

one consulting firm

STRATEGY · PERFORMANCE EXCELLENCE · EXECUTION

Strategic Market Opportunity

Why India Now?

For International Brands

Executive Pitch Deck

March 2026



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Who We Are | One Consulting Firm

Boutique consulting firm focused on **Retail & Consumer**

-  **250+** strategy and execution engagements across sectors
-  **27+ years** of deep experience in the sector
-  Strong focus on **India entry, GTM**, and operational execution
-  Experience across **GT, MT, E-commerce**, and Omnichannel
-  Unique blend of **consulting expertise** and industry practitioners



Your Trusted Partner

Navigating the complexities of the Indian market with proven strategies and deep local insights.

"We help international brands translate India opportunity into action"

Why India Now For International Brands

India being large, young, and fast-growing is not new.

What is distinct about this moment is a structural shift:

India has entered a phase of Consumer Maturity.

This marks the transition from volume-driven growth to value-driven consumption, creating the perfect entry window for premium brands.



01

Finer Segmentation

Emergence of premium-mass, affordable luxury, niche, and new-age brands across categories.



02

Willingness to Experiment

Consumers actively looking beyond legacy brands and traditional retail channels.



03

Repeat Consumers

Fundamental shift from "first-time buyers" to recurring consumption patterns.



04

Global & Refined Taste

Tastes are no longer just local—they are global, refined, and unapologetically bold.

Strategic Insight

From Scale Market



CHOICE MARKET

"The new Indian consumer is defined by discernment, not just demand."



Premium Segments Hitting Critical Mass

Over the last 5–7 years, several premium and new-age categories have crossed a **viability threshold**. A new chapter is unfolding where premium is sustainable.



Disruptive Growth

Premium **outpaces** mass-market incumbents.

Innovation drives **rapid market share** gains.



Global Exposure

Consumers mirror **global trends** instantly.

Education barrier for new concepts is **minimal**.



New Format Acceptance

Bold claims & formats are widely accepted.

Higher price points represent mainstream aspiration.



Digital Discovery

Digital channels drive **rapid adoption cycles**.

Social influence enables seamless access.

Key Insight

Viability threshold crossed — **Premium is now scalable, not experimental.**

Trends Across Categories



Beauty & Personal Care

Dermaceutical skincare gaining trust among educated consumers.

Ingredient-led brands focusing on specific actives (niacinamide, ceramides).

Formulated for **Indian skin tones & climate**.

Category Leaders & Disruptors



Food & Beverage

Energy & Functional Beverages scaling beyond niche athletic use cases.

Global Cuisine adoption accelerating across metros (Korean, Japanese, Mexican).

Healthy Snacks replacing traditional high-sugar options.

Category Leaders & Disruptors



Athleisure

Everyday Athleisure becoming the new casual standard.

Affordable Performance & Lifestyle Sportswear bridging gap between mass and premium.

Shift to **functional, versatile clothing** for daily use.

Category Leaders & Disruptors



Trends Across Categories (Continued)

Jewelry

Modern fine jewellery for daily wear.

Lab-Grown Diamonds gaining acceptance.

Organized retail professionalizing sector.

Category Leaders & Disruptors

CaratLane

BlueStone

Melorra

GIVA

Nutraaceuticals

Preventive Health supplements essential.

Functional Nutrition for gut health.

Beauty-from-Within supplements rising.

Clean Label formulations trending.

Category Leaders & Disruptors

HealthKart

Wellbeing
Nutrition

OZiva

Electronics & Wearables

Smart Health Wearables mainstream.

Audio Wearables exponential growth.

Connected Devices with payments.

Category Leaders & Disruptors

boAt

noise

FIRE-BOLTT

Scaled Very Fast - Success Stories

International Brands



Ferrero Rocher
Premium Confectionery

US\$ 278M
Since Inception



Hell Energy
Energy Drinks

0 → US\$ 56M
In Just 6 Years



Jockey
Innerwear & Athleisure

US\$ 500M
Revenue Scale



Zara / H&M
Fast Fashion

US\$ 278M / 244M
Fast Scale



Samyang
Korean Noodles

\$20M → \$30M
Doubling in 1 yr

Indian Brands



Lenskart
Eyewear Tech

US\$ 556M+
Market Leader



Zudio
Fast Fashion

US\$ 667M
In 6 Years



Snitch
Men's Fashion D2C

US\$ 56M
In 5 Years

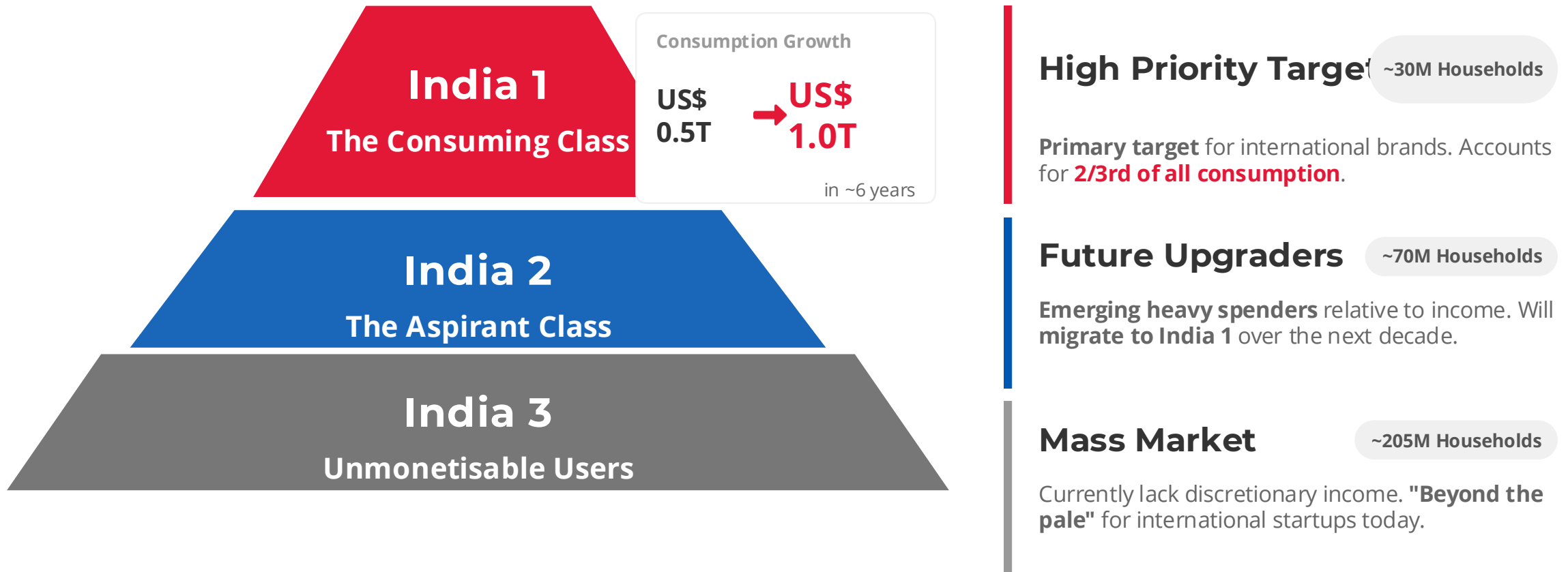



Wakefit
Home & Sleep


Rapid Scale
D2C Disruptor

*Currency conversion rate applied: ₹90 = US\$ 1

Spending by India 1 Likely to Double

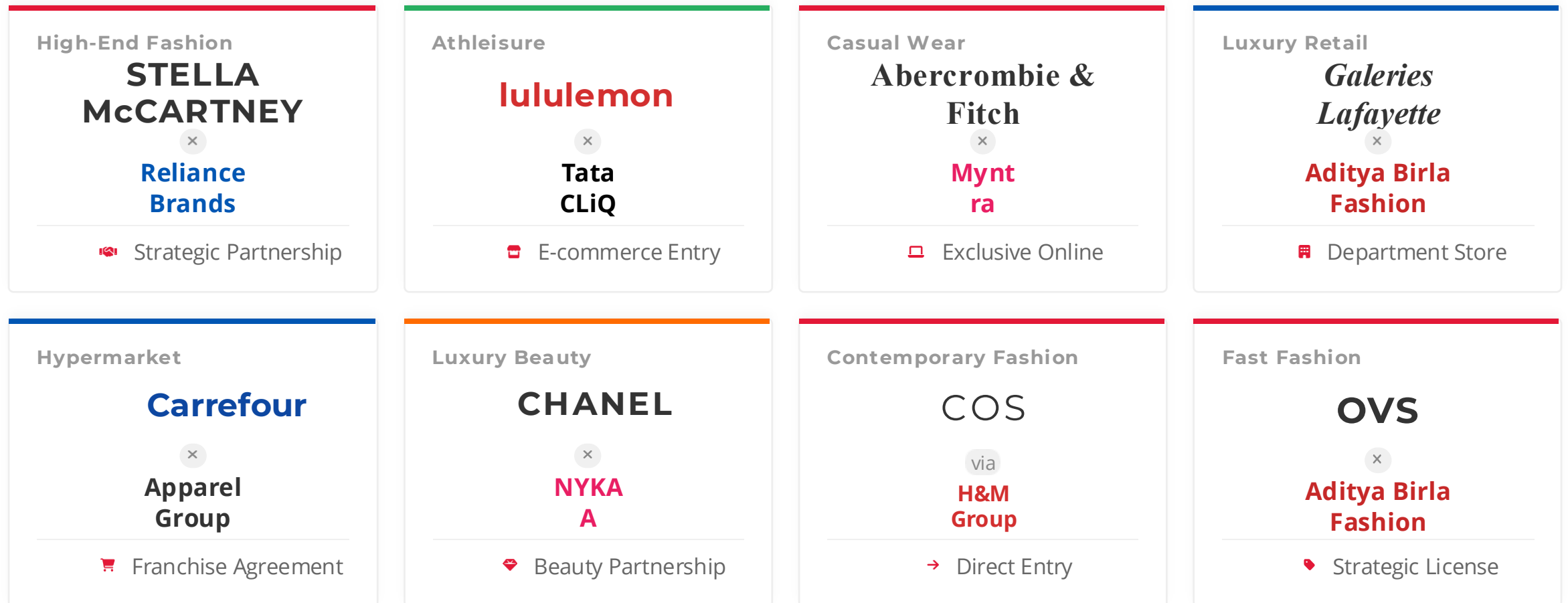


 **Apparel Market Opportunity**
Projected to reach **US\$ 30 Billion** premium market by 2031.

 **Beauty & Personal Care (BPC)**
Heading to be 4th largest global market, premium share **>30%**.

Recent Entries & Strategic Partnerships

Global brands are accelerating their India entry through strategic partnerships, leveraging local expertise for faster scaling.



Mistakes to Watch Out For

Common Myth	Market Reality	Strategic Implication
✗ India ready across all premium tiers	Premium scaling fast Example: Zara/H&M strong	→ Scale premium first
✗ Heavy localisation required	Global authenticity works Example: Red Bull & Zara	→ Localise operating model
✗ India is one market	Multiple niches exist Example: Zudio vs. Snitch	→ Focused positioning
✗ One best entry model	Multiple viable routes Example: Zara (JV), K-beauty	→ Match model to goals
✗ India too hard to operate	Regulation stabilising Example: Nykaa & Red Bull	→ Execution capability key

What Typically Goes Wrong

Partner

Issue: Partner selected on size/brand, not category fit

Case: Premium athleisure brand partnered with a multi-brand distributor; low focus → slow rollout

Impact: Weak in-store execution, delayed expansion

What works: Focused partner with category expertise and clear governance

Pricing

Issue: Global pricing copied without India value alignment

Case: Imported range priced 20–30% above peers; consumers traded down

Impact: Low sell-through, heavy discounting

What works: Calibrated price-value (entry ladders, India packs)

Execution

Issue: Entry seen as 'done' post partner appointment

Case: Launch delayed due to merchandising, supply chain, and location misalignment

Impact: Missed seasons, inventory imbalance

What works: Hands-on rollout plan with milestones and oversight

Early decisions on partner, pricing, and execution determine success in India.

What a Successful Playbook Looks Like

Winners in the India market typically share these six strategic characteristics:

Clear Positioning & Target Focus

1

Strong clarity on **customer segment** and **value proposition**. Focused targeting beats broad approach.

Global Authenticity + Localization

2

Stayed true to **core brand DNA** while adapting **operating models**. Consumers want the global experience.

Patient Capital & Phased Scaling

3

Focused on **product-market fit** first. Willingness to invest **patient capital** for 18-24 months.

Localized Operating Model

4

Adopted **India-specific execution models**: direct entry, licensing, JV partnerships, or distributors.

Careful Partner Selection

5

Right choice of partners and service providers differentiates success from failure.

Import-First, Localize Later

6

Tested market via imports initially. Followed by **selective local sourcing** as scale developed.

Success Examples

ZARA

H&M

HELL ENERGY

Ferrero Rocher

SAMYANG

04

Our Role

Bridging Strategic Intent to Operational Execution

Where One Consulting Firm Fits

We help global brands bridge the gap between high-level strategic intent and on-the-ground market execution through four key service pillars:



India-Specific Strategy

Tailor **global DNA** to local context

Address **cultural nuances**

Maintain **core identity**



Partner Identification

Select & **vet** right partners

Negotiate **strategic alliances**

Identify **retail allies**



Business Planning

Design optimal **entry model**

Create **financial roadmap**

Structure **supply chain**



Operational Oversight

Support **implementation**


























Offer **interim management**

Translate **strategy to action**

“ Our focus is outcome-driven execution, not just market reports. ”

Select Brands Team Has Worked With¹

¹ Some of the engagements the team members have led in the past

Consumer				Retail			
							
							
							
							

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Ready to Enter the India Market?

Let's design your entry strategy and first 24-month operating plan.



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