CEO GROWTH STRATEGY

Scaling Lumora Skincare from ₹5 Crore to ₹50 Crore

A Strategic Roadmap to Scale from ₹5 Crore to ₹50 Crore

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Prepared exclusively for the leadership team of Rebloom Cosmedica Pvt. Ltd. This document is intended solely for evaluation during the CEO selection process.

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CEO Growth Strategy Case Study

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BUSINESS UNDERSTANDING

CASE STUDY COMPANY OVERVIEW

Hypothetical D2C Premium Skincare Brand Used for Strategic Analysis

BRAND IDENTITY

Brand Name
Lumora Skincare
Tagline
Science-Led Skincare.
Everyday Confidence.

BRAND STORY

Lumora is a premium Indian D2C skincare brand built to deliver effective, science-backed skincare solutions for modern consumers. The brand focuses on clinically inspired formulations, ingredient transparency and a customer-first approach. With a curated product portfolio and a growing omnichannel presence, Lumora aims to build a trusted skincare ecosystem that combines product innovation with sustainable business growth.

TARGET CUSTOMER

👩 Age: 14–40 Years
🏙️ Tier 1 & Tier 2 Cities
💼 Working Professionals
👨 Men & Women
💰 Mid to Premium Income Segment
🧴 Skincare Conscious Consumers

PRODUCT PORTFOLIO

🧴 Cleanser
☀️ Sunscreen
💧 Face Serum
🫧 Toner
🧴 Moisturizer

CURRENT SALES CHANNELS

- Amazon – 45%
- Nykaa – 35%
- Website – 20%

EXECUTIVE SUMMARY

This strategic growth plan outlines a practical roadmap to scale a premium D2C skincare business from ₹5 Crore to ₹50 Crore over the next five years. The focus is not only on accelerating revenue growth but also on building a stronger, more profitable and operationally efficient business.

The company has already created a solid foundation with a focused product portfolio, healthy margins and a presence across multiple sales channels. While these strengths provide a good starting point, sustaining the next phase of growth will require a sharper focus on customer retention, stronger direct-to-consumer capabilities and better utilisation of data for business decisions.

Based on the current business structure, several priority areas have been identified, including reducing marketplace dependency, improving repeat purchases, expanding the product portfolio, optimising inventory management and strengthening working capital efficiency. Addressing these challenges will improve profitability while creating a more resilient business model.

The recommendations presented in this report are designed from a practical CEO perspective, balancing commercial growth with operational discipline and financial responsibility. The proposed strategy focuses on building scalable systems, improving customer lifetime value, expanding distribution channels and strengthening organisational capabilities. The overall objective is to establish a trusted skincare brand that can achieve sustainable long-term growth while consistently delivering value to customers and stakeholders.

KEY BUSINESS SNAPSHOT

5 cr
Annual Revenue

50 cr
Target

₹950
AOV

22%
Repeat Purchase

22%
EBITDA

10
SKUs

STRATEGIC FOCUS AREAS

- ✓ Scale D2C Revenue
- ✓ Improve Retention
- ✓ Expand Product Portfolio
- ✓ Reduce Marketplace Dependency
- ✓ Improve Working Capital
- ✓ Build Data Driven Culture
- ✓ Sustainable Profitability

> Sustainable growth is achieved through disciplined execution, customer trust and operational excellence.

BUSINESS AT A GLANCE

BUSINESS OVERVIEW

Particular	Details
Industry	Premium D2C Skincare
Business Model	D2C, Marketplaces & Offline Retail
Brand Positioning	Affordable Premium
Product Portfolio	10 SKUs
Manufacturin g	Third-Party GMP Certified
Warehouse	Ahmedabad, Gujarat
Primary Market	India
Customer Segment	Men & Women (14–40 Years)

BUSINESS KPIS

5 cr
Annual Revenue

22%
EBITDA

72%
Gross Margin

38%
Contribution Margin

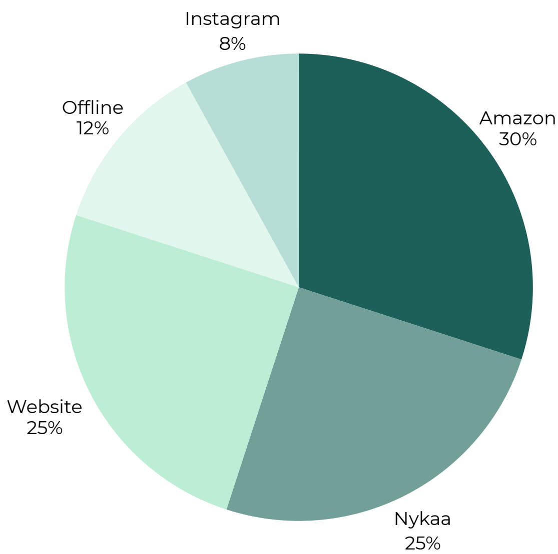
₹460
ASP

₹950
AOV

22%
Repeat Purchase

18
Team Size

REVENUE MIX



PRODUCT PORTFOLIO

Category	Products	SKUs
Sunscreen	SPF 50 Fluid, Mineral Sunscreen	2
Serum	Vitamin C, Niacinamide	2
Moisturizer	Ceramide Repair Cream	2
Cleanser	Gentle Hydrating Cleanser	2
Toner	Hydrating Face Toner	2

CEO OBSERVATION

> The business has established a solid foundation with healthy margins, a focused product portfolio and a balanced multi-channel sales presence.

> While marketplace channels currently contribute more than half of total revenue, the business has an opportunity to strengthen its owned D2C ecosystem to improve customer ownership and long-term profitability.

> The current operating model demonstrates positive unit economics. Future growth will depend on improving customer retention, increasing average order value and expanding the product portfolio without compromising profitability.

EXECUTIVE ASSESSMENT

Understanding the Current Business Landscape Before Defining the Growth Strategy

SWOT ANALYSIS

S W O T

STRENGTHS

Healthy Gross Margin (72%)
Focused Product Portfolio
Multi-Channel Presence
Profitable Operating Model

WEAKNESSES

High Marketplace Dependency (55%)
Low Repeat Purchase Rate (22%)
Limited Product Diversification
Weak Customer Ownership (D2C)

OPPORTUNITIES

Rapid Growth of Premium Skincare Market
Expansion into Offline Retail
International Market Expansion
Product Line Expansion

THREATS

Increasing Customer Acquisition Costs
Intense Competition from Established Brands
Marketplace Policy & Algorithm Changes
Price Wars & Heavy Discounting

KEY BUSINESS CHALLENGES

CHALLENGE 1

Marketplace Dependency

55% of revenue comes from Amazon & Nykaa.

CHALLENGE 2

Customer Retention

Repeat Purchase Rate is only 22%.

CHALLENGE 3

Average Order Value

Current AOV of ₹950 indicates significant opportunity for bundling and cross-selling.

CHALLENGE 4

Inventory Planning

Forecasting accuracy needs improvement to avoid stock-outs and excess inventory.

CHALLENGE 5

Working Capital

Higher inventory requirements may impact future cash flow efficiency.

CHALLENGE 6

Limited Product Depth

Revenue is concentrated around a small number of hero products.

CEO DIAGNOSIS

> The business has successfully established product-market fit with a profitable operating model and a focused product portfolio. The next phase of growth should prioritise execution over experimentation.

> Revenue growth alone will not create a stronger business. Improving customer retention, increasing lifetime value and strengthening owned channels will have a greater long-term impact on profitability.

> The business has strong potential to scale. However, sustained growth will depend on disciplined expansion, operational excellence and data-driven decision-making rather than increased marketing spend alone.

CEO PRIORITY MATRIX

Strategic Priority	Business Impact	Priority Level
Improve Customer Retention	Very High	High
Reduce Marketplace Dependency	High	High
Increase Average Order Value	High	Medium
Expand Product Portfolio	High	Medium
Strengthen Offline Distribution	Medium	Medium
Explore International Markets	Medium	Low

> The business is no longer in the validation stage. It has already demonstrated product-market fit. The next phase of growth requires building scalable systems, improving customer lifetime value and strengthening operational capabilities to achieve sustainable long-term expansion.

MARKET & GROWTH ANALYSIS

MARKET OPPORTUNITY & INDUSTRY ANALYSIS

Understanding the Market Before Building the Growth Strategy

INDUSTRY OVERVIEW

The Indian skincare industry is witnessing a fundamental shift in consumer behaviour. Customers are increasingly moving toward science-backed, ingredient-focused skincare products that deliver measurable results rather than relying solely on cosmetic claims.
Digital commerce, higher skincare awareness and easier access to product information have accelerated the growth of premium skincare brands. This creates a favourable environment for focused D2C brands with strong positioning and differentiated product offerings.

Market Insight	Research Source
Premium beauty and personal care continued strong growth in India, supported by science-backed products and premiumisation trends.	Euromonitor International – Premium Beauty & Personal Care in India (2026)https://www.euromonitor.com/premium-beauty-and-personal-care-in-india/report (Euromonitor)
Indian consumers increasingly prefer ingredient-led, clinically positioned skincare products and actively research ingredients before purchasing.	NielsenIQ – The New Face of Indian Beauty (2025)https://nielseniq.com/global/en/insights/report/2025/the-new-face-of-indian-beauty/ (NIQ)
Online discovery through ratings, reviews and social media is becoming a major driver of skincare purchase decisions.	NielsenIQ – The New Face of Indian Beauty (2025)https://nielseniq.com/global/en/insights/report/2025/the-new-face-of-indian-beauty/ (NIQ)
Premium adult sun care is one of the fastest-growing premium skincare categories, driven by increasing skin health awareness.	Euromonitor – Beauty & Personal Care in India (2026)https://www.euromonitor.com/beauty-and-personal-care-in-india/report (Euromonitor)

WHAT THIS MEANS FOR THE BUSINESS

Industry Trend	Business Interpretation
Ingredient-Led Buying	Product communication should focus on ingredients, science and visible results.
Premiumisation	Customers are willing to pay higher prices for trusted brands with superior product quality.
Digital Discovery	Educational content, creators and community marketing should become primary acquisition channels.
Growing E-commerce	Strengthening D2C capabilities will increase customer ownership and long-term profitability.
Routine-Based Skincare	Bundles, subscriptions and complete skincare routines can significantly improve customer lifetime value.

KEY MARKET OPPORTUNITIES

OPPORTUNITY 01

Expand the product portfolio into complementary skincare categories to increase customer lifetime value.

OPPORTUNITY 02

Strengthen the D2C ecosystem through loyalty programmes, subscriptions and personalised customer journeys.

OPPORTUNITY 03

Scale offline distribution across premium pharmacies, dermatology clinics and modern retail.

OPPORTUNITY 04

Leverage creator-led educational content to improve customer trust and organic brand discovery.

OPPORTUNITY 05

Explore international expansion opportunities in the UAE and Southeast Asian markets after establishing a stronger domestic presence.

EXECUTIVE INSIGHTS

Insight 01
The skincare market no longer needs education on why skincare matters. Customers already understand the category. The competitive advantage now lies in becoming the most trusted solution within it.

Insight 02
Future category leaders will be built on customer trust, product performance and operational consistency rather than aggressive discounting.

Insight 03
Marketplace growth is important for scale, but long-term enterprise value will come from building stronger direct relationships with customers through owned digital channels.

Insight 04
The next stage of business growth should focus on increasing Customer Lifetime Value (LTV), improving repeat purchases and strengthening unit economics instead of relying solely on higher advertising expenditure.

> The market opportunity is no longer the biggest challenge. The real opportunity lies in executing faster than competitors, building deeper customer relationships and maintaining financial discipline while scaling. Sustainable growth will come from operational excellence, customer trust and a differentiated brand experience rather than simply increasing sales.

CUSTOMER & COMPETITOR ANALYSIS

Understanding the Customer Before Defining the Growth Strategy

IDEAL CUSTOMER PERSONA

Primary Customer

Criteria	Details
Age	18–40 Years
Gender	Men & Women
Location	Tier 1 & Tier 2 Cities
Income	Middle & Upper Middle Income
Shopping Preference	Online First
Platforms	Amazon, Nykaa, Brand Website
Purchase Frequency	Every 45–60 Days

CUSTOMER BUYING JOURNEY

PROBLEM
↓
INSTAGRAM / GOOGLE / AMAZON
↓
RESEARCH
↓
COMPARE BRANDS
↓
READ REVIEWS
↓
PURCHASE
↓
PRODUCT EXPERIENCE
↓
REPEAT PURCHASE
↓
REFERRAL

Customer Behaviour

✓ Researches ingredients before buying.

✓ Compares reviews and ratings.

✓ Trusts dermatologist-backed claims.

✓ Reduce Marketplace Dependency

✓ Prefers premium but value-for-money products.

✓ Willing to pay more for proven results.

PURCHASE DECISION FACTORS

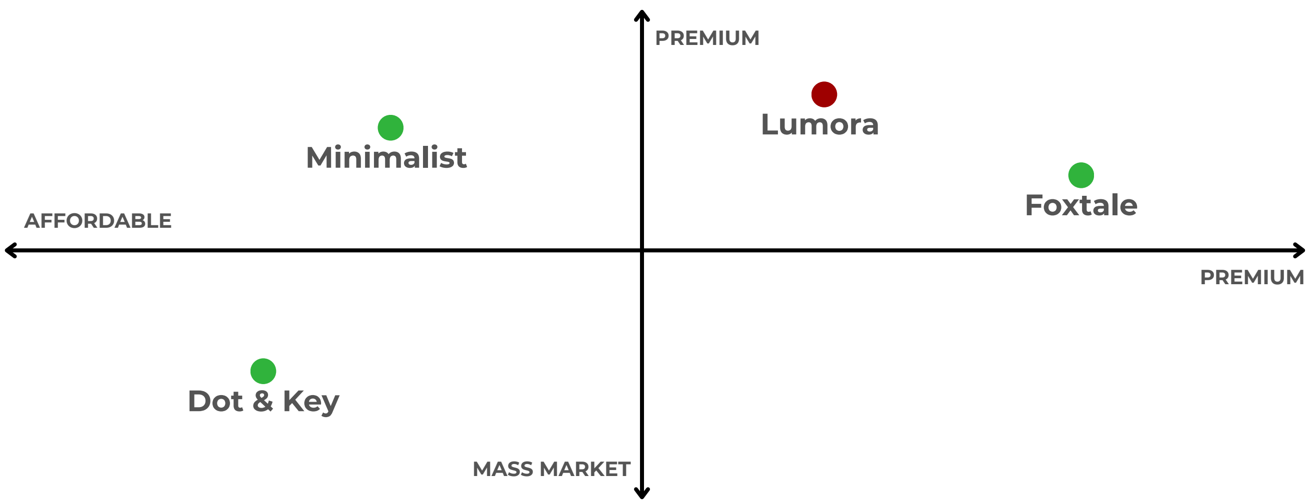
Factor	Customer Importance
Product Effectiveness	⭐⭐⭐⭐⭐
Ingredients	⭐⭐⭐⭐⭐
Brand Trust	⭐⭐⭐⭐☆
Reviews & Ratings	⭐⭐⭐⭐☆
Price	⭐⭐⭐☆☆
Packaging	⭐⭐⭐☆☆
Influencer Recommendation	⭐⭐⭐☆☆

COMPETITOR POSITIONING

Competitor	What They Do Well	Where Lumora Can Win
Minimalist	Ingredient transparency	More personalized customer experience
Dot & Key	Strong branding	Better science-backed positioning
Foxtale	D2C engagement	Stronger offline + D2C integration
Deconstruct	Ingredient education	Better product ecosystem & retention

Note: **Lumora** is a Case Study Brand here, not a Real Brand.

POSITIONING MATRIX



EXECUTIVE INSIGHTS

Insight 01
Today's skincare customer is highly informed and evaluates products based on ingredients, reviews and real results rather than advertising claims.

Insight 02
Winning brands are building trust through education, transparency and consistent customer experience instead of competing primarily on price.

Insight 03
Future category leaders will be built on customer trust, product performance and operational consistency rather than aggressive discounting.

Insight 04
The strongest long-term competitive advantage will come from increasing customer retention rather than continuously acquiring new customers.

Insight 05
A differentiated customer experience supported by data-driven decision-making will strengthen both customer loyalty and profitability.

> The competitive advantage will not come from selling another skincare product. It will come from building a trusted customer relationship through superior products, consistent education and a seamless buying experience across every channel.

GROWTH STRATEGY ROADMAP

A Five-Year Strategic Plan to Scale from ₹5 Crore to ₹50 Crore

EXECUTIVE INSIGHTS

The primary objective is to transform Lumora from a ₹5 Crore D2C skincare brand into a sustainable ₹50 Crore business by building a balanced multi-channel ecosystem, strengthening customer retention, expanding the product portfolio and improving operational efficiency while maintaining healthy profitability.

FIVE-YEAR REVENUE GROWTH ROADMAP

Financial Year	Revenue Target	YoY Growth	Key Strategic Focus
Year 1	₹5 Cr → ₹10 Cr	100%	Complete omnichannel expansion, launch official D2C website, onboard all major marketplaces & quick commerce platforms, introduce 12 new SKUs.
Year 2	₹10 Cr → ₹18 Cr	80%	Scale all sales channels, strengthen brand awareness, launch loyalty program, enter UAE market and expand offline retail presence.
Year 3	₹18 Cr → ₹28 Cr	56%	Accelerate customer retention, expand product portfolio, improve operational efficiency and increase D2C contribution.
Year 4	₹28 Cr → ₹40 Cr	43%	National distribution expansion, strengthen technology, automate operations and improve profitability.
Year 5	₹40 Cr → ₹50 Cr	25%	Optimise omnichannel ecosystem, strengthen international presence and build a category-leading skincare brand.

STRATEGIC GROWTH PILLARS

Growth Pillar	Strategic Objective
Product Portfolio Expansion	Increase AOV through new product launches, cross-selling and complete skincare routines.
Marketplace & Quick Commerce Expansion	Expand across Amazon, Nykaa, Flipkart, Myntra, JioMart, Zepto, Blinkit and Instamart.
Direct-to-Consumer Growth	Build a high-converting website, own customer data and increase customer lifetime value.
Offline Retail Expansion	Strengthen presence through premium retailers, pharmacies, distributors and modern trade.
Customer Retention & Loyalty	Increase repeat purchases through subscriptions, loyalty programs and personalised engagement.
Operational Excellence	Improve inventory planning, supply chain efficiency, EBITDA and overall business productivity.

GROWTH MILESTONES

Business Metric	Current	5-Year Target
Revenue	₹5 Cr	₹50 Cr
Product Portfolio	10 SKUs	150 SKUs
Team Size	18	100+
Average Order Value	₹950	₹1,650
Repeat Purchase Rate	22%	42%
EBITDA	22%	25%+

GROWTH MILESTONES

- ✓ Build a Strong Omnichannel Business
- ✓ Increase Customer Lifetime Value (LTV)
- ✓ Expand Product Portfolio
- ✓ Strengthen D2C Revenue
- ✓ Improve Marketplace Performance
- ✓ Scale Offline Distribution
- ✓ Improve Inventory & Cash Flow Management
- ✓ Build a High-Performance Team
- ✓ Maintain Sustainable Profitability

> “The next phase of growth is not about adding more sales channels—it is about building an integrated omnichannel business that delivers consistent customer experiences, stronger unit economics and sustainable profitability. Every strategic decision should strengthen long-term enterprise value while maintaining operational discipline and capital efficiency.

OMNICHANNEL GROWTH STRATEGY

Building a High-Performance Multi-Channel Revenue Engine

STRATEGIC GROWTH PILLARS

Sales Channel	Current	Year 5 Target	Strategic Role
Amazon	45%	22%	Customer Acquisition
Nykaa	35%	18%	Premium Beauty Channel
Brand Website	20%	25%	Customer Ownership
Flipkart	0%	10%	Scale & Market Expansion
Myntra	0%	6%	Fashion & Beauty Audience
JioMart	0%	5%	Value & Family Segment
Zepto	0%	5%	Instant Purchase
Blinkit	0%	3%	Convenience Commerce
Instamart	0%	2%	Daily Need Channel
International	0%	4%	Global Expansion

MARKETPLACE EXPANSION PLAN

Platform	Current Status	Year 1 Goal
Amazon	Active	Improve Ranking & Profitability
Nykaa	Active	Premium Brand Positioning
Flipkart	Launch	Complete Onboarding
Myntra	Launch	Beauty Category Expansion
JioMart	Launch	New Customer Acquisition

MARKETPLACE EXPANSION PLAN

Platform	Launch	Primary Objective
Zepto	Year 1	Fast Moving SKUs
Blinkit	Year 1	Instant Delivery
Instamart	Year 1	Convenience Purchase

OFFLINE EXPANSION PLAN

Year	Retail Stores	Distribution Objective
Year 1	5	Brand Presence
Year 2	20	Regional Expansion
Year 3	35	Multi-City Distribution
Year 4	60	National Expansion
Year 5	100+	Pan India Presence

WEBSITE GROWTH TARGET

KPI	Current	Year 5 Target
Website Revenue	20%	25%
Conversion Rate	2.20%	4.50%
Repeat Purchase	22%	42%
Customer Database	0.08 Lakh	2.50 Lakh
Email Subscribers	0	1.50 Lakh

INTERNATIONAL EXPANSION

Market	Timeline	Entry Strategy
UAE	Year 2	Amazon UAE + Local Distributor
Saudi Arabia	Year 3	Distribution Partner
Qatar	Year 4	Retail & Marketplace

INTERNATIONAL EXPANSION

Quarter 1

- Launch Official Website
- Expand to Flipkart
- Expand to Myntra

Quarter 2

- Launch on JioMart
- Start Zepto
- Start Blinkit
- Start Instamart

Quarter 3

- Scale Performance Marketing
- Build CRM & Loyalty Program

Quarter 4

- Strengthen Offline Distribution
- Prepare UAE Market Entry

> A successful omnichannel strategy is not about being present everywhere—it is about ensuring that every channel has a clearly defined role, measurable performance targets and contributes to long-term customer value and sustainable profitability.

BUSINESS EXPANSION PLAN

PRODUCT PORTFOLIO EXPANSION STRATEGY

Building a Scalable Product Ecosystem to Drive Revenue, Retention & Profitability

PRODUCT PORTFOLIO VISION

The long-term objective is to build a complete skincare ecosystem that serves every stage of the customer's skincare journey. Rather than increasing SKUs for the sake of expansion, every product introduced will have a defined commercial purpose—whether to acquire new customers, improve average order value, increase repeat purchases or strengthen overall profitability.

PRODUCT PORTFOLIO ROADMAP

Category	Current SKU	Year 5 Target	Primary Objective
Cleanser	2	20	Daily Essential Products
Sunscreen	2	25	Hero Revenue Category
Face Serum	2	35	High Margin Products
Moisturizer	2	20	Customer Retention
Toner	2	15	Complete Skincare Routine
Face Mask	0	10	Premium Product Range
Eye Care	0	8	Premium Expansion
Body Care	0	8	Category Diversification
Hair Care	0	7	Lifestyle Portfolio
Accessories & Kits	0	2	Bundling & Gift Packs

PORTFOLIO GROWTH

Current	Target
10 SKU	**150 SKU**

PRODUCT REVENUE MIX (YEAR 5)

Category	Revenue Contribution
Sunscreen	30%
Face Serum	25%
Cleanser	15%
Moisturizer	12%
Toner	8%
Body Care	5%
Hair Care	3%
Accessories & Bundles	2%

NEW PRODUCT DEVELOPMENT PROCESS

Market Research
↓
Customer Validation
↓
Product Formulation
↓
Prototype Testing
↓
Packaging Development
↓
Pilot Launch
↓
Customer Feedback
↓
Commercial Launch

PRODUCT ROLE MATRIX

Product Type	Business Purpose
Hero Products	Generate Maximum Revenue
Halo Products	Strengthen Brand Positioning
Margin Products	Improve Profitability
Entry Products	Acquire New Customers
Bundle Products	Increase Average Order Value
Subscription Products	Improve Customer Retention

PRODUCT ROLE MATRIX

Year	Total SKU	Key Focus
Current	10	Core Product Portfolio
Year 1	22	Complete Everyday Skincare Range
Year 2	40	Premium Skincare Expansion
Year 3	70	Body Care & Advanced Treatment Range
Year 4	110	Lifestyle & Specialist Categories
Year 5	150	Complete Personal Care Ecosystem

PRODUCT ROLE MATRIX

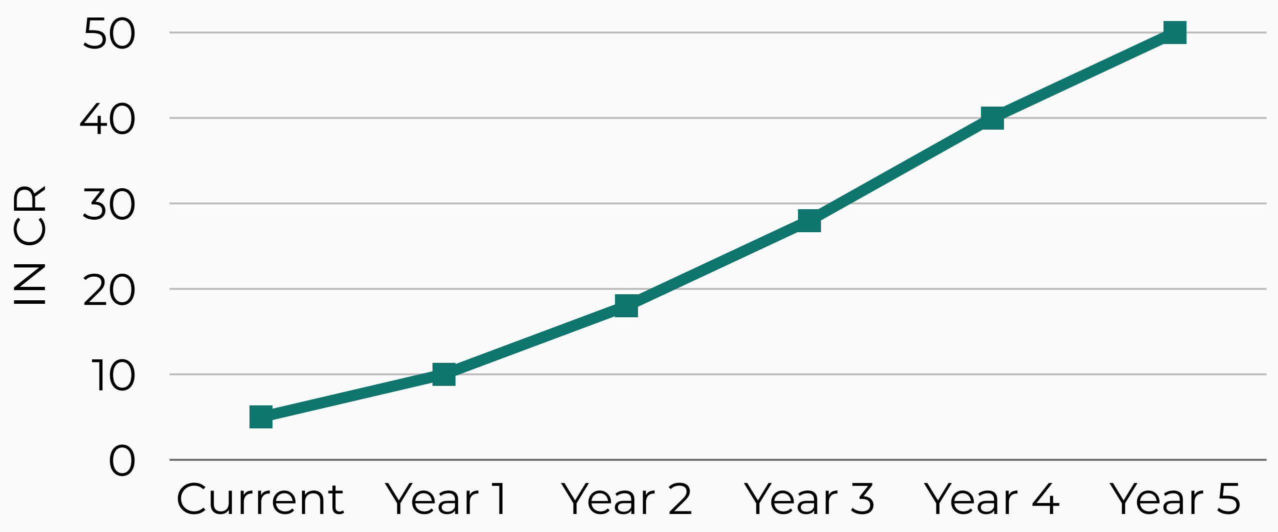
KPI	Current	Year 5 Target
Total SKU	10	150
Hero Products	2	15
Average Order Value	₹950	₹1,650
Bundle Contribution	0%	20%
New Product Revenue	0%	35%
Repeat Purchase Rate	22%	42%

A winning skincare portfolio is not built by launching more products—it is built by launching the right products. Every SKU must contribute to a clear business objective, whether it drives revenue, increases customer lifetime value, improves margins or strengthens the brand's competitive positioning.

FINANCIAL PROJECTIONS & UNIT ECONOMICS

Financial Growth Model Supporting the ₹5 Cr → ₹50 Cr Expansion Plan

PRODUCT ROLE MATRIX



CEO FINANCIAL DASHBOARD

5 cr
Annual Revenue to
50 cr

22%
EBITDA to
25%

72%
Gross Margin to
74%

22%
Repeat Purchase to
42%

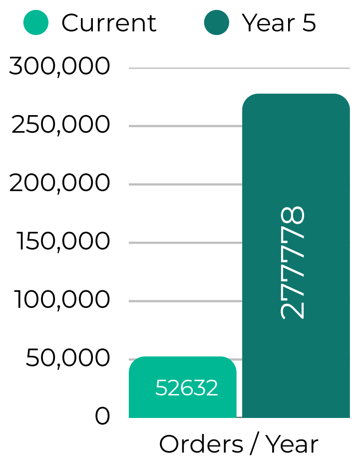
12%
Net Profit to
15%

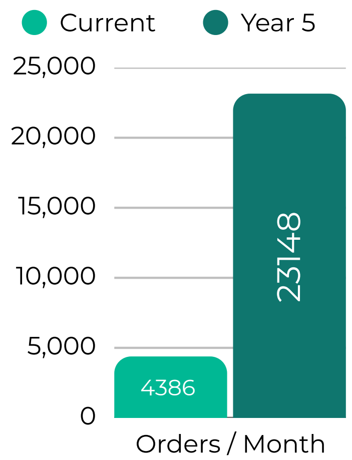
₹950
AOV to
₹1,800

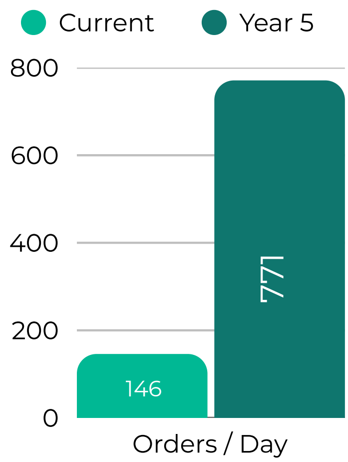
52,632
Orders / Year to
277,778

10
Product Portfolio to
150

ORDER GROWTH MODEL



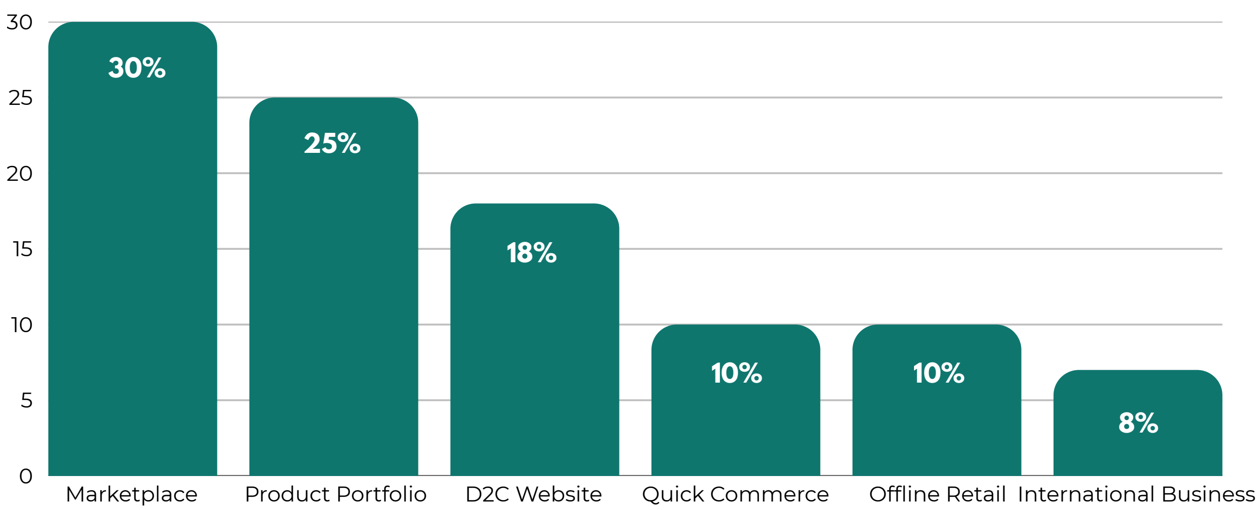




UNIT ECONOMICS DASHBOARD

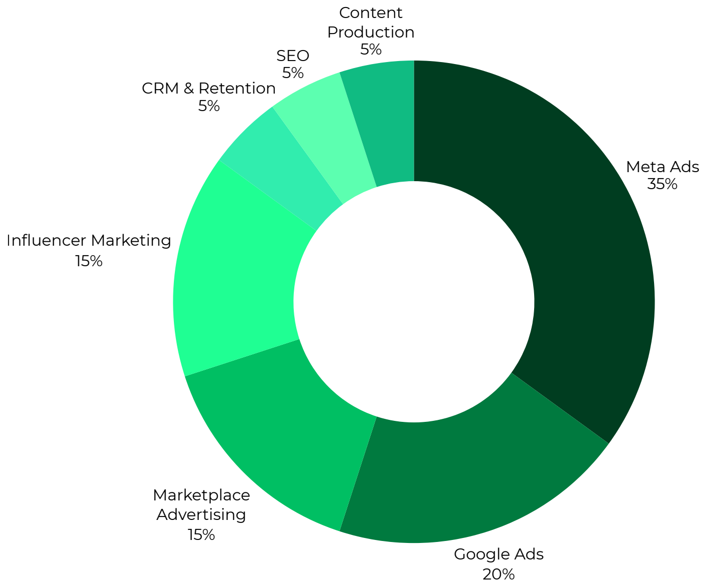
KPI	Current	Year 5
AOV	₹950	₹1,800
CAC	₹350	₹420
LTV	₹2,100	₹7,200
LTV : CAC	6 : 1	17 : 1
Gross Margin	72%	74%
EBITDA	22%	25%

REVENUE GROWTH DRIVERS

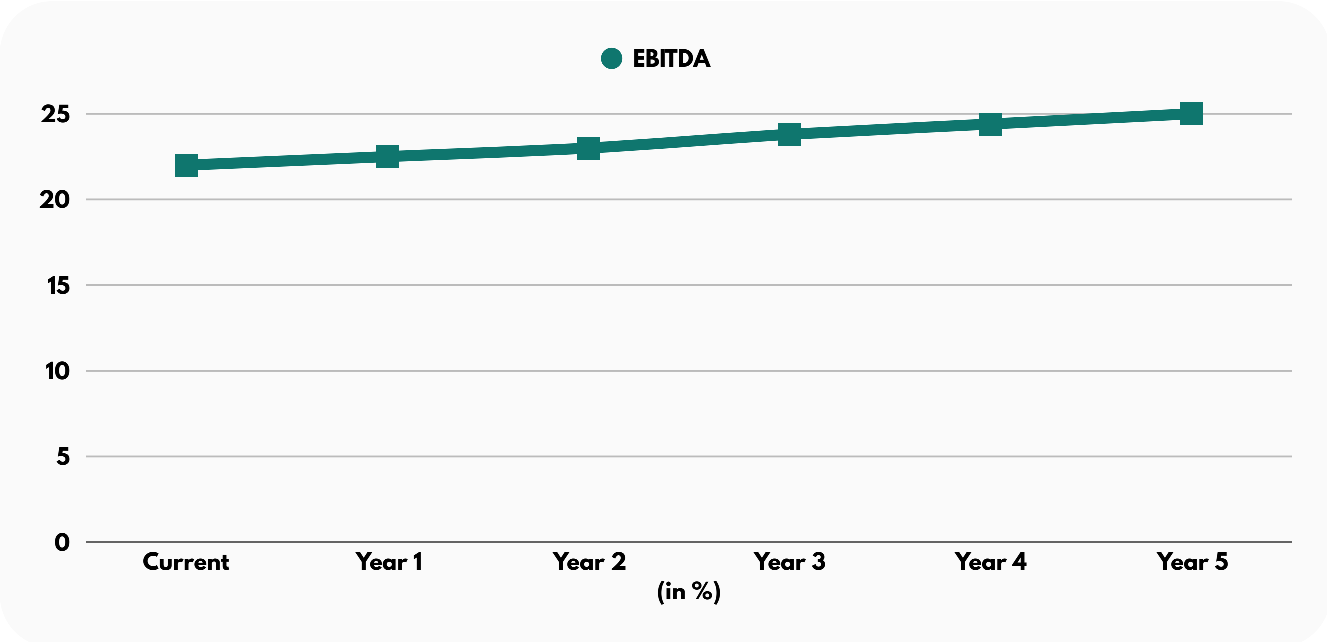


MARKETING INVESTMENT ALLOCATION

Channel	Budget
Meta Ads	35%
Google Ads	20%
Marketplace Advertising	15%
Influencer Marketing	15%
CRM & Retention	5%
SEO	5%
Content Production	5%



EBITDA IMPROVEMENT ROADMAP

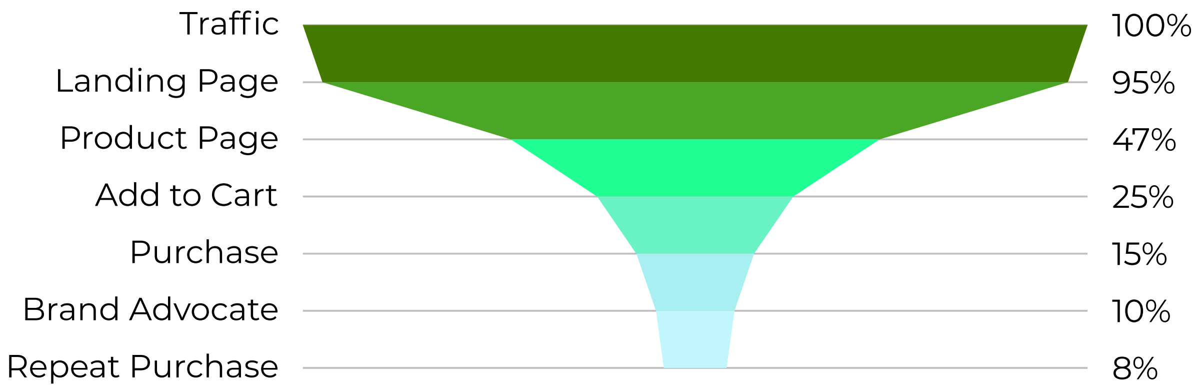


“Sustainable business growth is achieved by improving both scale and efficiency. While revenue is projected to increase tenfold over five years, equal emphasis is placed on strengthening unit economics, increasing customer lifetime value, improving operational efficiency and maintaining healthy profitability. Every investment decision must generate measurable long-term business value rather than short-term revenue alone.

MARKETING & CUSTOMER GROWTH ENGINE

Building a Predictable, Data-Driven & Scalable Customer Acquisition System

CUSTOMER ACQUISITION FUNNEL



FULL-FUNNEL MARKETING STRATEGY

Funnel Stage	Business Objective	Primary Channel	Success Metric
Awareness	Brand Discovery	Meta, Instagram, Influencers	Reach & Engagement
Consideration	Product Education	Website, Blogs, YouTube	Product Page Views
Conversion	Generate Sales	Amazon, Nykaa, Website	Conversion Rate
Retention	Increase Repeat Purchases	Email, WhatsApp, CRM	Repeat Purchase Rate
Advocacy	Build Brand Loyalty	Referral & Loyalty Program	Referral Sales

CUSTOMER ACQUISITION CHANNEL STRATEGY

Channel	Primary Objective	Execution Focus
Meta Ads	Customer Acquisition	Interest & Lookalike Audiences
Google Ads	High Intent Customers	Search & Shopping Campaigns
Amazon Ads	Marketplace Growth	Sponsored Ads & Brand Store
Nykaa Ads	Premium Audience	Visibility During Sale Events
Influencer Marketing	Build Trust	Dermatologists & Skincare Creators
Organic Content	Brand Authority	Educational & Problem-Solving Content

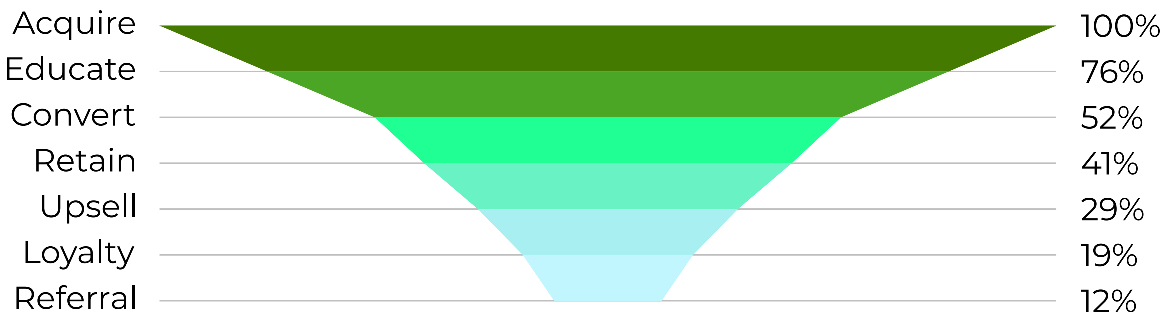
CUSTOMER RETENTION ENGINE

Initiative	Business Impact
Loyalty Rewards Program	Increase Customer Lifetime Value
Subscription Model	Generate Recurring Revenue
Email Automation	Improve Customer Retention
WhatsApp Automation	Drive Repeat Purchases
Product Bundles	Increase Average Order Value
Referral Program	Reduce Customer Acquisition Cost

CUSTOMER RETENTION ENGINE

Technology	Business Purpose
Google Analytics 4 (GA4)	Customer Behaviour Analytics
Meta Pixel	Conversion Tracking
Google Tag Manager	Event Tracking
CRM Platform	Customer Lifecycle Management
Email Automation	Retention & Personalised Campaigns
WhatsApp Automation	Customer Engagement & Re-Marketing

CEO MARKETING OPERATING MODEL



MARKETING SUCCESS PRINCIPLES

- ✓ Every campaign must have a defined CAC target before launch.
- ✓ Customer Lifetime Value should consistently grow faster than Customer Acquisition Cost.
- ✓ Marketing decisions must be driven by data rather than assumptions.
- ✓ Marketplace, D2C and CRM teams should operate as one integrated growth engine.
- ✓ Retention should become the primary driver of long-term profitability.

> Marketing should not be measured by impressions or follower counts. Its true purpose is to acquire profitable customers, maximise customer lifetime value and build a predictable revenue engine. Every marketing investment must contribute to measurable business growth and long-term enterprise value.

OPERATIONS & SUPPLY CHAIN EXCELLENCE

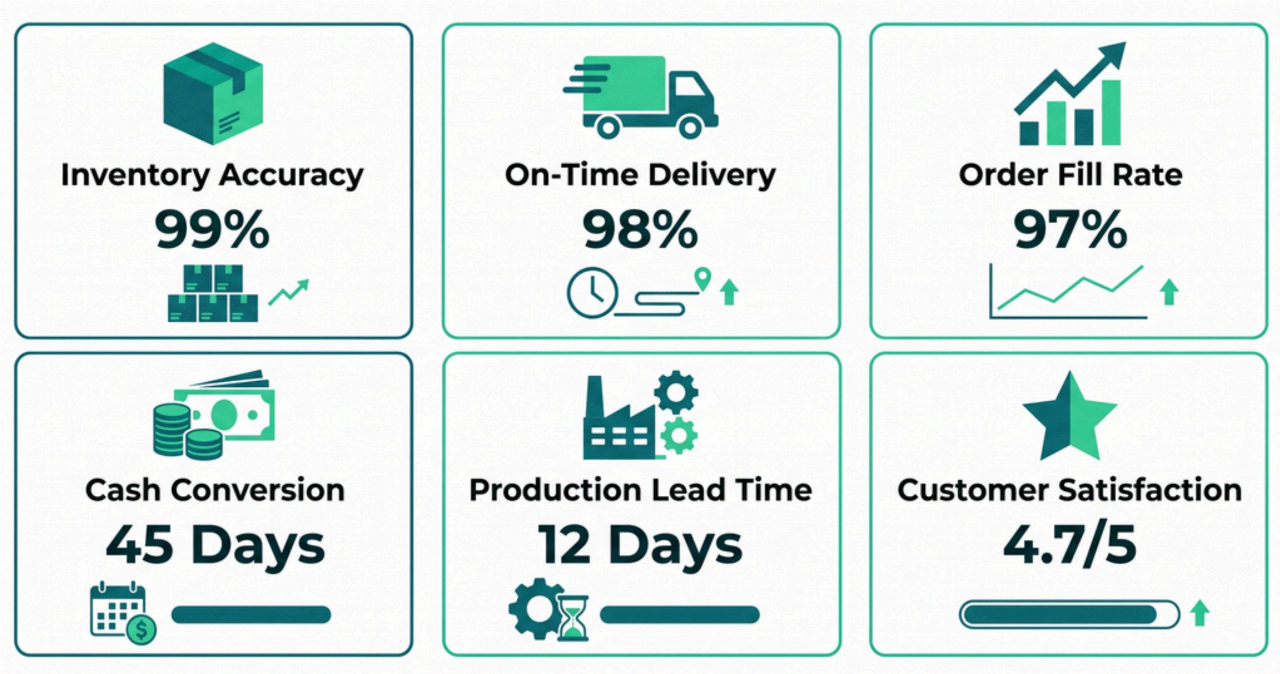
Building a Scalable Operating System for Sustainable Growth

CEO OPERATING SYSTEM

Every business decision follows a continuous cycle of Planning → Execution → Measurement → Review → Improvement.

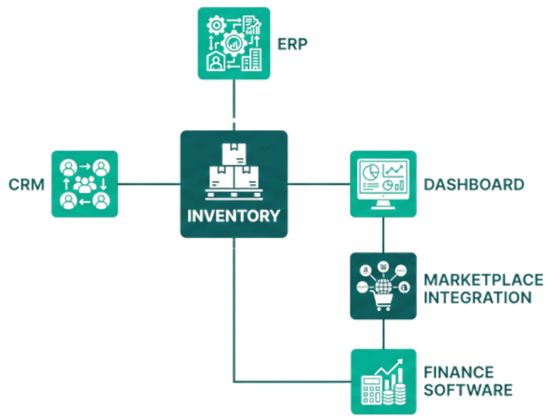
SUPPLY CHAIN JOURNEY

BUSINESS PERFORMANCE DASHBOARD

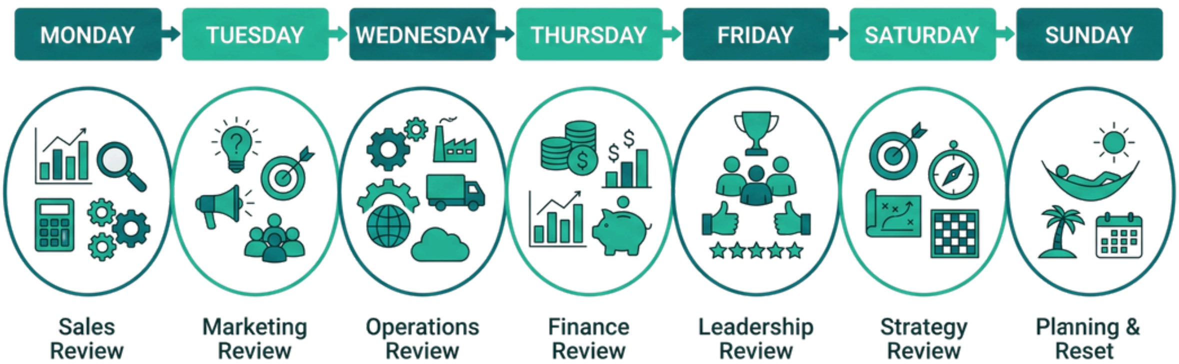


OPERATIONAL AUTOMATION ECOSYSTEM

Integrated technology enables real-time visibility, faster decision-making and operational efficiency.



CEO WEEKLY OPERATING RHYTHM



EXECUTION & LEADERSHIP

5-YEAR EXECUTION ROADMAP

Building a Scalable Operating System for Sustainable Growth

FIVE-YEAR BUSINESS TIMELINE

CURRENT — ₹5 Cr
10 SKU

YEAR 1 — ₹10 Cr
Website Launch
Flipkart, Myntra, JioMart
Zepto, 12 New SKU,
Offline (5)

YEAR 2 — ₹18 Cr
UAE Entry, 40 SKU,
Offline (20), CRM,
Loyalty

YEAR 3 — ₹28 Cr
70 SKU, Body Care,
Automation,
Warehouse Expansion

YEAR 4 — ₹40 Cr
110 SKU, National
Distribution, Technology
Upgrade, Offline (60)

YEAR 5 — ₹50 Cr
150 SKU,
International 100+
Stores, 25% EBITDA

GROWTH MILESTONES

🚀 WEBSITE LAUNCH
Establish Digital Presence & Online Store

MARKETPLACE EXPANSION
Partner with Key Platforms for Broader Reach

🛒 QUICK COMMERCE
Implement Fast-Delivery Solutions & Instant Access

🌎 UAE EXPANSION
Enter Regional Middle Eastern Market

NATIONAL RETAIL
Open Physical Stores across the Nation

INTERNATIONAL GROWTH
Scale Global Operations & Global Reach

GROWTH MILESTONES

YEAR 1
Omnichannel Expansion
Website Launch
22 SKU
5 Offline Stores

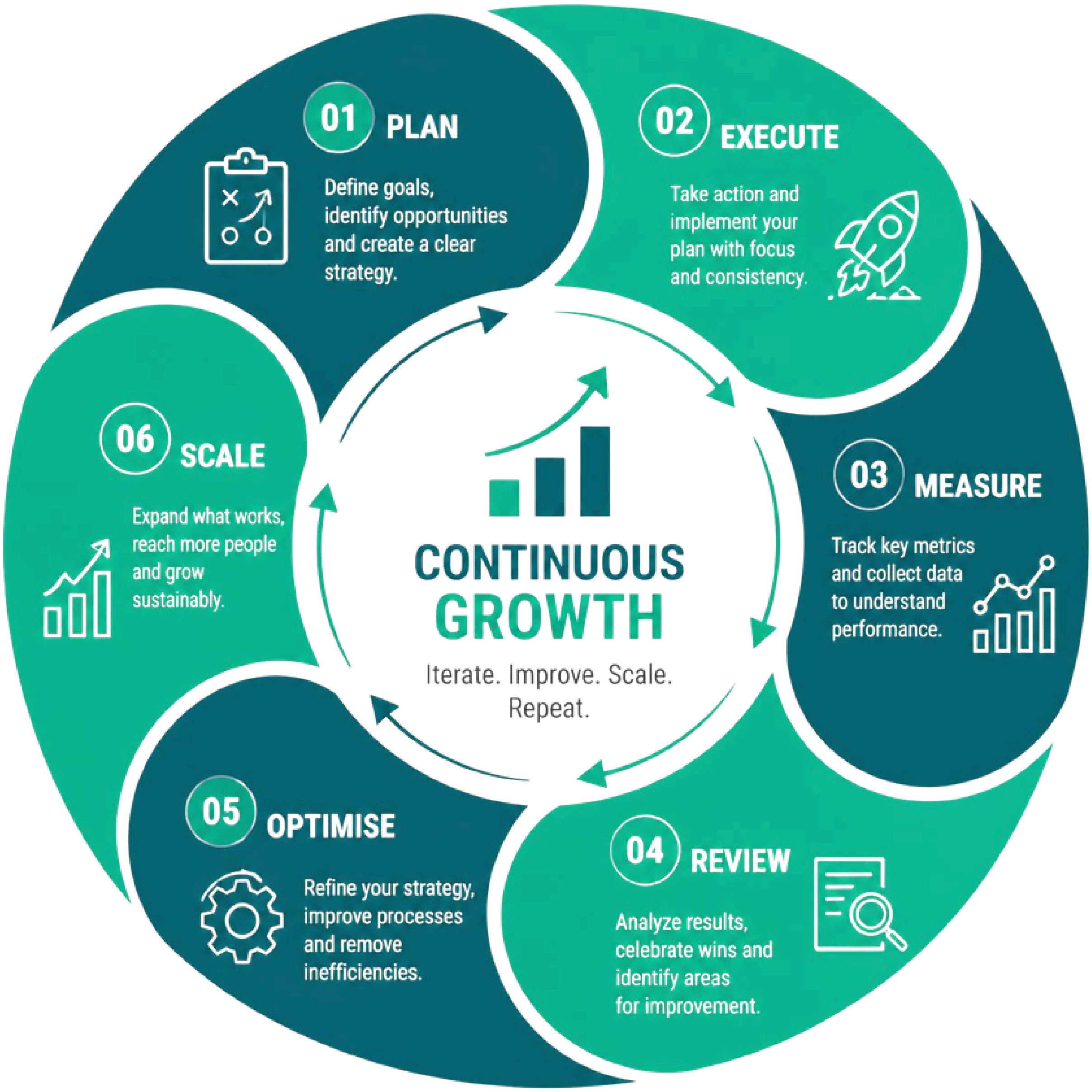
YEAR 2
CRM
Loyalty Program
UAE Launch
40 SKU

YEAR 3
Warehouse Expansion
Automation
Body Care
70 SKU

YEAR 4
National Distribution
Technology Upgrade
110 SKU

YEAR 5
nternational Expansion
150 SKU
100+ Stores
₹50 Cr Revenue

CEO EXECUTION CYCLE



> Growth is achieved through disciplined execution rather than isolated initiatives. Each year has clearly defined priorities, measurable milestones and operational objectives, ensuring that every investment contributes to long-term value creation and sustainable business growth.

CEO CONTROL TOWER

Executive Decision Framework for Driving Sustainable Business Growth

IMMEDIATE BUSINESS RISKS REQUIRING CEO ATTENTION

IMMEDIATE BUSINESS RISKS REQUIRING CEO ATTENTION

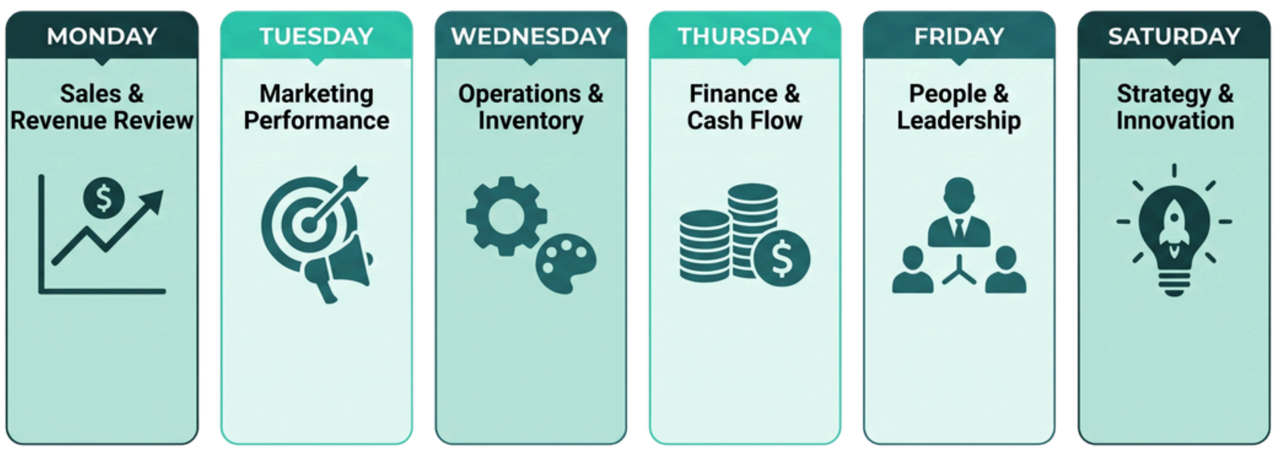
Increase Website Revenue Contribution	Launch 12 New Products	Improve EBITDA to 25%	UAE Market Expansion	Reduce Customer Acquisition Cost

BUSINESS PRIORITISATION FRAMEWORK

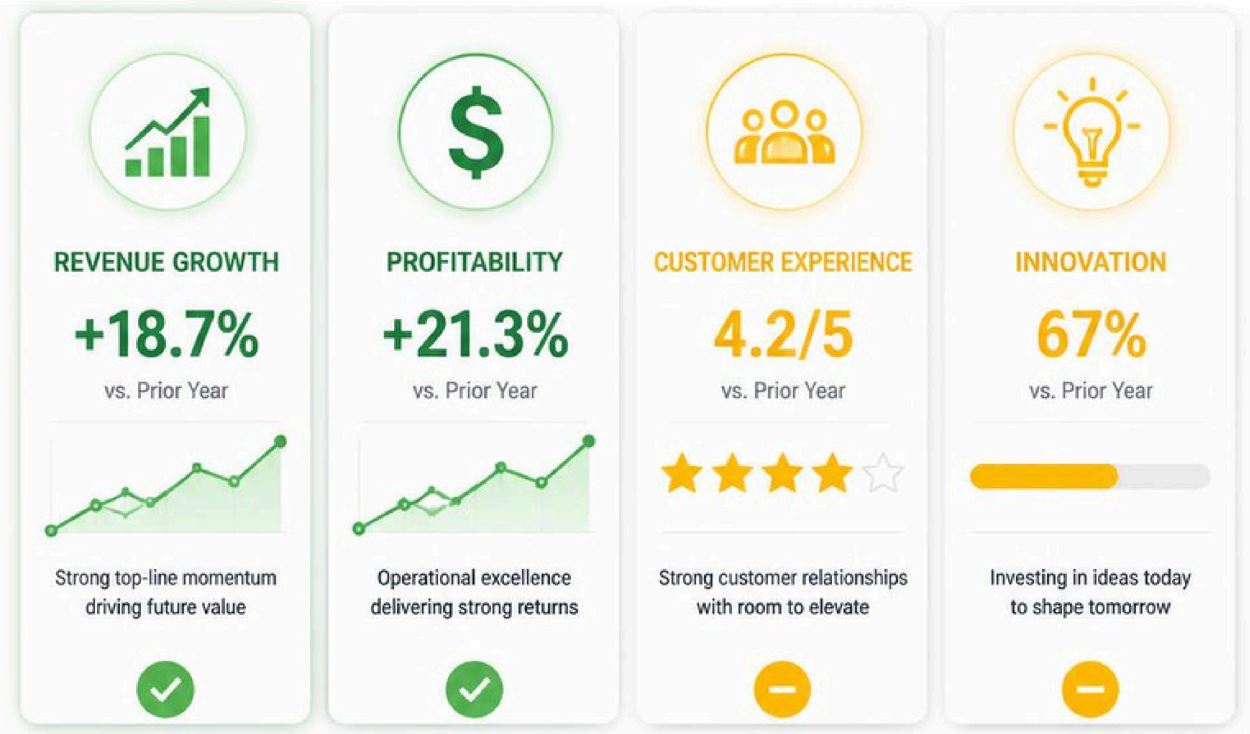
Every strategic initiative is evaluated based on business impact and execution complexity before capital allocation.

STRUCTURED DECISION-MAKING PROCESS

WEEKLY LEADERSHIP REVIEW CALENDAR



OVERALL BUSINESS PERFORMANCE STATUS



CEO LEADERSHIP PRINCIPLES

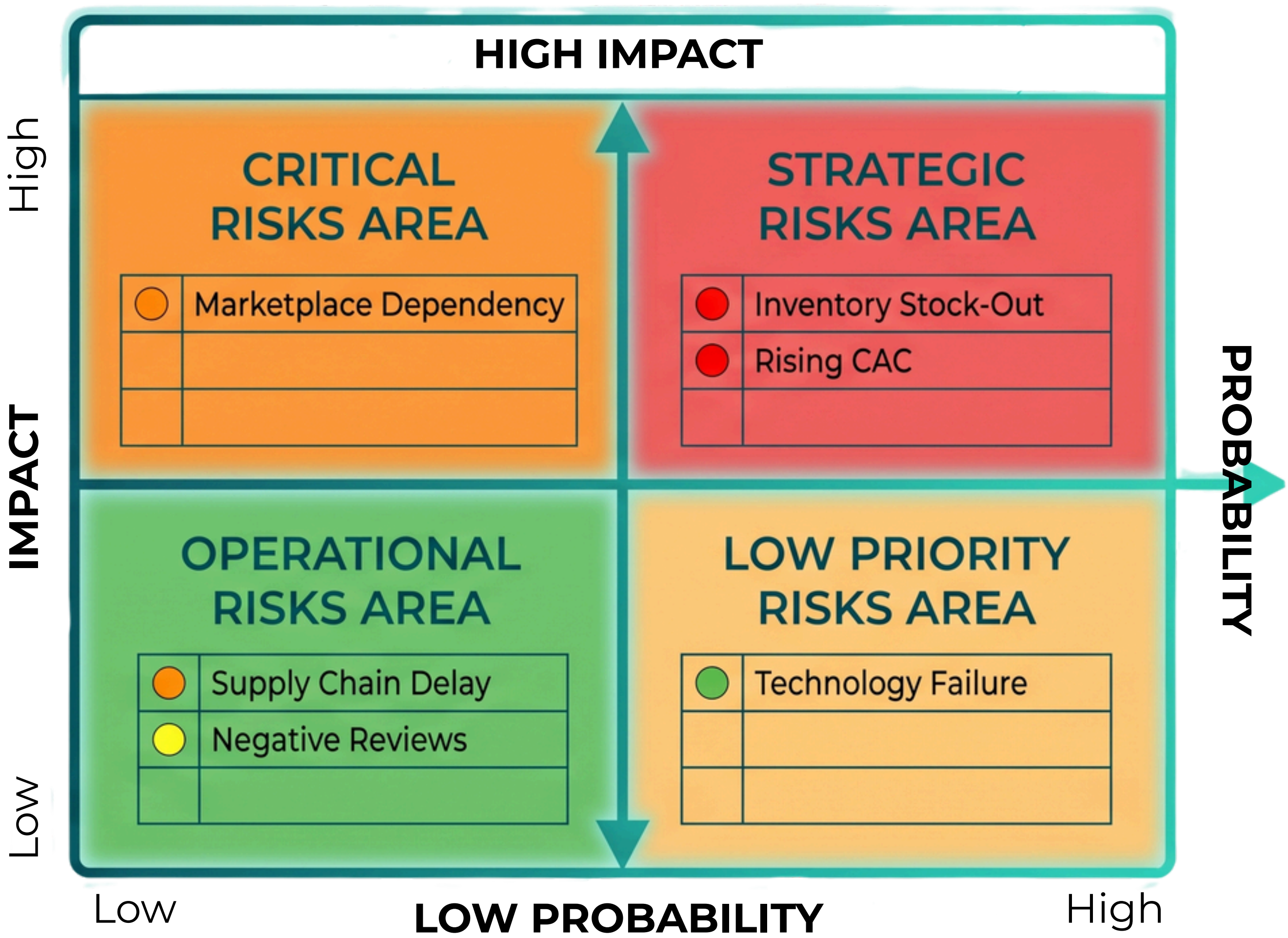
🎯 **Customer First**	📊 **Data Before Decisions**	⚡ **Execute Fast**
💰 **Capital Discipline**	🚀 **Continuous Improvement**	🤝 **Build Leaders**

A CEO's responsibility is not to monitor every metric but to focus attention where it creates the greatest business impact. The Control Tower provides a structured approach to identifying critical risks, prioritising strategic initiatives, reviewing organisational performance and making faster, data-driven decisions that support sustainable long-term growth.

STRATEGIC RISK & MITIGATION FRAMEWORK

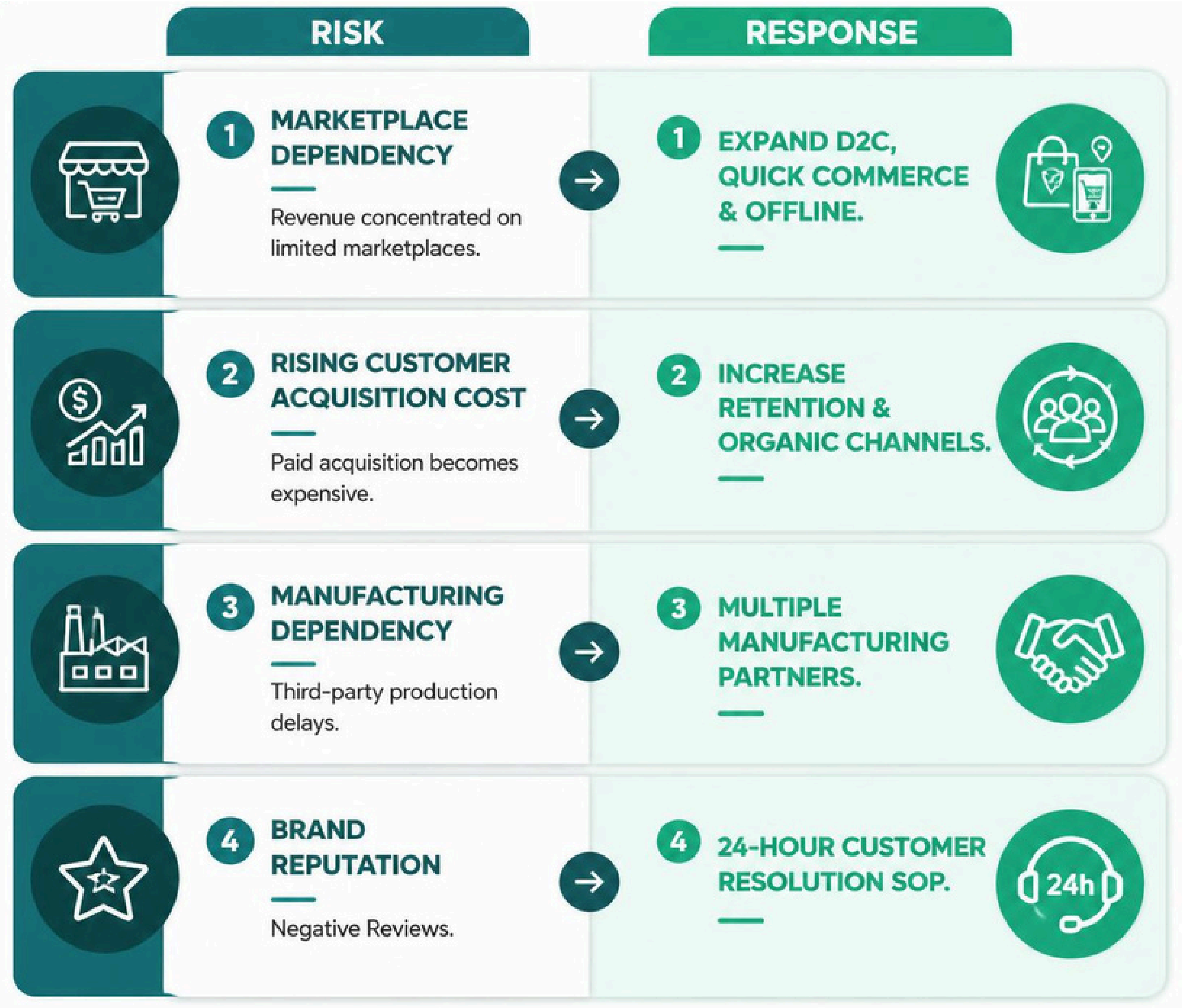
Identifying Business Risks Before They Become Business Problems

BUSINESS RISK HEAT MAP



The objective of this mitigation framework is to strengthen operational resilience by reducing dependency on single points of failure. Each protection layer is designed to identify risks early, minimise business disruption and maintain consistent product availability, ensuring sustainable growth without compromising customer experience or profitability.

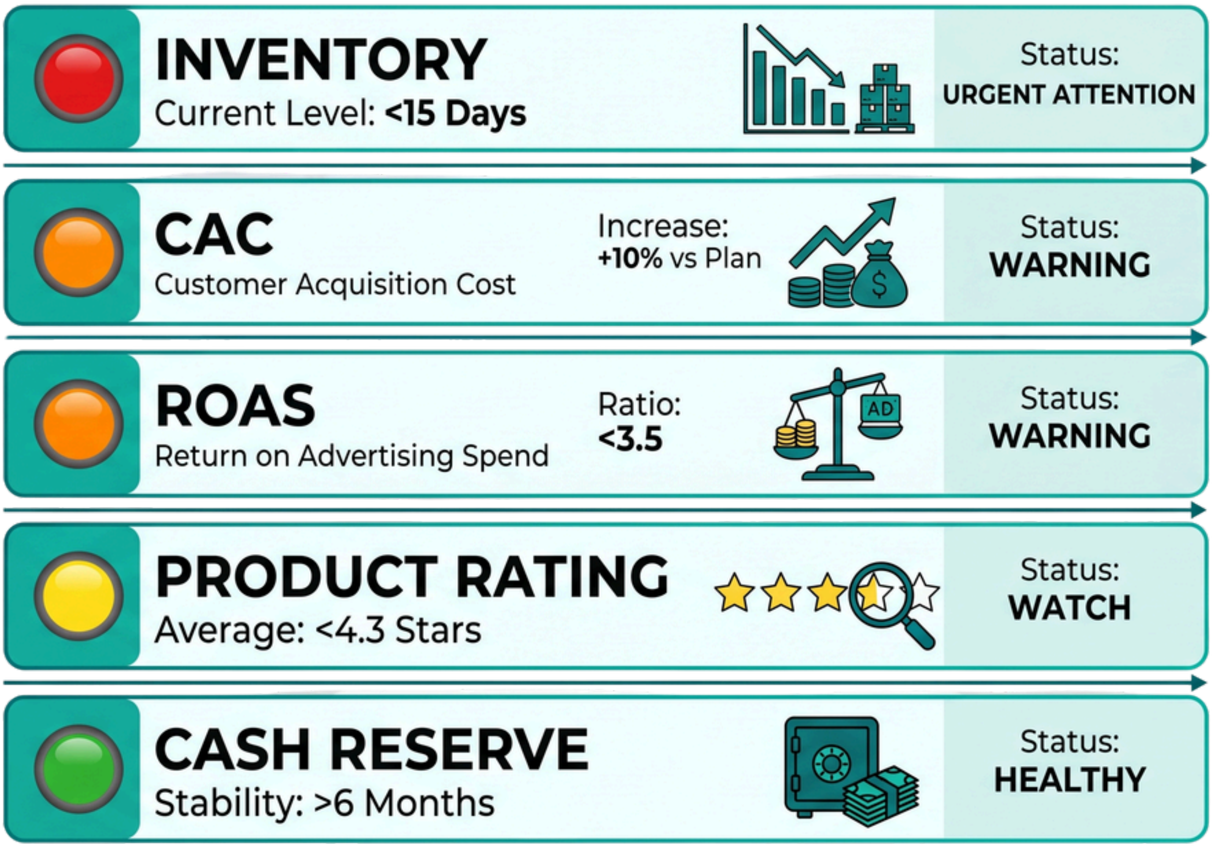
TOP STRATEGIC RISKS



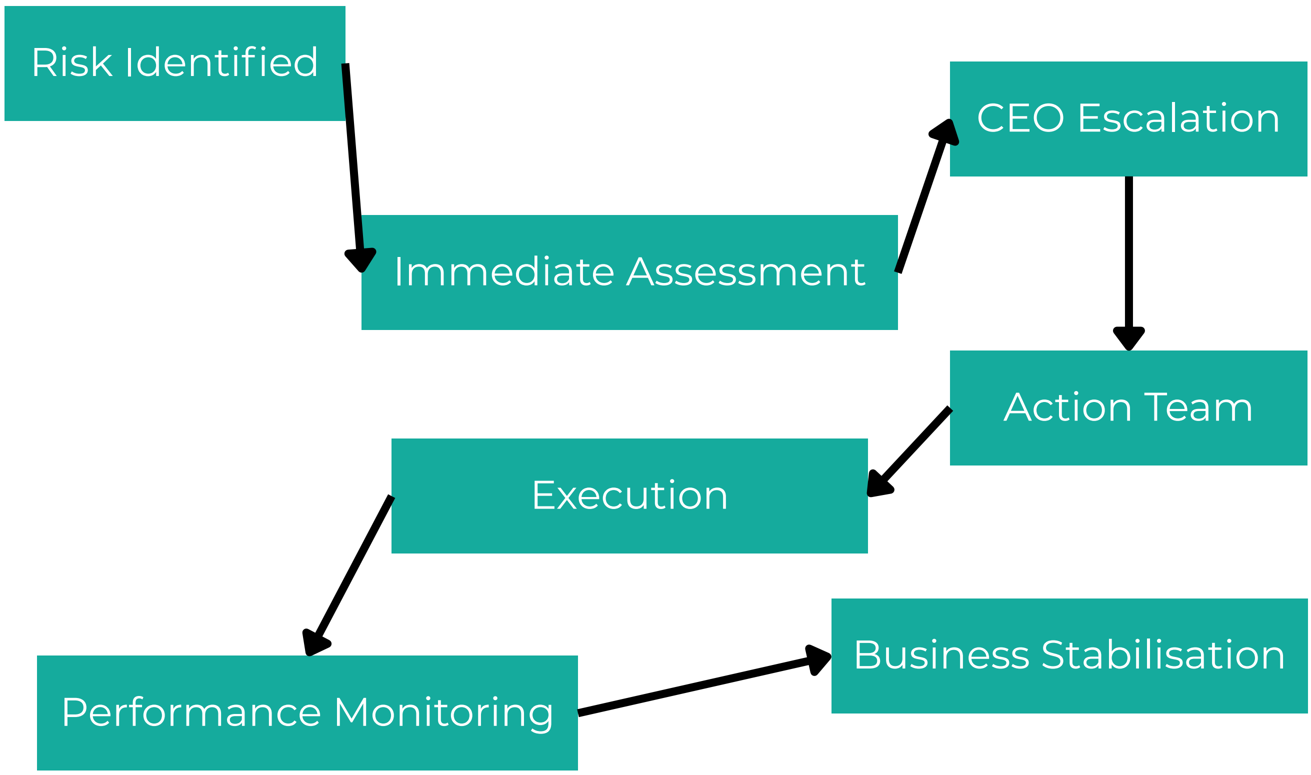
MITIGATION PLAYBOOK

A resilient business is built on multiple layers of protection rather than a single corrective action. This five-layer defence system combines supplier diversification, safety stock planning, demand forecasting, real-time inventory visibility and continuous business reviews to minimise operational disruptions, protect customer commitments and ensure uninterrupted business continuity during every stage of growth.

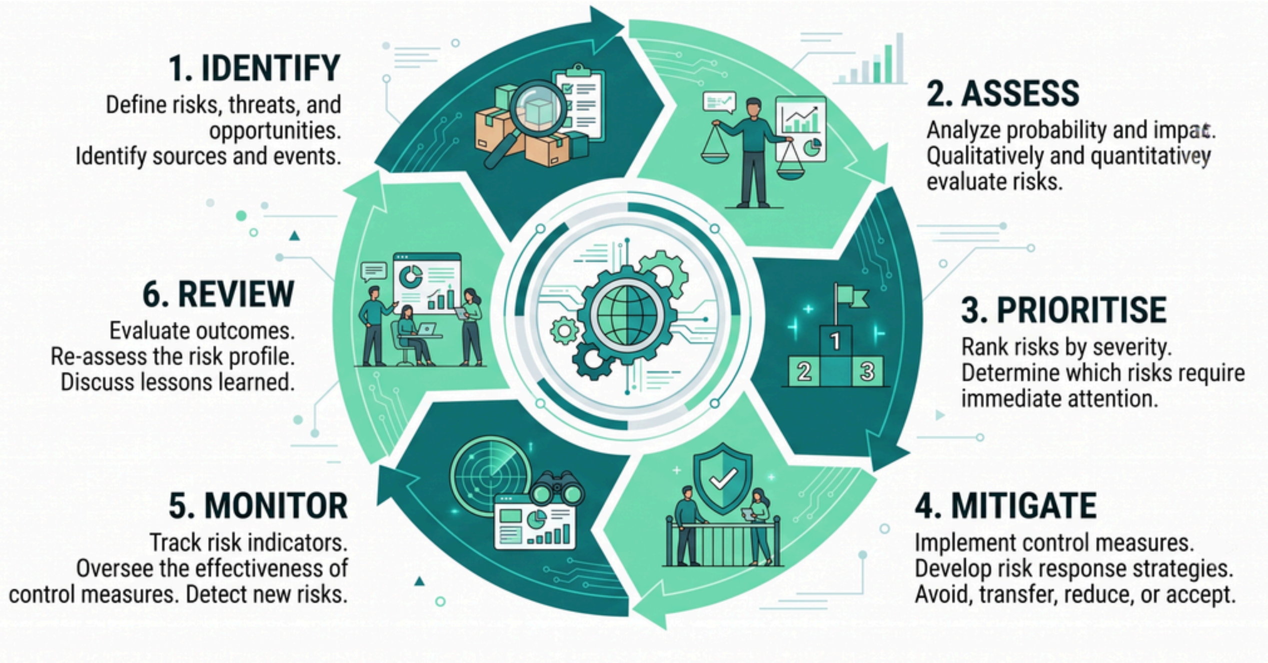
EARLY WARNING INDICATORS



CONTINGENCY RESPONSE PLAN



CEO RISK GOVERNANCE CYCLE



CEO RISK MANAGEMENT PRINCIPLES

🛡️ **Prevention Before Correction**

📊 **Data-Based Risk Monitoring**

⚡ **Fast Escalation**

💰 **Capital Protection**

📦 **Supply Chain Diversification**

🤝 **Customer Trust First**

> Effective leadership is not defined by the absence of risk, but by the ability to identify risks early, respond decisively and protect long-term business value. A proactive risk management framework strengthens organisational resilience and enables sustainable growth even during periods of uncertainty.

CEO ACTION PLAN

First 100 Days Roadmap for Building a Scalable D2C Business

FIRST 30 DAYS

UNDERSTAND THE BUSINESS

🔍 **Business Audit**

📊 **Channel Performance Review**

👥 **Team & Culture Assessment**

💰 **Financial & Unit Economics Review**

DAY 31–60

BUILD THE FOUNDATION

🚀 **Marketplace Optimisation**

🌐 **Website Growth Plan**

📦 **Inventory & Supply Chain Optimisation**

📈 **Marketing Performance Dashboard**

DAY 61–100

EXECUTE FOR SCALE

Product Launch Pipeline

Team Structure & Hiring

UAE Market Preparation

CEO Weekly Review System

YEAR 1 SUCCESS TARGETS

Think Long-Term
Decide with Data
Execute with Speed
Build Great Teams
Protect Cash Flow
Obsess Over Customers

My objective is not only to scale revenue, but to build a disciplined, profitable and customer-centric organisation capable of sustaining long-term growth. Every decision will be guided by data, capital efficiency and operational excellence, ensuring that the business grows stronger with every stage of expansion.

Growth is not achieved through ambition alone it is achieved through disciplined execution, strong leadership and consistent decision-making.

CEO IMPACT

The Business Transformation Journey

TODAY	TOMORROW
BUSINESS MODEL TRANSFORMATION	
Marketplace-Led Business	Balanced Omnichannel Growth Engine
CUSTOMER TRANSFORMATION	
Transaction-Focused Customer Base	Loyal, High Lifetime Value Customer Community
PRODUCT TRANSFORMATION	
Limited Product Portfolio	Complete Premium Skincare Ecosystem
COMMERCIAL TRANSFORMATION	
Revenue Growth Driven by Sales	Profitable & Capital-Efficient Growth
OPERATIONAL TRANSFORMATION	
Process-Dependent Operations	Technology-Driven & Scalable Operating System
LEADERSHIP TRANSFORMATION	
Founder-Centric Decision Making	Data-Driven Leadership with Process Excellence

This case study is more than a five-year growth plan. It represents a structured blueprint for building a resilient, scalable and profitable D2C organisation. Sustainable growth is not achieved through ambitious targets alone—it is created through disciplined execution, customer obsession, operational excellence and consistent leadership. My objective is to build a business that creates lasting value for customers, employees and stakeholders while setting a new benchmark for premium skincare brands in India.