product

**The takeaway:** Offline scale **without sell-through** is just **inventory sitting** in someone else's warehouse. **Honasa's channel-stuffing** correction and **Sugar's FY25 revenue decline** both highlight the same reality: retail expansion works only when **demand sustains reorder velocity**

# House of Brands: Breaking Through the INR 300 – 500 Cr Single-Brand Ceiling

House of Brands works when each brand independently earns the right to win with a distinct consumer cohort and every HOB runs on following 3 disciplines

1

## Anti-Flagship Cosplay

One **hero brand** ≠ **portfolio**. Every brand **earns survival** independently

*HONASA scaled through distinct category bets, Derma Co already at INR 750 Cr ARR*

2

## Stage-Gated Capital

Different **KPIs at each stage** — retention → payback → EBITDA

*P&G 2014, 100 brands cut to 65 which were driving 95% of profit*

3

## Portfolio Unit Economics

Track **cross-brand CAC, wallet share, occasion overlap**

*Nykaa compounds shared traffic, retail and logistics across multiple owned brands*

HONASA

**INR 2067 Cr**

FY25 revenue

**5X**

Mcap / revenue

Flagship funds new launches into adjacent cohorts. Shared ops lower CAC for newer brands as the portfolio widens

mamaearth™ Aqualogica® Luminèvel REGINALD MEN derma co

BARBELL

TWO ROUTES

INNOVIST

**INR 299 → 700 Cr**

FY25 → FY26E

**4.3–5.4×**

Expected L'Oréal exit

Science-backed brands precision-dropped into single high-repeat sub-categories, clinical credibility as the shared moat

BARE ANATOMY Chemist at Play® SUNSCOOP VINCI BOTANICALS

AXIS

## THE TAKEAWAY

*Every brand is a tax on every brand you already have. Shared infrastructure must scale faster than portfolio sprawl*

*Centralize infrastructure, ring-fence the soul. Share R&D, procurement and shelf leverage never creative voice, community or GTM velocity*

*The best HOBs do not buy growth; they buy capabilities, cohorts or credibility that are structurally hard to build internally*

# Institutional Continuity: The Trait That Turns A Founder-Led Brand Into Transferable Asset

Skin Care: Men's Grooming: Wellness: Hair Care: Cosmetics:

Acquirer	Year	Target Company	Category	Strategic rationale	Acquisition/Investment Value (INR Cr)
HUL	2025	Minimalist		Owned the <b>ingredient-literate</b> consumer before anyone else even understood that consumer existed in India	2705
Godrej	2025			GCPL's first D2C men's grooming bet; <b>#2 men's facewash online</b> , zero performance marketing	450
Emami	2024			Only men's brand that had already made the leap from <b>grooming utility to lifestyle identity</b>	>270
Marico	2023			Bet to capture high-margin shift of <b>beauty migrating closer to health</b>	>350
Emami	2022	BRILLARE		Kesh King hit a ceiling. Brillare was Emami's bet that the hair category's <b>next growth would come from premium, professional-grade formulations</b>	35
Marico	2021	JUST HERBS		Only scaled <b>premium Ayurvedic brand</b> Marico could acquire that wouldn't cannibalise Parachute	145
Marico	2020			<b>First and only scaled brand</b> when the men's grooming category was still being created	>200

## What FMCG Partnerships Unlocks for D2C?

- **Instant offline distribution**, bypass 5+ years of distributor work
- **Day-one margin lift**, shared procurement, manufacturing, logistics
- **Patient capital**, brand-building timelines, no exit pressure
- **Operating depth**, operators who've scaled to INR 10K Cr+
- **Global runway**, international launchpad, no local setup

FMCG's **acquisition logic** has **matured** with the category: Clean → Ingredient-Led → Problem-Solution. **Men's grooming**, the most-acquired segment since 2020, best reflects that later shift toward problem-led repeat. The **buy is repeatable systems** and **validated consumer relevance**, not just growth



*Strategics moved in, financial investors doubled down, and the exit math followed*

## ***The Capital Stack Has Re-Wired***

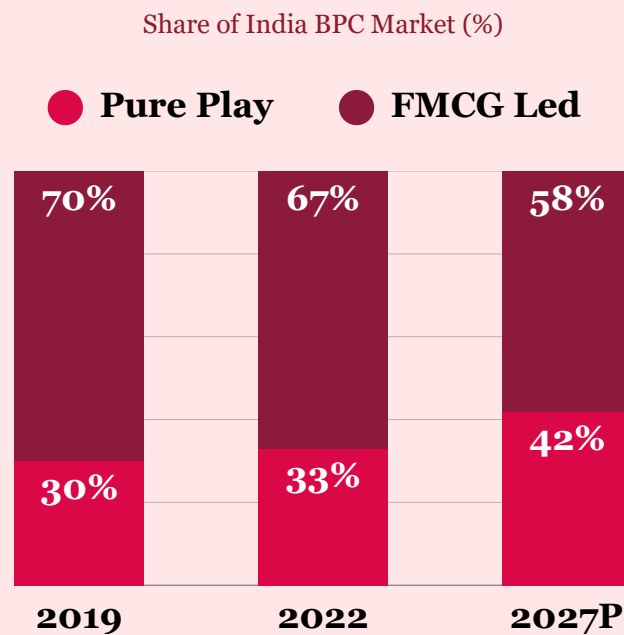
# The FMCG Acquisition Engine, And A Widening Acquirer Pool

The why for INR 4000 Cr Exits from FMCG is structural. The what is a four-trait filter every acquisition-grade brand passes

## Why FMCG Are Buying?

~2X

Pure-play BPC grew at twice the rate of FMCG-led BPC over the cycle



- **Innovation velocity:** Startups compress category creation cycles from 18m to 6m
- **Premiumization unlock:** Ingredient and efficacy commands 1.5–4.5× FMCG shelf price
- **Consumer permission:** D2C enter trust-led niches incumbents struggle to authentically own

## THE 4 TRAIT FILTER

**1 Category Creation Signals**, validated consumer shifts with strong retention

**2 Owned Demand Engine**, TG the brand doesn't have to keep buying, organic reach > performance spend

**4 Scalable Unit Economics**, CM2-positive or close, strategics no longer absorb structural burn

**3 Offline Unlock Still Ahead** 20–30% offline mix with significant distribution upside remaining

**New Acquirers Emerging Beyond FMCG, Repricing exits. Redefining brand outcomes**

SCALED BPC AS ACQUIRERS

L'ORÉAL  
mamaearth™

Reaching for new cohorts and categories, keeping existing identity intact

DERM-LED HEALTH PLATFORMS

ALKEM  
Cipla

Reaching for the consumer. Buying direct consumer access for science it already owns

OMNICHANNEL VERTICAL RETAIL

NYKAA  
purple

Reaching for shelf. Buying brands to own assortment and deepen the platform

*As the buyer set widens, so does the basis for valuation: distribution, adjacency, or consumer access, depending on who's buying*

# Strategics Have Activated Their Minority Playbook. Financial Investors Are All In.

Skin Care: 🧴 Men's Grooming: 🧔 Wellness: 🧘 Hair Care: 🧴 Platform: 📱 Cosmetics: 💄

Brand	Category	Description	Last Raise	Last Raise (INR Cr)	Total Funds (INR Cr)	Revenue (INR Cr)	Investors
CHOSEN	🧴	Exposome-based dermat-led skincare for melanin-rich Indian skin	May 2026	42	52	28.59	Fireside Ventures, L'Oréal BOLD, Alkemi Growth
Clayco	🧴	Global ritual-based skincare for Indian skin	Apr 2026	34+	50+	73*	Twenty Nine Capital, Unilever Ventures, ICMG Global
Unbound	🧔	Performance-led "zero-step" self-care for men	Apr 2026	8	8	NA	Fireside Ventures
Secret Alchemist	🧴	Clean, aromatherapy-led fragrances & wellness	Mar 2026	62.5	80+	1.79	Unilever Ventures, DSG Consumer Partners
RAS Luxury	🧴	Vertically integrated premium natural skincare ("farm-to-face")	Mar 2026	~65	153	53.2	Dabur Ventures, Unilever Ventures, Amazon Smbhav, Sixth Sense
Dazzl	📱	On-demand wellness & beauty services	Jan 2026	27	27	NA	Stellaris Venture Partners
SkinInspired	🧴	Efficacy-first dermatological skincare	Jan 2026	24	36+	6.8	Spring Marketing, Lotus Herbals BIF, Unilever Ventures
Antinorm	🧴	Multifunctional climate-centric skincare	Jan 2026	28	34+	NA	Fireside Ventures, V3 Ventures, Rukam Capital
Moxie	🧴	Haircare for curly & wavy Indian hair	Nov 2025	120+	180+	60+*	Bessemer, Fireside Ventures, Amplify, OTP Venture
FAE Beauty	🧴	Inclusive color cosmetics for Indian skin tones	Nov 2025	17	31.8	20.7	Spring Marketing, Titan Capital
World of Asaya	🧴	Science-led skincare for melanin-rich skin (hyperpigmentation)	Sep 2025	28	51	7.09	RPSG Capital, OTP Ventures, Huddle Ventures
Mosaic Wellness	📱🧔🧴🧴🧴	Full-stack clinical house of brands	Mar 2025	200	260+	730	360 ONE, Spring Marketing, Elevation, Peak XV, Z47
Indē Wild	🧴🧴	Premium Ayurvedic skincare/haircare	Mar 2025	42	25	NA	Unilever Ventures, SoGal, True Ventures
Deconstruct	🧴	Science-first ingredient-led skincare	Jan 2025	65	80+	130	L'Oréal BOLD, DSG Consumer, V3 Ventures

- Nearly every strategic holds minority stakes **category risk out, control option in**

- Funding fell from \$581M (21) to \$126M (25). **Fewer, larger, strategic-first bets**

- Capital is rotating to **clinical, dermatological & efficacy-led brands**

- A small circle of **repeat funds anchors most premium seed and Series A rounds**

# The Multiple Is Now a Function of Durability, Not Just Growth

*What's Getting Funded,  
Capital's Read of the Market*

Current-year forward revenue multiples\* (~<6 months forward visibility) range between ~3x – 7.4x

Metrics	A R A T A	reneeé	Traya.	mosaic WELLNESS	MILA BEAUTÉ	foxtale	pilgrim
Valuation	161 (Dec 24)	1598 (Aug 25)	976 (Mar 24)	3111 (Mar 25)	290 (Mar 25)	1228 (Jan 25)	3000 (Mar 25)
Revenue	53.4 (FY25)	500 (Est. FY26)	237 (FY24)	748 (FY25)	60 (FY25)	206 (FY25)	408 (FY25)
Multiple	3.01	3.1	4.1	4.15	4.8	5.1	7.4



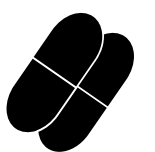
**India-specific biology**  
Melanin-rich skin, Indian hair texture, climate and water adapted formulations  
**Asaya, Moxie, FAE**



**Men as a standalone category**  
Performance-led, problem-solution men's care, still under-built in actives, SPF & serums for male biology  
**Unbound, Reginald**



**Clinical efficacy at masstige pricing**  
Derma-led brands with visible results and clinical positioning are becoming the category default  
**Foxtale, SkinInspired, Chosen**



**Beauty wrapped in health**  
Diagnostics, coaching, adherence and subscriptions are becoming the moat, not just the molecule  
**Traya, Mosaic Wellness, Plix**



**Habit > trend**  
Capital is shifting from viral growth to repeat-led, retention-funded businesses with stronger LTV visibility

## 5X – 7.4X

*Predictable, scalable quality*

- High repeat behaviour
- Strategic acquisition relevance
- Margin discipline
- Omnichannel scalability

## 3X – 5X

*Scale without full durability proof*

- Strong topline growth
- Retention still maturing
- Category ownership not yet locked
- Performance-led, not moat-led

## Out-of-band

*Priced on future category ownership*

- Proprietary formulation IP
- Clinically visible outcomes
- Founder-led category authority
- New consumer behaviour creation

**Revenue gets a brand to the table. Durability, defensibility, and category headroom decide the multiple**

\*Multiples are indicative, not strictly comparable: each uses the most recent disclosed valuation (dates shown) against the nearest available revenue year (FY24–Est. FY26). Time-matching varies by brand  
Source: Tracxn, company filings, Entrackr, Inc42, media reports

# This Durability Has Two Unfakeable Tests, And The Multiples Prices Both

Line Item	Healthy Range	Warning Zone	What Wrong Signals
<b>Gross Margin</b>	60–75%	Below 50%	<b>Manufacturing leverage</b> problem or COGS inflation <b>without premium</b> pricing power
<b>Performance Marketing (% of rev)</b>	15–25% at scale	Above 40%	No organic pull. <b>Platform dependency</b> . CAC will keep rising as brand scales.
<b>CM1 (GM – Performance Marketing)</b>	35–55%	Below 20%	Not enough margin to fund <b>operations and logistics</b> after platform fees.
<b>Logistics + Ops (% of rev)</b>	8–15%	Above 20%	<b>Scale</b> issue or <b>product format problem</b> (oversized, fragile, heavy).
<b>CM2 (CM1 – Logistics – Ops)</b>	MUST BE POSITIVE	ANY negative	Destroying cash with every order. <b>No scale capital fixes negative CM2.</b>
<b>LTV:CAC Ratio</b>	3:1 or higher	Below 2:1	Cannot sustain growth without destroying capital. Raise price or cut CAC.
<b>12-Month Cohort Retention</b>	≥30% without discount	Below 20%	PMF problem, not marketing. No marketing budget fixes a product that doesn't repeat.

## AMAZON SIGNAL

- #50 → #10 organically in 6 months = **real pull**
- 4.3+ rating + 60%+ 5★ reviews = **PMF**
- 15%+ one-star reviews = **repeat issue**
- 20%+ Subscribe & Save enrollment = **habit formation**
- 100+ verified monthly reviews organically = **trust compounding**

## REDDIT SIGNALS

- Unprompted mentions = **authentic demand**
- Repeated complaint patterns = **formulation issue**
- “Holy Grail” mentions = **highest repeat potential**
- Winning “X vs Y” threads = **competitive displacement**

**The Business Test: In BPC, gross margin glamour is giving way to CM2 as the real gate for scale capital**

**The Brand Test: Real brands survive unprompted consumer scrutiny, not just paid acquisition**

BRC INSIGHTS

# The Five Strategic Imperatives That will define the next decade of Indian BPC

## 01 Formulation is the only moat that differentiates in a crowded market

Natural, ingredient-led, clinical all commoditising. Owned IP survives every wave. Hybrid manufacturing is table stakes

## 02 Own masstige, or lose the decade

INR 400–1,200 is where the consumer landed and where 47% of the market will sit by 2027

## 03 Crack quick commerce, or get cracked by it

QC will be 30–40% by FY30. Most D2C brands already credit 30–40% of scaling to instant delivery, improving capital efficiency. Rank here beats recall

## 04 AI is the new operating layer of beauty

Rewiring formulation, shade-matching, SKU-pincode forecasting, regulatory intel, retention. The speed and precision advantage that decides who outlasts each wave

## 05 Decide architecture at Series A, not Series C

The INR 300–500Cr wall is real. House of brands, omnichannel, or systems built for institutional continuity, not more performance marketing



THE STRONGEST BEAUTY BRANDS NO LONGER SELL PRODUCTS, THEY BUILD FEEDBACK LOOPS, ROUTINES & BEHAVIOURAL LOCK-IN

## *Inside India's Emerging BPC Moats*

# Antinorm: Scaling via Routine Compression, Climate Utility, and the Luxury of Less

Founded in 2024, Antinorm turned India's fragmented beauty playbook on its head offering time, utility and efficacy over endless routines

ANATOMY OF A COMPOUNDER TEST

**SPOT.**  
Overlooked problem/aspiration

---

**ROUTINE FATIGUE**  
No time for **hyper-layered routines**

**CLIMATE REALITY**  
**Global formulations** fail under heat, humidity, sweat and pollution

---

→ *The bottleneck is bandwidth, not access*

**SHIP.**  
Translate into one hero SKU

---

**UTILITY-FIRST PRODUCTS**

- **Bye Bye Blow Dry** — 11-in-1 hair utility
- **Facial in a Flash** — 9-in-1 enzyme scrub
- **Shower in Seconds** — waterless cleanse
- **Fuller Without Filler** — 6-in-1 lip balm

---

→ *Each SKU replaces a stack, not a step*

**HOLD.**  
Pick one inviolable value axis

---

**BUILT FOR HIGH MOBILITY**

Fewer, **harder-working products** — with **formats and textures** tuned for the high-mobility consumer

---

→ *Fast routines · low cognitive load*

**REPEAT.**  
Continuous innovation, consumer feedback

---

**THE SKU DECISION ENGINE**

**TBDM\***: reads cultural + beauty trend shifts (TikTok, celeb launches)

**PBDM\*\***: scores SKUs before launch using ingredient + competitor signals

---

→ *Product development as code*

**The Traction**      **INR 12Cr+**      **35%+**      **INR 1400**      **USD 3M+**      **USD 12M+**      

ARR in Jan 26      MoM Growth      AOV      Funds Raised      Last round valuation

*Strong start, sharp positioning, premium backers. "The Luxury of Less" is a real playbook for high-retention beauty but playbooks need products that work. Amazon and Reddit will be the jury, running the efficacy test for the next 12 months...*

\*Trend-Based Decision Making, \*\*Product-Based Decision Making  
Sources: Inc42, VCCircle, Tracxn, Shark Tank S5E18, Amazon, MCA

# Arata: Scaling With Clean, Clinical, Solution-First Haircare Built For Indian Hair

Founded in 2019 by **Dhruv Bhasin & Dhruv Madhok** to tackle toxicity in hair styling gels, Arata evolved into a clinical, solution-first hair company. A first-mover in an under-researched category, channel-specific SKUs and product efficacy drove **3X revenue growth in the last year**

ANATOMY OF A COMPOUNDER TEST

**SPOT.**  
 Overlooked problem/aspiration

---

**TOXICITY**  
 Gels caused hair fall + whitening

**TEXTURE**  
 Curls + waves underserved

**SCALP**  
 Dandruff → fall → scalp health

**SHIP.**  
 Translate into one hero SKU

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**EFFICACY FIRST PRODUCTS**

- **Flaxseed Gel** — Clean styling
- **CGM Stack** — Curls + waves
- **Growth Serum** — Triple-active hair fall + regrowth
- **Damage Defence** — Scalp + repair

**HOLD.**  
 Pick one inviolable value axis

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**CLEAN, CLINICAL, SOLUTION-FIRST**

**EWG**-verified, dermatologist-approved, formulated for **Indian** water, climate + rituals

**REPEAT.**  
 Continuous innovation, consumer feedback

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**ITERATIVE CONSUMER LOOP**

Internal trials → pan-India panels → back to lab if efficacy misses

**INNOVATION TIED TO ECONOMICS**

Built on net realisable value, if a SKU can't survive a 40% channel haircut, it's killed

<b>The Traction</b>	<b>INR 75 Cr(E)</b> Revenue FY26	<b>INR 700</b> AoV	<b>INR 240</b> CAC	<b>USD 8M+</b> Funds Raised	<b>USD 22.9M</b> Last round valuation	  
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**Masstige pricing, clean labels, circular intent, clinical efficacy, Arata is winning Gen Z and Alpha by turning India-specific insight into a category-defining haircare playbook**

# Clicks to Swatches: How Smytten Became India's BPC Discovery Infrastructure

Founded in 2015 by **Swagat Sarangi & Siddhartha Nangia**, **Smytten** identified a structural **blind spot** in India's digital beauty market **"touch and feel" barrier to online conversion**

India's largest trial-led discovery infrastructure layer sitting between 30M+ GenZ/Alpha consumers and 1,500+ brands

**1 Curated Digital Platform**

- **AI-matched** trial packs on granular beauty profiles; **100% cashback** mechanic converts **Trialists into full-price** Shop customers.

**Sampling commissions . Sponsored discovery . Full-size commerce**

**2 Offline store for 'Bharat' layer**

- Bharat Tactical **touch-&feel** discovery in **high-footfall Tier 2/3 malls**. Minimal-cost premium access for **skeptical shoppers**.

**Retail activation . LaaS**

**3 PulseAI Research**

- Institutional-grade **TOM, Recall, Funnel metrics** in real-time. 2-3x cost-efficient vs. legacy firms

**Brand research . Product testing . Innovation intelligence**

## Strategic Advantage



**Sampling → Data → Intelligence Loop**  
100M+ post-trial datapoints



**Neutral Infrastructure Layer**  
No private-label conflict



**Embedded Feedback System**  
85%+ post-trial survey completion



**Consumer Acquisition Engine**  
30-40% lower CAC for brands

## The Traction

**INR 111 Cr**  
Revenue FY25

**1500+**  
Brand Partners

**30M+**  
Users

**USD 24M+**  
Funds Raised

**USD 62M+**  
Last round valuation

SharrpVentures

firesideventures

**SURVAM PARTNERS**

**ROOTS VENTURES**

**Smytten solved discovery for digital-first beauty, The larger opportunity is converting that infrastructure into India's dominant post-trial consumer intelligence layer for brands**



basic roots  
consulting

MAKING BUSINESSES  
BETTER

# THANK YOU

MAY 2026 | BRC BYTES  
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