



OYSHO

Geographic Expansion Initiative

LXMT 745 Global Distribution | Winter 2025 | Professor Cannata
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TEAM MEMBERS



EXPANSION DIRECTOR
Strengths: Microsoft Suite,
Fashion Forecasting,
Financial Analysis



BRAND MANAGER
Strengths: Merchandising,
Adobe Creative Cloud,
Project Management



MARKETING MANAGER
Strengths: Microsoft Suite,
Trend Forecasting, Project
Management, Market
Research



CREATIVE DIRECTOR
Strengths: Adobe Creative
Cloud, Design, Project
Management

EXECUTIVE SUMMARY

Oysho, a premium Spanish fashion brand specializing in lingerie, sportswear, loungewear, and swimwear, is strategically planning its expansion into the Indian market after A.T. Kearney named it the number one expansion opportunity market. The rising middle class and growing athleisure market in India have created a growing demand for high-quality, stylish, and comfortable apparel and present a promising opportunity for the brand. Oysho aims to leverage its strong brand positioning and image, coupled with elements of localization, to establish a successful presence and physical store in one of the world's fastest-growing retail markets.





COMPANY OVERVIEW

Oysho is a Spanish-founded international sports and leisure brand founded in 2001. The brand began with a revolutionary concept of the lingerie and underwear sector and has since created new product families to add to its brand concept. Oysho strives to create designs that achieve maximum performance and comfort during sports and everyday life.

Currently, the company is private but owned by Inditex (Zara, Massimo Dutti, Bershka), which is public and the third-largest clothing company in the world.

- Revenue:** 744 Million EUR (2023) 400 Million EUR Spain alone (2023)
- Current Stores:** 418 (25 countries)
- Current Employees:** 5,001-10,000 (1,479 accounted for on LinkedIn)
- Current Categories:** Activewear, loungewear, beachwear, intimates, accessories

Mission

To be innovative, sustainable, and high-quality, while offering stylish and comfortable clothing for sports and leisure.

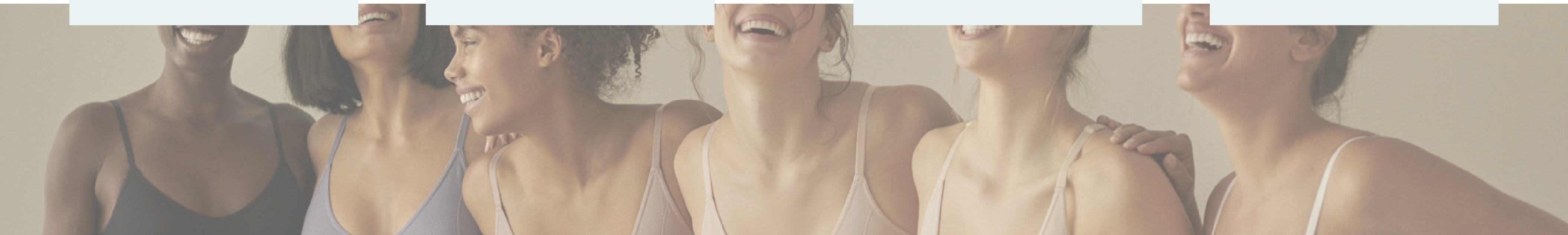
BRAND PILLARS

Innovation

Quality

Sustainability

Sport
&
Healthy Living



COMPANY TIMELINE

2001

- Inditex creates Oysho as a lingerie brand
- Oysho opens stores in Italy, Luxembourg, and Jordan
- Inditex goes public on the Madrid Stock Exchange

2011

- Oysho launches its online store in several countries

2015

- Indetex Profits jump thanks to Zara and Oysho

2016

- Oysho dresses the Spanish rhythmic gymnastics team at the Río de Janeiro Olympic Games
- Oysho launches its Olympics Collection

2022

- Oysho launches the Oysho Training app, which offers fitness, Pilates, and running training programs

2024

- Oysho introduces new international sponsorships and launches running club

CURRENT RESULTS & GROWTH

Current Results

Revenue: 744 Million EUR (2023) 400 Million EUR Spain alone (2023)

Current Stores:

Total: 418, (25 countries)

Flagship: 4 (Spain (2), Belgium, Peru)

Franchised: 90

Current Employees: 5,001-10,000 (1,479 accounted for on LinkedIn)

Current Categories: Activewear, loungewear, beachwear, intimates, accessories

Growth

Oysho saw a 19% growth in sales from 2022 to 2023 and is expected to continue to see similar growth in the future. Inditex stated that its “growth exceedingly positive, efficient, profitable, and responsible. We’ve upheld our discipline in cost management.” The company is focusing on quality employment and optimization of the commercial network and new markets as it moves forward.





CURRENT DISTRIBUTION

Distribution Model	Secured Distribution Franchising
Distribution Channels	<ul style="list-style-type: none">• Oysho Flagship Store (Madrid)• Oysho stores globally (company owned and franchised)• Company-operated ecommerce site• International Shipping
Sales	Revenue of 744 Million (2023)
Price Point	\$20-\$400 USD

RETAIL IDENTITY





PRODUCT

Oysho provides a core range of products across all its retail locations worldwide, including underwear, socks, leggings, gym sets, accessories, shoes, jackets, t-shirts, and base layers.

Global Strategy vs. Regional Adaptation

Oysho adapts its merchandise strategy based on location, offering either seasonal or fixed product displays. In European retail spaces, the collection rotates according to the season, featuring ski suits and winter sweatshirts in colder months and bikinis and beachwear in the summer. Conversely, in Caribbean locations such as Colombia, Oysho maintains a fixed summer collection, offering bikinis and warm-weather apparel year-round to align with the climate.

PROPERTY

Oysho operates through a variety of retail formats to better engage customers and adapt to different shopping experiences, but the store design and aesthetic are consistent in all of the different retail formats around the world, usually incorporating subtle regional adaptations. Flagship stores, located in high-profile cities, showcase the brand's full collection and reinforce its identity. The primary retail format consists of brick-and-mortar stores found in shopping malls and commercial streets worldwide, with a focus on activewear and seasonal products.

In addition, Oysho utilizes pop-up stores to promote special collections and new launches, creating exclusive, temporary shopping experiences. The brand also incorporates concept stores, designed as experiential spaces that blend retail with fitness events, such as the Oysho Sports Hub in 2018. Beyond physical retail, Oysho maintains a strong digital presence, with a global e-commerce platform that allows customers to shop the full collection with worldwide shipping.



STORE CHARACTERISTICS

Color Palette

Oysho's stores are characterized by the use of white and neutral colors. They are designed with a minimalistic aesthetic, creating a clean layout that highlights the products. In some stores, they add beige or soft gray hues, with warm wood accents, contributing to a relaxed and welcoming atmosphere.

Materials

The minimalistic design of Oysho's retail stores usually uses materials like white concrete or softwood flooring, usually accompanied by white walls and white structures to expose the products. According to its geographical position, Oysho uses some accessories to blend in, like rattan lamps in some stores to create a Mediterranean-inspired look.

Lighting

Oysho's retail spaces are usually characterized by neutral white lighting, which creates a bright atmosphere that emphasizes the products. They mainly use spotlights and LED lighting to highlight the merchandise, enhancing product visibility while maintaining a soft ambiance. In the fitting rooms, on the other hand, the light is usually warmer to create a comfortable shopping experience.

Layout

Oysho's retail spaces are mainly designed with open layouts, with high furniture along the walls and shorter ones in the middle. This creates an easy flow for customers and ensures that all the products are visible. They usually use modular display units, which allow for more flexibility in product presentation and are easier to adapt according to seasonal changes or local trends. Technology is enhanced in the physical retail formats through digital screens and interactive in-store experiences.

Branding

As mentioned above, Oysho maintains a consistent aesthetic worldwide and adapts to different locations through accessories or small elements. This ensures that the brand is recognizable all over the world, providing a consistent shopping experience.



PRESENTATION

As for the design of the stores, the product presentation also follows a minimalistic, well-organized, and visually clear approach. Products are divided by category around the stores, and space is left between them to create a sense of order and organization. Special collections, such as skiwear in winter or beachwear in summer, are highlighted in dedicated areas.

As mentioned before, products are displayed on white or wood shelving, reflecting the brand's soft and neutral aesthetic. They are displayed clearly and are easily accessible by customers, mainly hung neatly on minimalist racks, while items like leggings and t-shirts are usually folded and stacked in an organized manner to reinforce the feeling of quality.

Oysho is primarily using minimal mannequins, with natural tones and poses, usually showcasing full outfits. These outfits are usually created with mix-and-matched sets, to encourage customers to explore all the products and help them to visualize the full look.

PROMOTION

Besides traditional sales, Oysho enacts different promotional activities to enhance consumer engagement and increase brand awareness. They focus on experiential initiatives, aligning with the brand's focus on activewear, wellness, and sustainability.

One of their most successful promotional activity is the Oysho Training App, which offers guided workouts and fitness challenges. It is an effective way to engage with customers and promote their products. Similarly, they offer live and virtual fitness classes, collaborating with trainers and influencers and hosting live classes on social media or through in-store events.

Another way it promotes its products is through product-testing events, where customers can try their activewear collection in real fitness environments. Oysho also creates seasonal pop-ups for limited collections and exclusive shopping events with styling advisors and wellness experiences.

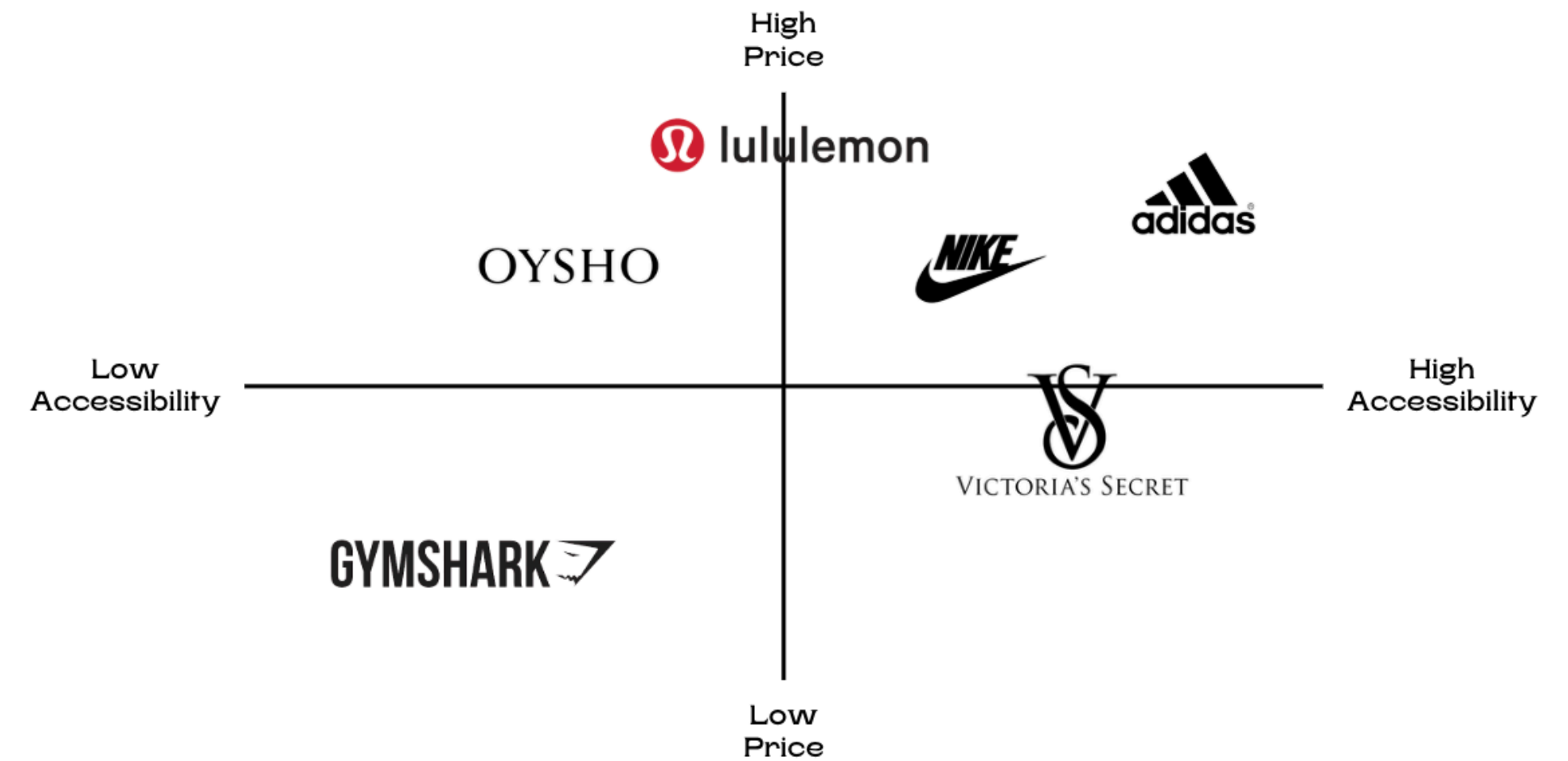
Oysho is also active on social media, promoting fitness challenges like the #TrainWithOysho Challenges and engaging with customers who can share their workouts to win a prize or a discount. They collaborate with influencers, promote their products, and organize events with ambassadors where they showcase the new collections.

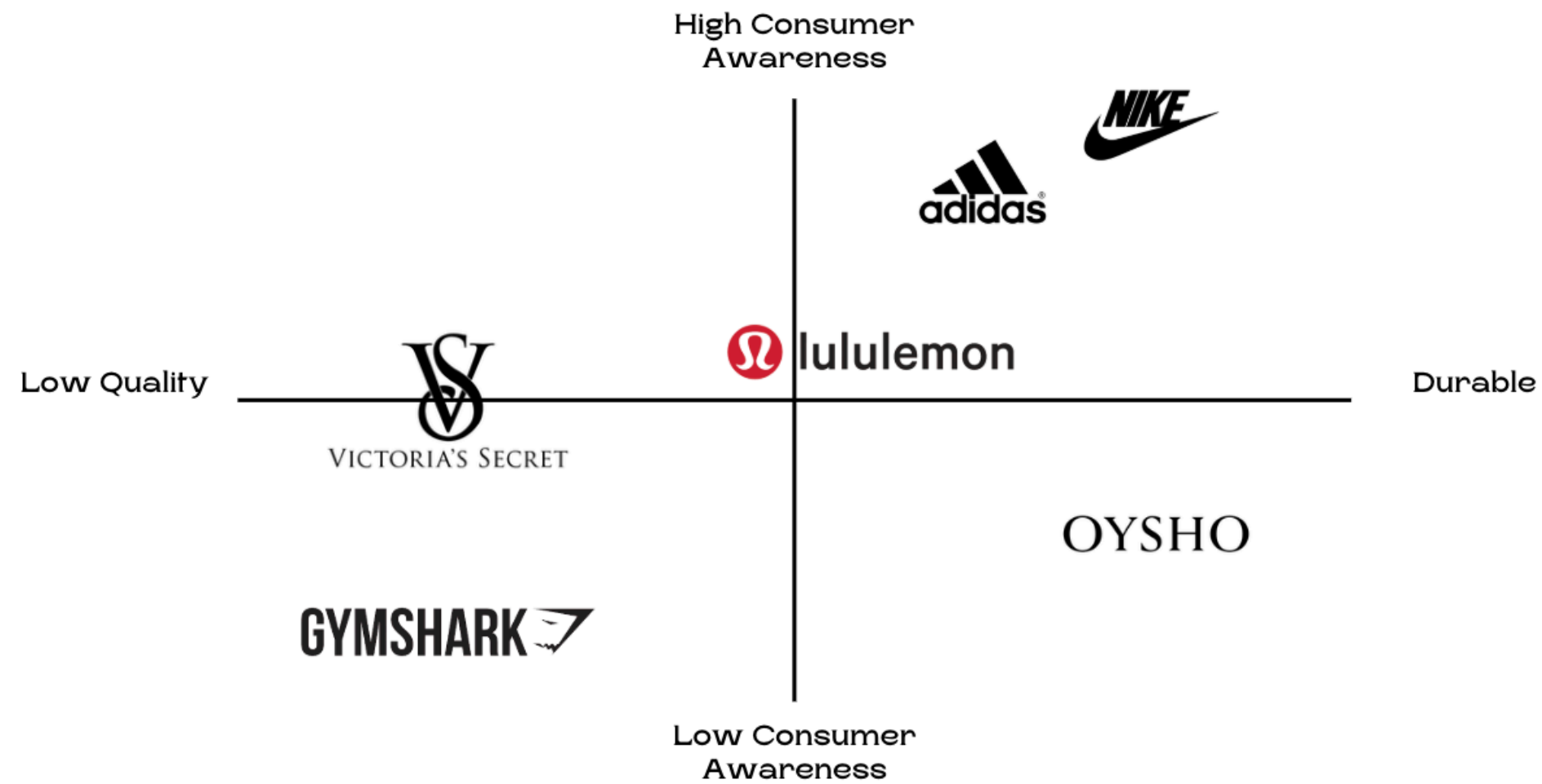
Lastly, Oysho puts a lot of focus on sustainability. Being part of Inditex, Oysho partners with its initiatives, like the clothing recycling program, offering incentives to customers to recycle used clothes. Oysho also offers the Join Life Collection, promoting eco-conscious products with dedicated marketing campaign.





CURRENT POSITIONING





SWOT ANALYSIS

S

STRENGTHS

- Connection to Intidex Group
- Product quality
- Affordable prices
- Fast distribution
- Strategic allocation
- Fashion forward design with comfort

W

WEAKNESSES

- Criticism for labor practices
- Over dependence on European & Domestic market
- Return Policy
- Lack of advertisement (marketing)
- Customer services

O

OPPORTUNITIES

- Growing active wear demand
- Digital and online strategies
- Community building
- Potential global markets

T

THREATS

- Competitors in global market
- Constantly changing trends
- Imitation of products

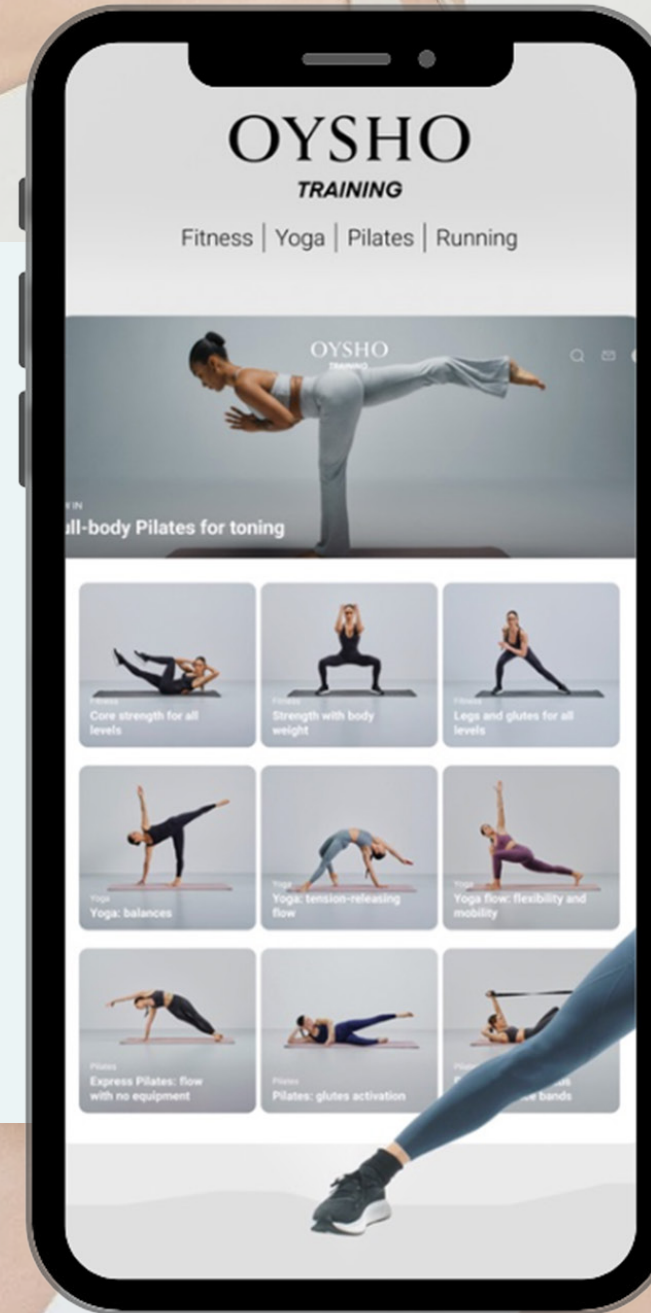
DIFFERENTIAL ADVANTAGES

Fashion and Functionality

Oysho skillfully combines fashionable designs with practical clothing, in contrast to many rivals who just concentrate on performance or style. This is especially noticeable in its collections of activewear, which are stylish while providing functional features like seamless designs, compression fits, and breathable textiles.

Strong Focus on Women's Wellness

Oysho appeals to contemporary women looking for balance and style because it presents itself as a company that not only sells clothes but also encourages a healthy, active, and laid-back lifestyle.



EXPANSION



EXPANSION MISSION

Oysho is growing internationally by combining sustainability, technology, and a smooth omnichannel experience. Delivering fashionable, high-performing clothing is our first priority, and we prioritize eco-friendly operations, digital innovation, and customized shopping. Reaching new markets and empowering customers with fashion that combines comfort, practicality, and environmental responsibility are our goals as Inditex.

EXPANSION OPTIONS

Based on the 2023 A.T. Kearney Index

1 INDIA

2 MALAYSIA

3 PARAGUAY



INDIA

Index Ranking: 1
Score: 66.4

Language/s: Hindi, Bengali, Marathi, Telugu, Tamil, Gujarati, Urdu

Population: 1.429 Billion

Currency: Indian Rupee

GDP: \$3.7 Trillion

GDP Growth: 8.2%

Retail: 1.2 Trillion

Country Risk: 54.1



MALAYSIA

Index Ranking: 8
Score: 54.1

Language/s: Malay, English, Mandarin, Tamil

Population: 34.31 Million

Currency: Malaysian Ringgit

GDP: \$399.6 Billion

GDP Growth: 3.7%

Retail: 122 Billion

Country Risk: 72.5



MALAYSIA

Index Ranking: 11
Score: 52.3

Language/s: Spanish and Guaraní
Population: 7 Million
Currency: Paraguayan Guarani
GDP: \$42.96 Billion
GDP Growth: 4.7%
Retail: 19 Billion
Country Risk: 79.1



COUNTRY SELECTION

INDIA

Leading the A.T. Kearney Index, India is considered the top emerging market for brands to move into. The country has the **most significant retail market (1.2 trillion) and the most significant GDP growth rate of the three potential countries (7.6%);** it is a growing economy promising to brands. Currently, Oysho does not have a location in India, but other Inditex brands, such as Zara, currently have several locations in the country. Additionally, Inditex launched Bershka in India in November 2024, emphasizing the company’s interest and trust in moving into the country. The country’s retail market and consumer interest are growing, specifically in performance wear and athleisure. India’s sports and athleisure market is expected to double from 2022 to the end of 2025. The market is expected to be valued at **401.5 billion rupees (4.6 billion USD) in 2025.**



P

POLITICAL

Political Environment: India is the world's largest democracy, with frequent elections at the national and state levels. India's federal parliamentary system requires businesses to comply with both national and state-level regulations, which can vary widely. The country is politically stable but complex.

Government Policies: India has implemented reforms and regulations to help businesses thrive. Regional tensions, such as those in Jammu and Kashmir, can disrupt operations and supply chains for businesses in those areas.

Geopolitical Concerns: India has some border tensions with China and Pakistan and evolving relations with the US and Russia.

E

ECONOMIC

Fast-Growing Economy: India is one of the fastest growing economies.

GDP is \$3.7 Trillion
GDP growth is projected at 6-7% annually

Large Consumer Market: India is the most heavily populated country in the world. It has a considerable young population and a rising middle class that drive retail demand.

Challenges: Inflation, unemployment, and income inequality remain concerns.

S

SOCIAL

Demographic Advantage: India has a large, young workforce. The median age is 28, and over 40% of its population is under 25. This offers a strong labor supply.

Cultural Diversity: Multilingual and multi-ethnic society with varying consumer behaviors. This can sometimes cause social conflicts.

Health and Wellness: Increasing awareness of health and wellness is driving demand for healthcare products, fitness services, and healthier food options.

Impact of Social Media: Social media is growing in India and impacting social interaction and consumer behaviors.

T

TECHNOLOGICAL

Internet & Mobile Access: India has widespread use of mobile devices and growing internet access.

Strong IT & Innovation Sector: India is a global leader in software services, startups, and digital payments.

E-commerce Growth: Rapid e-commerce growth allows businesses with new sales channels and international brands to reach the Indian market more easily.

Government Digitization Efforts: Expanding digital infrastructure, 5G rollout, and innovative city projects.

L

LEGAL

India has several laws that impact business operations, including:

Labor Laws: The Industrial Disputes Act and the Shops and Establishments Act regulate employment conditions, wages, and workers' rights.

Taxes: Goods and Services Tax (GST) and other corporate tax regulations.

Environmental Regulations: Laws imposed to protect the environment such as The Environment Protection Act

Intellectual Property Laws
Consumer Protection Laws
Import-Export Regulations
Licensing and Permits

E

ENVIRONMENTAL

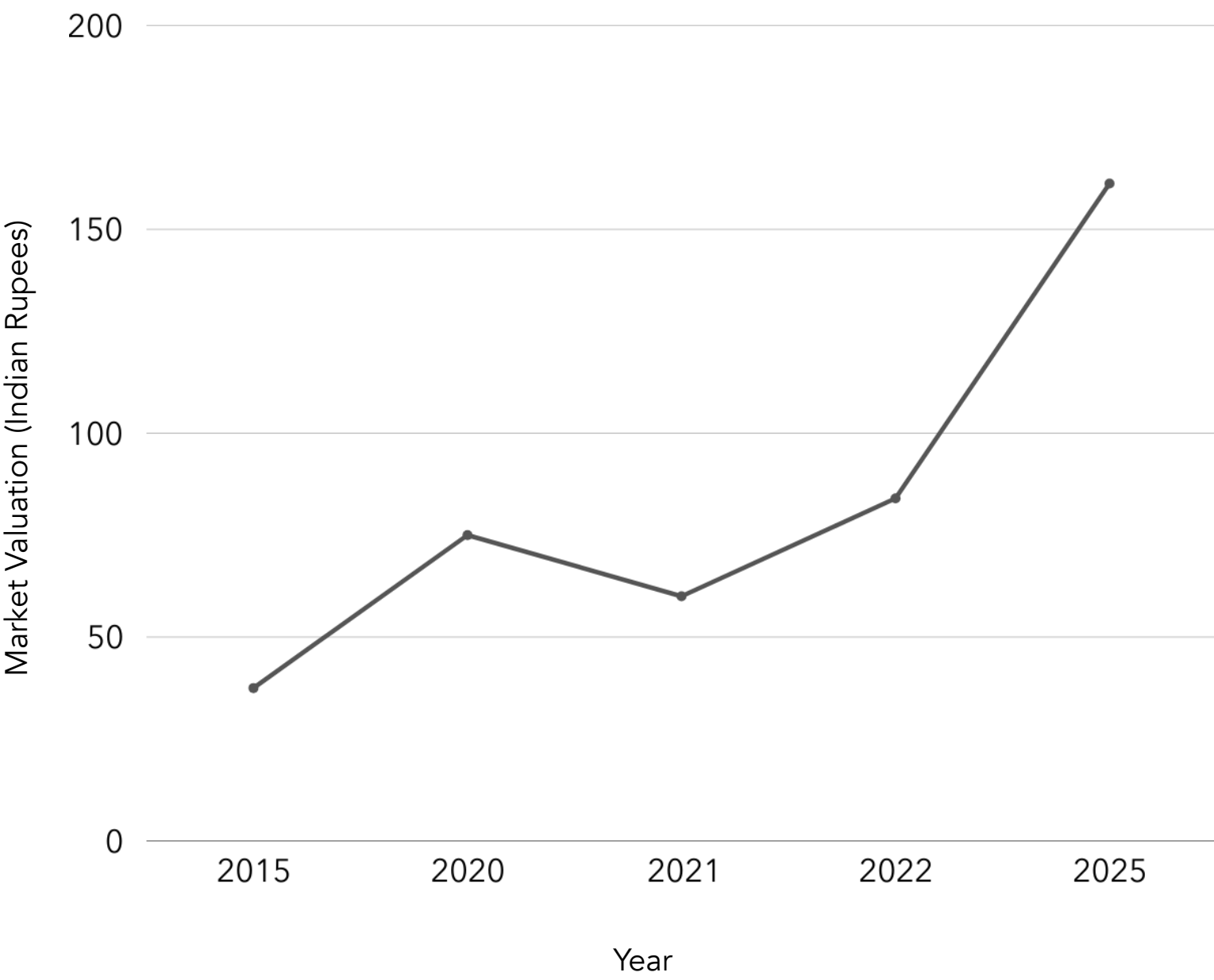
Environmental State: India is threatened by air pollution, water contamination, land degradation, and biodiversity loss. However, the country has implemented laws that regulate business practices to aid in improving the country's environment.

Environmental Protection Act: The act sets standards for air, water, and soil quality, limits the concentration of pollutants in different areas, regulates the handling of hazardous substances, and allows the government to close, prohibit, or regulate industries, among other characteristics that allow for inspection and patrolling of environmental impacts.

MARKET ANALYSIS

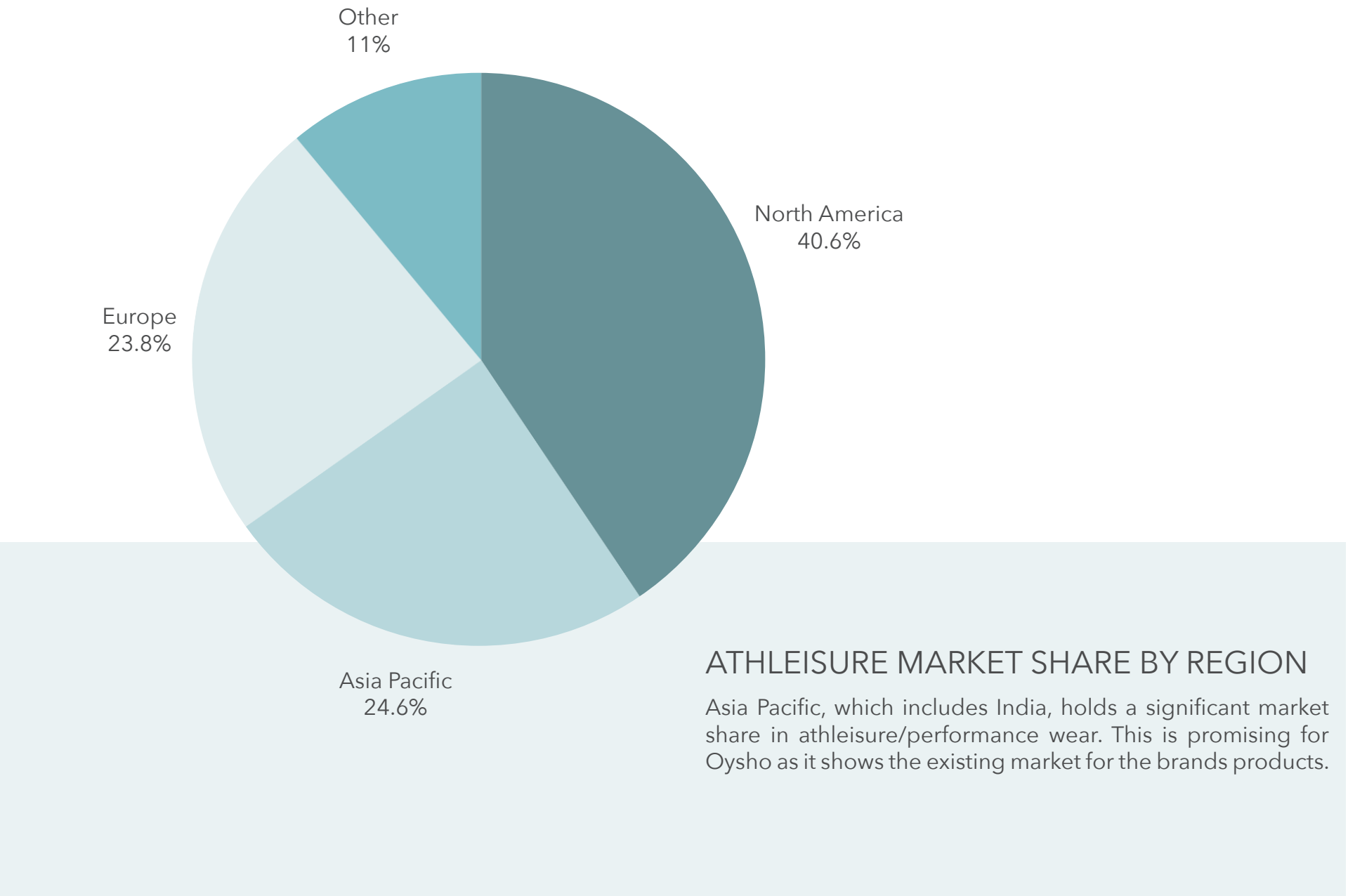
The Indian sports and athleisure market has grown substantially over the last ten years. The apparel market, which is the leading market for Oysho, will have grown from 84 billion to 161.25 billion (Indian Rupees) from 2022 to 2025. That is a **91.9% increase**. Additionally, the market is expected to at a **CAGR of 5.7%** over the next seven years.

Sports and Athleisure Indian Market Value 2015-2025 (Apparel Only)





MARKET ANALYSIS



ENRTRY MODE

Developing a location in a new country can be highly complex, especially when the country's political, economic, and social landscape greatly contrasts with that of the company's country of origin/operation. A joint venture allows the company to partner with a local individual or company to create a smoother transition to the market by utilizing their local knowledge and expertise. Inditex uses a joint venture in India with its brand Zara. Since Inditex entered India with Zara in 2010, the company has partnered with the Tata Group to create a joint venture operation.



COMPETITIVE ANALYSIS

KEY PLAYERS



While Oysho’s main competitors, like industry-leading athleisure brand names Lululemon and Alo, are growing in India through e-commerce distribution, smaller Indian-based brands are the key players in the country.

Silvertraq is an Indian activewear brand established in 2016. Its headquarters are in Mumbai, Maharashtra. The company produces trendy, high-performance activewear for both men and women.

Categories:

- Sports bras
- Leggings
- Shorts
- Shirts
- Pants

Price Range: 499 to 6,199 INR (approximately \$5.75 to \$71.46)

Their apparel features innovative fabrics and designs such as sweat-wicking, anti-odor, stretchability, and breathability.

The company, in terms of global brand recognition and revenue, is not near the scale of Oysho. Still, its product offering, aesthetic, and target customer make it a leading competitor in India. As of March 31, 2023, Silvertraq reported an annual revenue of approximately \$448,000.



Pace Active is a women’s Indian activewear brand founded in India in 2021. The company offers a range of performance-oriented apparel and aims to bridge the gap between sports and casual wear. Their initial product launch featured three performance textiles: performance gloss, performance mesh, and core compression. The brand blends chic, functional, and transitional blending performance and style.

Categories:

- Leggings
- Trousers
- Sports Bras
- Tops
- Tracksuits
- Accessories

Price Range: 2,450 to 6,750 INR (approximately \$28.24 to \$77.82)

The relatively young brand has not garnered international attention but is gaining popularity in India with the country’s growing fitness and athleisure trends. Like Silvertraq, it is a key competitor for Oysho in the Indian market because of its product offerings, brand aesthetic, and target customers.

KICA



Kica Active is an Indian activewear brand founded in 2017. The company offers a diverse range of women's activewear designed to transition from workouts to daily wear seamlessly. The brand emphasizes merging functional wear/technical innovation and street style. The company currently exists as a part of Nykaa Fashion.

Categories:

- Sports bras
- Tops
- Leggings
- Joggers
- Shorts

Price Range: 480 and 2,498 INR (approximately \$5.53 to \$28.82)

Like Silvertraq and Pace Active, Kica Active has not gained international traction but is a popular brand in India and will likely grow after becoming part of Nykaa Fashion. The brand is a key competitor for Oysho in the Indian market because of its product offerings, brand aesthetic, and target customers.

INDIRECT COMPETITORS



- Nike
- Decathlon
- Jockey
- Aastey
- NYKD by Nykaa
- Alcis

TARGET CONSUMERS

Gen Z and millennial women between the ages of 18 and 45 who support an active lifestyle and are employed, entrepreneurs, housewives, and students make up Oysho's target market in India. They are mostly concentrated in big cities like Delhi, Mumbai, Bengaluru, Hyderabad, and Chennai, but they also include affluent customers from Tier-2 cities like Jaipur, Chandigarh, and Ahmedabad. They are looking for stylish yet functional athleisure apparel because they are passionate about fitness activities like yoga, pilates, running, and gym sessions. They value sustainability above all else and prefer breathable, high-performing textiles that align with their principles. They follow fitness influencers, participate actively in online communities, and are willing to spend money on upscale sportswear after earning at least 8,000,000 INR to 30,00,000,000 INR a year. Given the increasing popularity of fitness and wellness in India, Oysho has the opportunity to satisfy the growing demand for fashionable, premium sportswear.



SEGMENTATION

PSYCHOGRAPHIC SEGMENTATION

Indian women, especially those in the Gen Z, millennial, and corporate sectors, are becoming more conscious of their health and well-being. Yoga, running, cycling, Pilates, and gym workouts are among the fitness activities that have gained popularity. Yoga has grown particularly strongly due to its psychological and physical health benefits. Prioritizing strength, flexibility, and general fitness, these women frequently use Pilates and gyms to achieve these objectives.

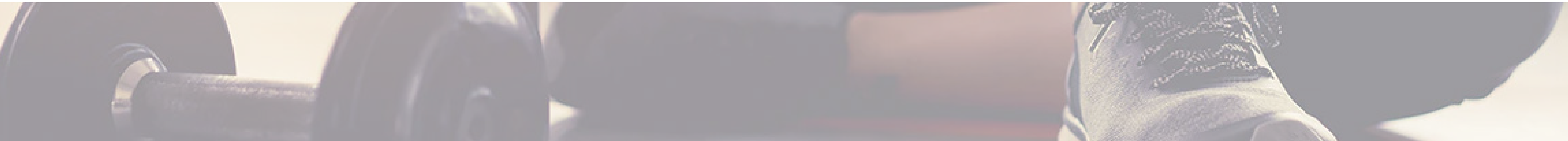
Their lives revolve around their families. With parents, siblings, and grandparents living with them, many women highly value family get-togethers. In addition to dining out with family and friends, it is a popular way to connect over everyday experiences; hosting big family meals and celebrating together is also common.

Their lifestyle is heavily influenced by fashion, and they look for fashionable, useful, and responsibly produced apparel. With fitness influencers and brands offering daily style inspiration, Instagram significantly influences their fashion choices. Instagram is a crucial marketing tool since peer recommendations and influencer collaborations greatly impact consumer decisions. As a result, Oysho can use Instagram to interact with its audience in India.

BEHAVIORAL SEGMENTATION

The ideal Oysho customer in India is a chic, active woman who appreciates fashion and comfort in her day-to-day activities. Fitness is her top priority, and she works out at the gym, does yoga and Pilates, runs, and walks. Family is very important to her life, and she frequently goes out to eat or socialize with those she loves. She often travels to well-known locations in Europe, the Middle East, and India.

She incorporates eco-friendly apparel with contemporary, stylish designs influenced by both domestic and global fashion trends. As her interest in activewear grows, she is drawn to companies that provide eco-friendly, fashionable, and practical options. She gets a lot of style inspiration from fitness influencers and wellness communities on Instagram and YouTube, which makes Oysho a popular brand in India.



PERSONA 1



Anisha

Location: Delhi
Age: 24 years old
Education: Master’s degree in Fashion Merchandising and Management
Occupation: Works at a Fashion house
Income: 8,00,000 - 12,00,000 (\$10,000- \$14,000)

Lifestyle & Interests:

- Emphasizes mental health by engaging in physical activities such as yoga, walking, and park workouts.
- She enjoys wearing comfortable and stylish clothes, especially when working out.
- Regularly purchases fashionable and functional sportswear online, frequently choosing Indian brands.
- Follows fitness and fashion influencers on Instagram to get inspiration and style.
- She enjoys celebrating traditional holidays with loved ones and spending time with friends and family.

PERSONA 2



Simran

Location: Chennai
Age: 40 years old, Married, and mother of 2 kids
Education: Bachelors in Commerce
Occupation: Homemaker
Income: Dependent on family income

Lifestyle & Interests:

- She prioritizes taking care of her family’s needs while managing household duties.
- She enjoys doing light yoga, gardening, and walking outside to stay active and healthy.
- Favors athleisure for a laid-back yet stylish look and comfortable, fashionable apparel for everyday wear.
- She actively engages in family get-togethers, frequently preparing meals and festivities for extended family.
- She enjoys purchasing functional, fashionable apparel and accessories that complement her lifestyle online.

STORE LOCATION
DESIGN PRODUCT





STORE LOCATION SELECTION

LOCATION OPTIONS

1 DELHI

2 MAHARASHTRA

3 RAJASTHAN

TRADING AREA

DELHI, INDIA

Delhi is in North-Central India and comprises New Delhi and Old Delhi. Old Delhi in the north is more historic, with landmarks that tourists visit regularly. New Delhi in the south became the capital of India in 1947 when it became the capital of British India. As a large urban area of India, Delhi attracts tourists and locals alike and is an essential hub for culture, commercial business, and transport. This location is an excellent opportunity for expansion as it acts as one of India's more dominant trading areas with a working population engaged in trade. The geography and topography of nearby deserts and plateaus ensure transportation routes pass through the state, with national highways and railways connecting it to the rest of the nation. The area's macroeconomic stability and reliable domestic risk position Delhi as an emerging market.

STORE LOCATION SELECTION

AMBIANCE MALL NEW DELHI, INDIA

Located in the Vasant Kunj/Vasant Vihar neighborhood of New Delhi, Ambience Mall is a premium retail development that focuses on offering contemporary and innovative spaces.

The mall was developed by the Ambience Pvt. Ltd. company, known for real estate developments, particularly residential apartments in New Delhi. The mall offers apparel, jewelry, bags, accessories, beauty, eyewear, home decor and furniture, footwear, and electronics.





SALES POTENTIAL

Ambience Mall offers great sales potential to Oysho, as a leader in its industry, by providing access to young, health-minded women that fit the brand's segmentation. The surrounding university campuses and residential neighborhoods offer proximity to these consumers.

As one of India's largest megacities, New Delhi offers the seventh largest purchasing power in the nation and the second highest population growth rate in the country, although it is slowing.

This supports expansion as the growing population rate would mean more consumers and the purchasing power would allow for higher spending.



COMPETITORS AT AMBIENCE MALL

DIRECT

DECATHLON



Decathlon’s Ambience Mall location offers 5,000 sporting goods and apparel products for 50 sports.

Their offerings include athletic footwear, athletic apparel and swimsuits for men and women, and gym equipment.

Decathlon is located on the first floor of Ambience Mall and is open from 11:00 AM to 10:00 PM.

JOCKEY



Jockey offers apparel created to align with its values of confidence and comfort.

Their products compete with Oysho in athletic apparel and intimates for men and women, as well as gym accessories like towels.

Jockey is located on the first floor of Ambience Mall and is open from 10:00 AM to 10:00 PM.

H & M



H&M provides fashion and joy with a focus on accessibility. The brand strives to promote transparency and embrace sustainability.

Their offerings include trendy clothes, accessories, and shoes, which compete with Oysho’s swimwear, loungewear, and intimates for men and women.

H&M is located on both the first and second floors of Ambience Mall and is open from 11:00 AM to 10:00 PM.

INDIRECT

BROOKS BROTHERS



Brooks Brothers offers a fresh take on classic apparel designs. Upholding the traditions and values of exceptional service, quality, style, and value remains a part of the brand’s mission today.

Their offerings include dressy and casual apparel for men and women, men’s undergarments, and men’s accessories.

Brooks Brothers is located on the upper ground floor of Ambience Mall and is open from 11:00 AM to 10:00 PM.

CALVIN KLEIN



Calvin Klein offers minimalist and sensual apparel with a purpose of elevating everyday essentials to global icon status. The brand strives for responsible design, no unnecessary details, and high-quality pieces.

Its offerings include denim jeans and other dressy apparel for men and women, men’s undergarments, and men’s accessories.

Brooks Brothers is located on the upper ground floor of Ambience Mall and is open from 11:00 AM to 10:00 PM.

NYKAA FASHION



Nykaa Fashion offers fashion in an array of styles. From traditional Indian wear to contemporary to western wear, the brand aims to provide clothing that suits different lifestyle choices and diverse demographics.

Their offerings include apparel for men, women, and children including intimates, footwear, athleisure, and bags, tech, and home décor.

Nykaa Fashion is located on the ground floor of Ambience Mall and is open from 10:00 AM to 8:00 PM

FACTORS FOR AMBIENCE MALL

AREA ATTRACTIONS

The area has several cultural and historic sites including:

- Qatub Minar
- Shri Aadya Katyayani Shaktipith
- Jawaharlal Nehru University
- The Garden of Five Senses

AREA FACTORS

Traffic: Peak hours around 8:00-10:00 AM and 5:00-7:00 PM. NH48 between Vasant Kunj and Gurgaon experiences heavy traffic due to narrow roads and traffic to and from the Delhi airport.

Public Transport: Delhi Metro- 10 lines, 285 stations and Delhi Bus Network- 800 routes, 2,500 bus stops

Vehicular Transportation/Parking: Rickshaws, taxis, and app-based services are generally affordable and do not require parking. Parking is impacted in this area by unregulated street parking, limited car park availability for 1800 vehicles, and reserved parking for women. Valet parking is available.

Infrastructure: New Delhi is known for behind-scheduled government projects regarding infrastructure updates and maintenance, but it is now working to hold itself accountable with several projects like the Golden Quadrilateral, a \$71 billion project aimed at facilitating transportation between its busy cities and rural areas.

HUMAN RESOURCES

Building: 1,200,000 sq. ft. broken into 500-5,000 sq. ft. retail spaces spanning seven floors.

Staffing: Workers across Delhi 2023: 71,000 individuals (2023)

Labor force participation rate for urban areas in India: 47.6% (2023)

Unemployment rate in Delhi: 1.9% (2023), down from 5.3% (2022)

The majority of Delhi’s working population is employed in trade, finance, public administration, professional services, and community, personal, and social services. This shows that staff is available in the region and individuals are willing to work.

LEGAL IMPLICATIONS

The retail and distribution sector of India requires compliance with contract laws, competition laws, consumer protection laws, intellectual property laws, employment laws, and tax laws.

Permanent Account Number: for business bank accounts, taxes, and GST returns, issued by the Income Tax Department

Tax Deduction Account Number: for tax deductions at source (TDS)

Shops Trade License: for general merchandise stores, allows specific activities at a particular location

Shops and Establishments Act: for retail shops that employ full-time, part-time, or contract workers, ensures compliance with labor laws

Professional Tax Registration: for employees, employers, and businesses, procedures vary by state

Certificate of Occupancy: for compliance with local safety standards and building codes, requires inspections of retail property



LINE PLAN

Product	%
Leggings	15
Trousers	15
Sports Bras	10
T-Shirts/Tops	15
Shirts	15
Brief Packs	3
Socks	3
Swimsuits	10
Footwear	5
Bags	4
Sporting Equipment	5

%	Category
15	Apparel
15	Apparel
10	Apparel
15	Apparel
15	Apparel
3	Apparel
3	Accessories
10	Apparel
5	Footwear
4	Accessories
5	Accessories

STORE DESIGN & LAYOUT





PHYSICAL STRUCTURE

EXTERIOR

The store’s exterior must be cohesive with Oysho’s minimalistic and clean aesthetic. Big windows will help to display the products better and attract customers in a foreign market. In contrast, warm lighting, especially in these big windows, will help them feel welcome and create a sense of warmth and familiarity. Based on India’s general aesthetic, Oysho should incorporate warm materials like light wood and green elements in a visible space to create a positive impact while showcasing Oysho’s values of sustainability and wellness.

FIXTURES

Interior fixtures must align with the products and the general aesthetic of Oysho. Shelving should be minimal, with light wood tones, to maintain the premium feeling while incorporating culturally relevant elements. Shelving and other display elements should be modular and adaptable to accommodate different store sizes and be flexible for various lines and products.

Oysho should favor sustainable materials like recycled wood or locally sourced materials to comply with its sustainability mission, even in the design of its stores if possible.

TRAFFIC FLOW

Inside the store, they could use interactive screens and displays to showcase where products are placed, fitness tips, styling suggestions, and information about their sustainability initiatives.

AMBIANCE

The interior ambiance of the store can be created mainly by manipulating two different elements: lighting and materials. As mentioned above, Oysho should favor warm lighting for the windows and the fitting room, creating a welcoming and familiar atmosphere to attract customers and make them feel at ease. For the general spaces instead, Oysho could opt for neutral white lighting, focusing on spotlight and LED options to enhance product display and create a more luxurious experience. Soft and warm wood should be the first choice for the materials, blending Oysho’s minimalistic aesthetic with culturally relevant elements.

SPACE ALLOCATION

MERCHANDISE

The store's exterior must be cohesive with Oysho's minimalistic and clean aesthetic. Big windows will help to display the products better and attract customers in a foreign market. In contrast, warm lighting, especially in these big windows, will help them feel welcome and create a sense of warmth and familiarity. Based on India's general aesthetic, Oysho should incorporate warm materials like light wood and green elements in a visible space to create a positive impact while showcasing Oysho's values of sustainability and wellness.

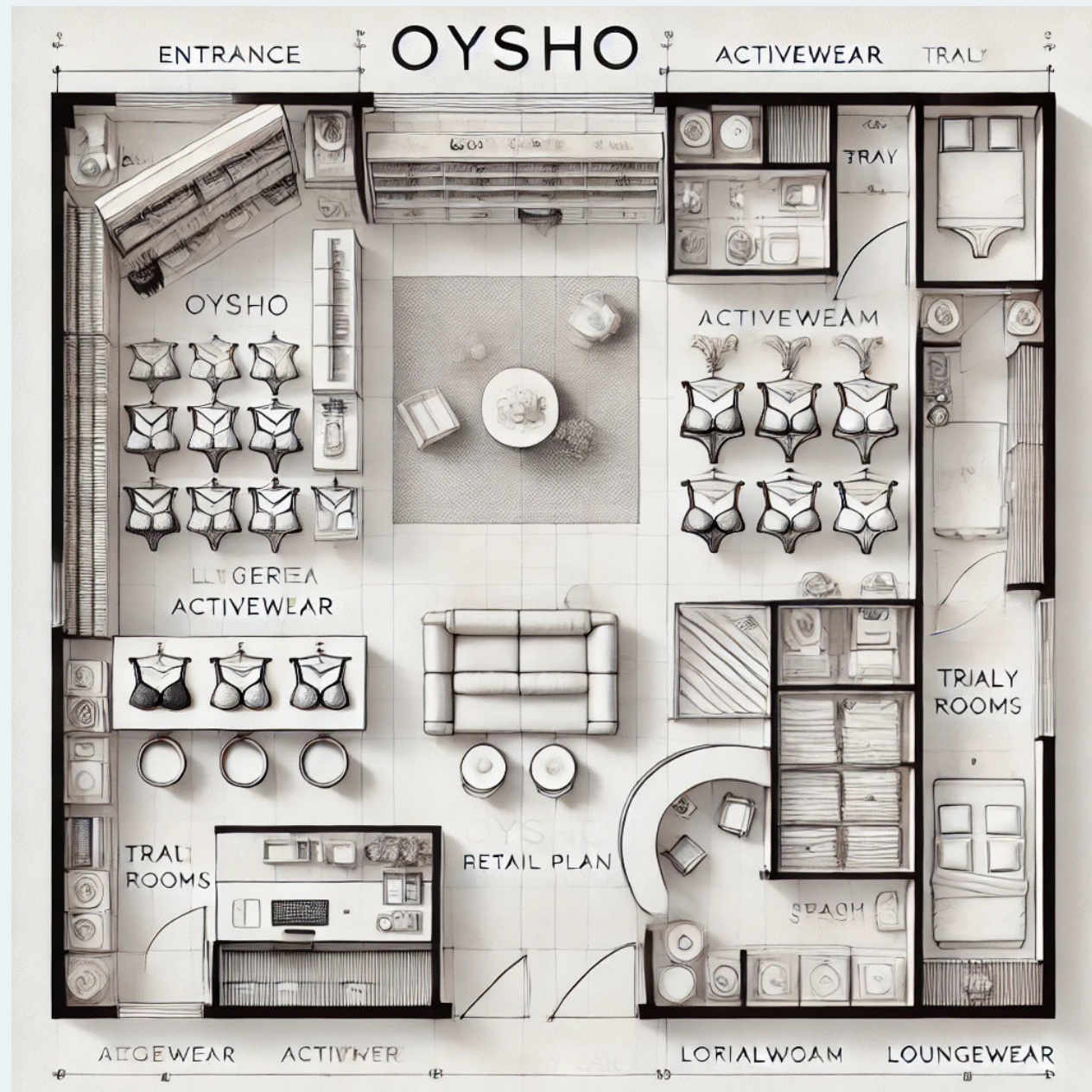
PERSONAL SPACE

Interior fixtures must align with the products and the general aesthetic of Oysho. Shelving should be minimal, with light wood tones, to maintain the premium feeling while incorporating culturally relevant elements. Shelving and other display elements should be modular and adaptable to accommodate different store sizes and be flexible for various lines and products.

Oysho should favor sustainable materials like recycled wood or locally sourced materials to comply with its sustainability mission, even in the design of its stores if possible.



FLOOR PLAN



OYSHO

MERCHANDISING

VISUAL MERCHANDISING

Oysho is characterized by a minimalist and well-organized display and presentation of its products. They usually use neutral mannequins to showcase their outfits, often mixing and matching different lines to promote their products with complete looks, and they should adopt the same strategy in India.

As they do in all their worldwide store, Oysho in India should have dedicated areas to display seasonal collections. These will for sure change from store to store based on their location since India has different climates, but for example, they could create an area dedicated to gear for the monsoon season, or winter apparel.

WINDOW AND IN-STORE DISPLAYS

Oysho should favor large windows and create engaging visuals to attract customers. They should promote the values of fitness, wellness, and sustainability through big displays promoting their products, lifestyles, and green elements.

SAFETY & SECURITY

INDOOR

- Alarm systems
- Surveillance cameras
- Theft Prevention Systems (EAS and RFID)
- Access control systems for staff
- Fire alarm

OUTDOOR

- The mall security team, especially for after-hours monitoring
- Surveillance technologies



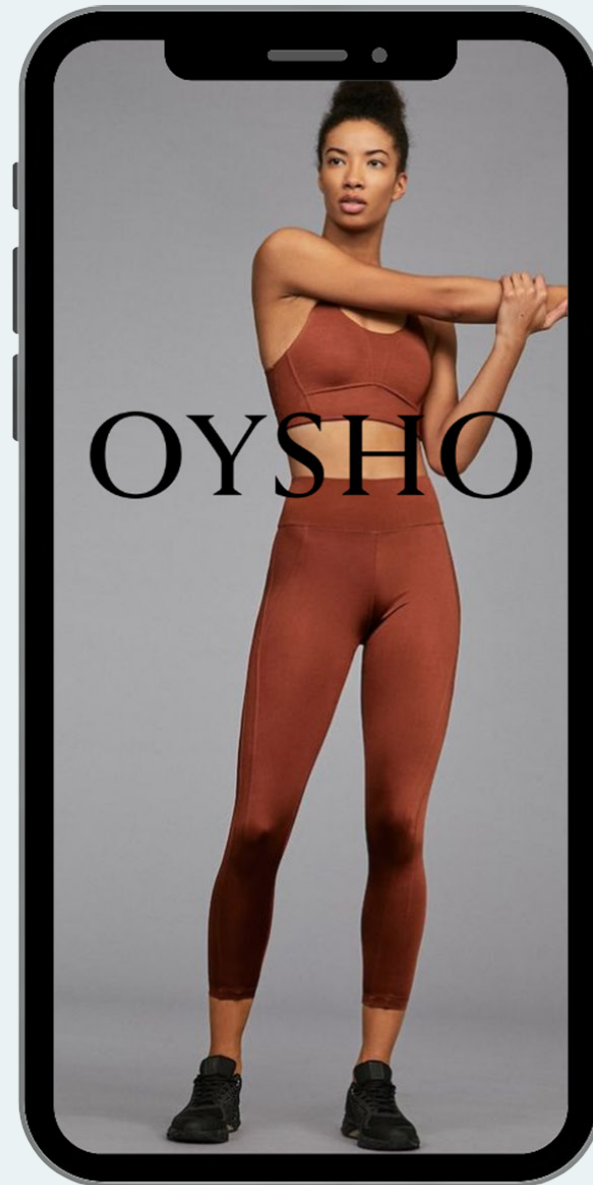
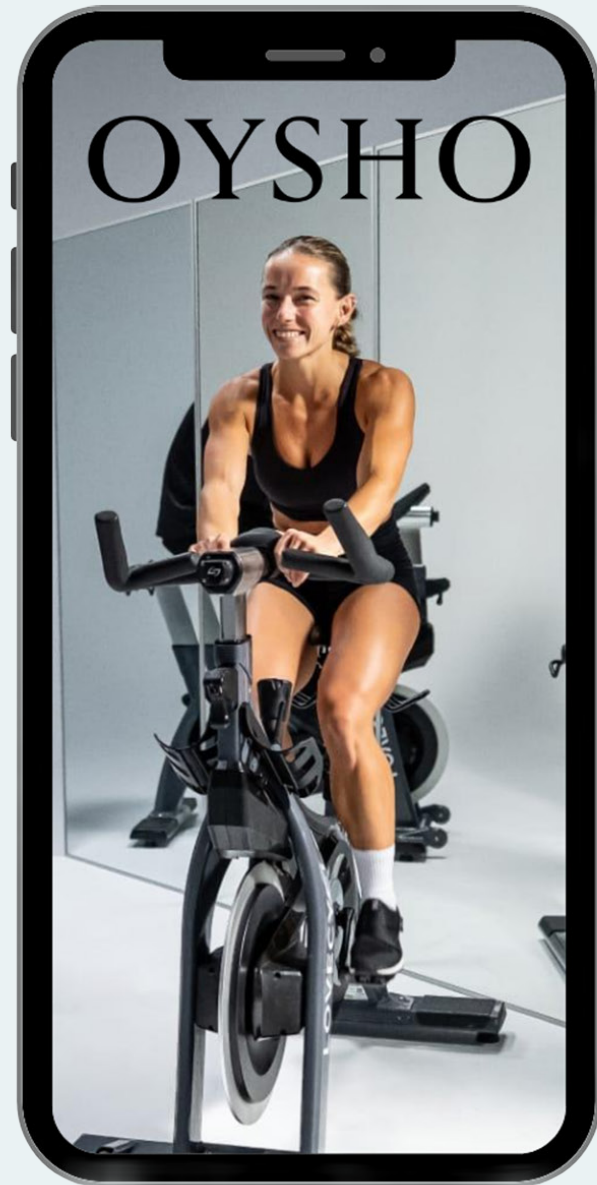
COMMUNICATION & PROMOTIONAL PLAN



PROMOTIONAL TIMELINE

	PROMOTIONAL ACTIVITY OUTLINE											
	Pre-Launch				Launch	Post-Launch						
	January	February	March	April	May	June	July	August	September	October	November	December
Teaser Campaign												
Full Campaign												
Instagram and Facebook Ads												
Influencer Partnerships												
Social Media Posts												
Launch Event												
Print Advertising												
OOH Advertising												
Offers and Promotions												





RATIONAL

Leveraging the customer insights derived from our target customer analysis and considering trends and best marketing practices in India, we devised a comprehensive and detailed communication and promotional plan.

To promote Oysho's global expansion in the Indian market, social media platforms like Instagram, Facebook, and YouTube are highlighted as effective channels to enhance brand awareness and create engaging content. This aligns directly with Oysho's target audience's digital behavior and fitness interests.

In addition to digital platforms, influencer marketing will play a key role. Collaboration with India-based fitness trainers, yoga experts, and athletes to promote Oysho apparel and the Oysho training app. This will help reach a broader audience while fostering credibility and leveraging the person's credibility and fitness-focused community.

Digital advertising will also be essential, providing high-quality digitally targeted content to enhance visibility and boost sales.

Launch events in their physical stores will allow Oysho to engage directly with new customers. To build trust and visibility, they could organize in-store events like training sessions to engage with different customers actively.

Promotional campaigns and encouraging the pre-existing Oysho membership program will be essential to building long-lasting relationships and trust.

Out-of-home advertising is a logical way to vary the marketing mix and target a wider segment. Traditional and digital out-of-home advertising is increasing in India and has proven effective.

OMNICHANNEL STRATEGY

In-store specialty Events

After hosting the launch event, Oysho will hit specialty events, showcasing their exclusive collections preview, engaging influencers and celebrities, and organizing wellness sessions. It would focus on creating customer experiences, like live workouts and themed experiences, and conducting seasonal activations. This would create a dynamic brand environment, fostering community engagement, strengthening brand loyalty, and elevating the in-store shopping experience.

Digital Strategy

Oysho focuses on strategies that best suit the Indian consumer base, which resonates with India's diverse, fashion-conscious consumers. They aim to increase brand awareness, footfall, and customer loyalty. They will be focusing on their approaches as stated below:

- SEO Optimization: Focusing on local search terms for activewear and athleisure.
- CRM: Offering personalized discounts and holiday promotions and communicating via SMS/WhatsApp.
- Instagram Campaigns: Work with Indian influencers, conducting challenges and contests.
- Facebook Ads: Advertising via local languages and local store events.
- Regional Collaborations: Cooperating with Indian sportspersons and wellness trainers.





PROMOTIONAL PLAN

PRE-LAUNCH



Objective: Increase brand awareness in the new region and generate buzz and excitement for the new store opening.

Tasks: Launch a teaser campaign and distribute promotional materials via social media and out-of-home advertising.

LAUNCH



Objective: Further increase brand awareness in the new region and convert the awareness into connections and sales.

Tasks: Launch campaign and host a yoga launch event. Increase social media presence, influencer collaborations, and advertising.

POST-LAUNCH



Objective: Build consumer trust and connections. Create promotions that boost sales and inventory turnover.

Tasks: Continue social media posting and all advertising mediums. Occasional, strategically planned promotions and in-store events.

STAFFING & RECRUITING





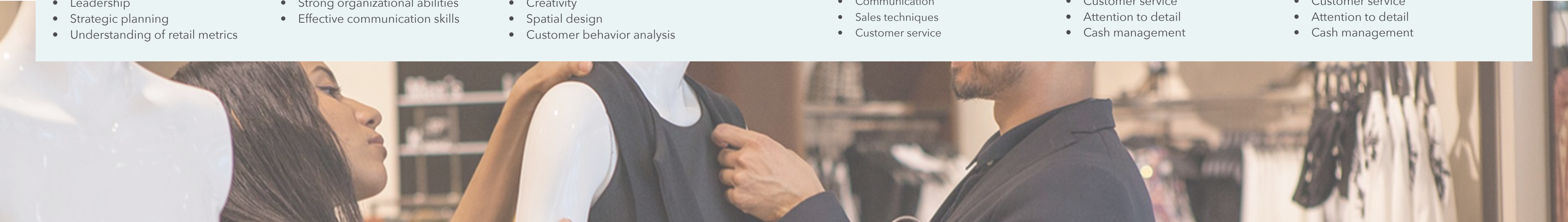
KEY TASKS

The key tasks for the store will be divided into the following areas:

- **Store Operations:** Inventory management, visual merchandising, cash handling
- **Sales & Customer Service:** Assisting customers, cross-selling, handling queries
- **Marketing & Branding:** Local promotions, influencer collaborations, in-store events
- **HR & Admin:** Recruitment, training, performance evaluation
- **Logistics & Supply Chain:** Stock replenishment, coordination with warehouses

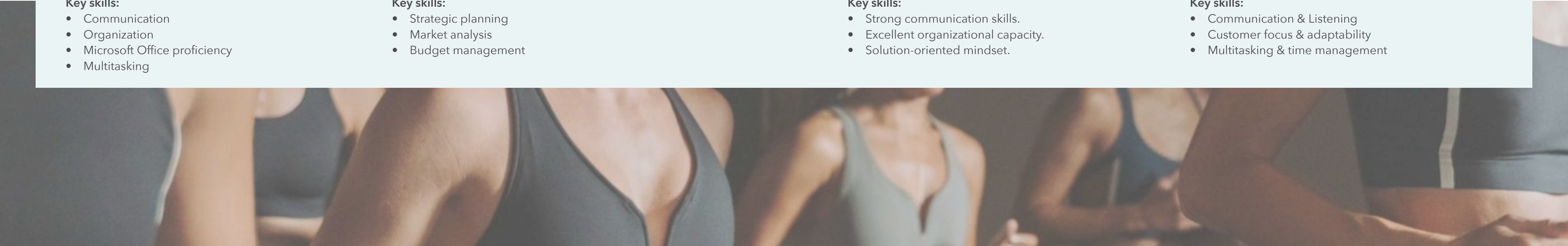
IN-STORE

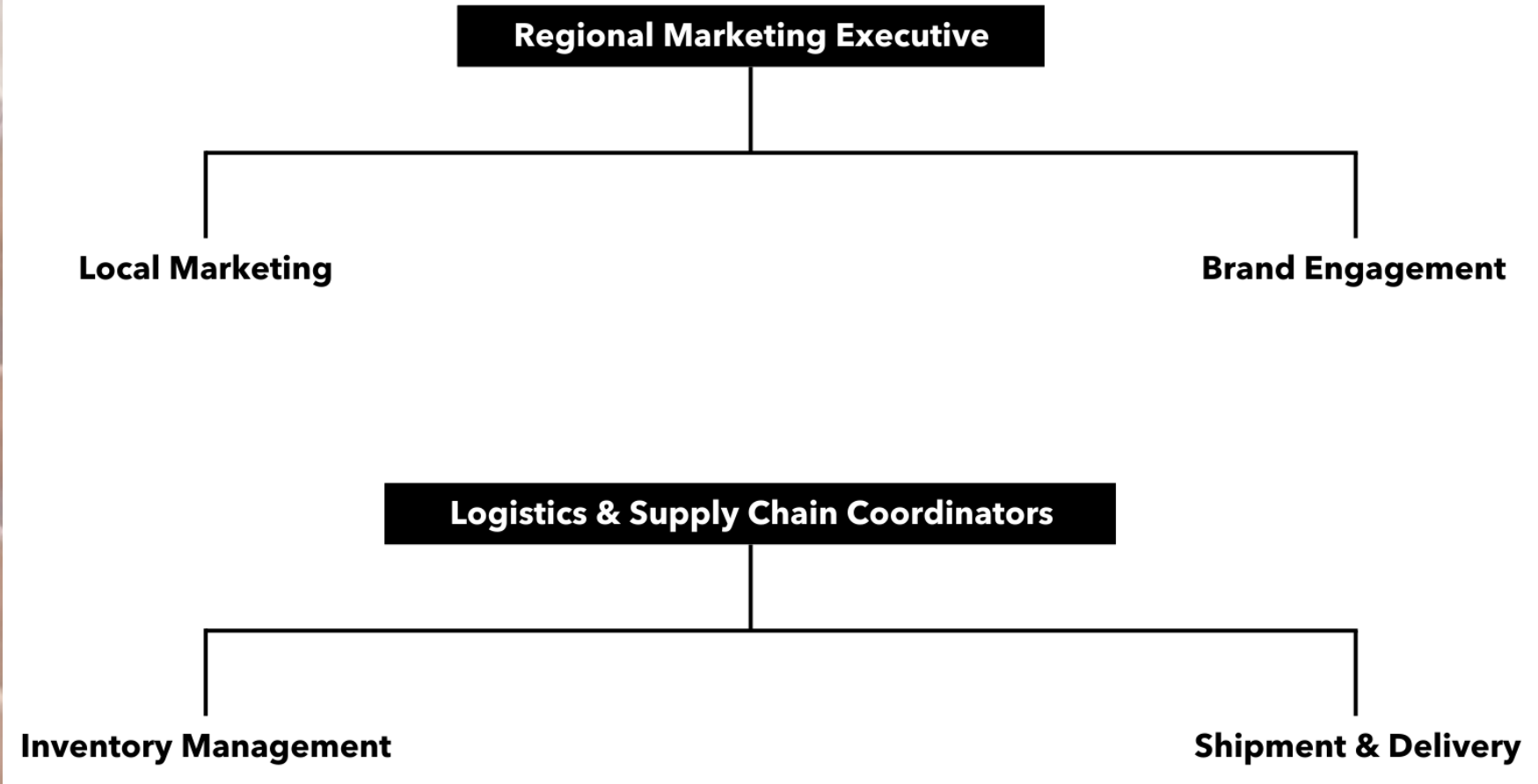
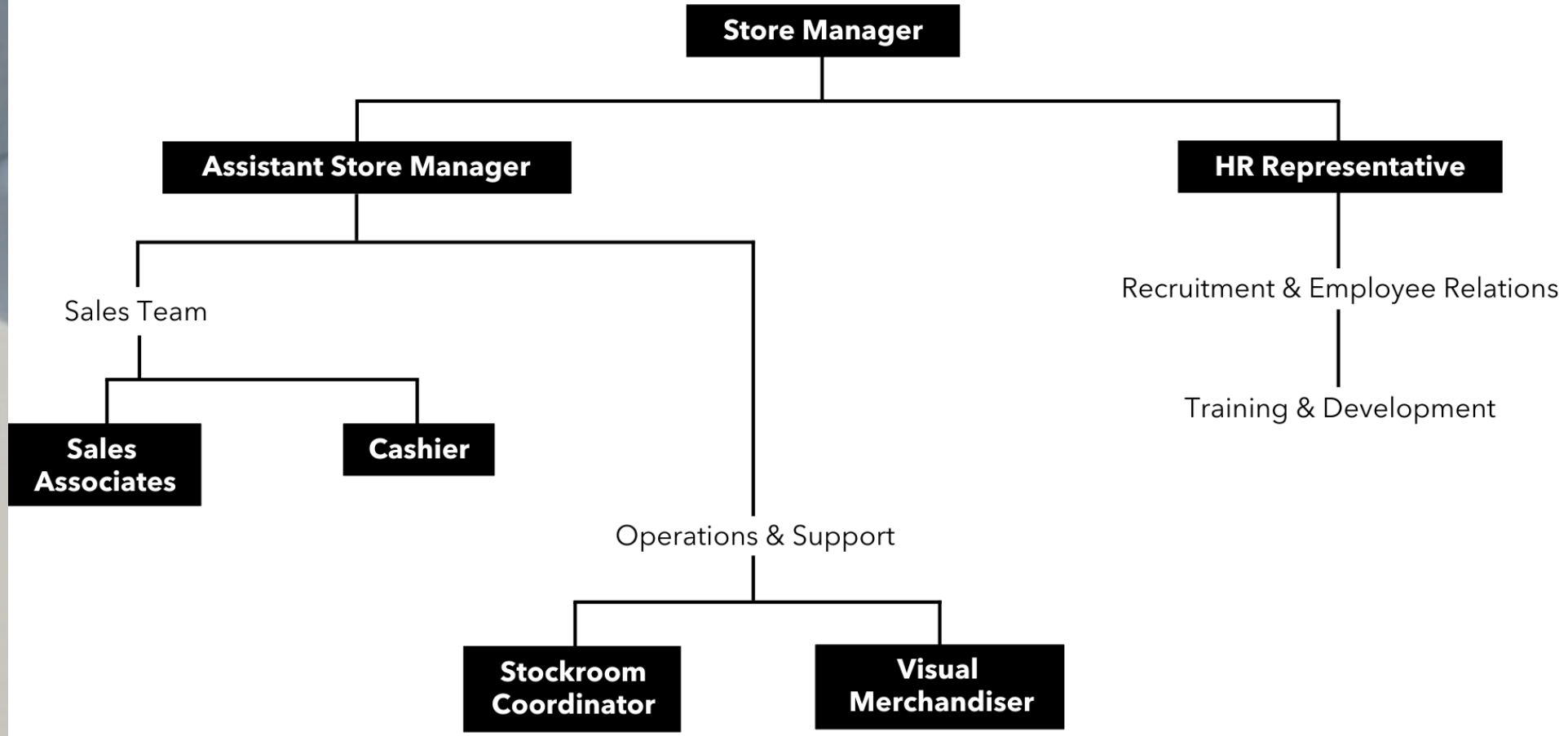
Store Manager	Assistant Store Manager	Visual Merchandiser	Sales Associates	Cashier	Stockroom Coordinator
<p>Responsibilities:</p> <ul style="list-style-type: none">• They are considered as ship’s pilots.• Their duties are managing employees and planning sales.• Responsible for in-depth comprehension of retail operations.• Should have a degree in management or business.• Extensive retail experience increases the candidate’s strength.	<p>Responsibilities:</p> <ul style="list-style-type: none">• They are responsible for supporting the store manager.• He/she oversees Human resources, Inventory control, and Various operational tasks.• They are required to have 2-3 years of retail experience.• It is preferred that they have a higher education.	<p>Responsibilities:</p> <ul style="list-style-type: none">• They should focus on creating an engaging, visually appealing store environment.• Needs to have creativity and knowledge of spatial design.• Experience in visual merchandising and a relevant degree	<p>Responsibilities:</p> <ul style="list-style-type: none">• Customer engagement and sales assistance.• High school education and retail experience are preferred.• Must be able to provide product information and recommendations.• Manage the inventory and be responsible for restocking the shelves.• Get in to meet the sales targets and upsell the products.	<p>Responsibilities:</p> <ul style="list-style-type: none">• Supervising the checkout area and handling cash.• Being able to manage customer inquiries and resolve issues.• Preferred with retail checkout experience and a high school diploma.• Acts for the transactional errors and the frontline defense against fraud.	<p>Responsibilities:</p> <ul style="list-style-type: none">• Performing all the incoming receiving inspections for the purchase.• Perform kitting for new work orders.• Make sure to issue parts for shortage and scraps.• Organize the stockroom for new and existing components.• Perform cycle counts for monthly and year-end inventory.
<p>Key skills:</p> <ul style="list-style-type: none">• Leadership• Strategic planning• Understanding of retail metrics	<p>Key skills:</p> <ul style="list-style-type: none">• Strong organizational abilities• Effective communication skills	<p>Key skills:</p> <ul style="list-style-type: none">• Creativity• Spatial design• Customer behavior analysis	<p>Key skills:</p> <ul style="list-style-type: none">• Communication• Sales techniques• Customer service	<p>Key skills:</p> <ul style="list-style-type: none">• Customer service• Attention to detail• Cash management	<p>Key skills:</p> <ul style="list-style-type: none">• Customer service• Attention to detail• Cash management



SUPPORT ROLES

<h2>HR Representative</h2> <p>Responsibilities:</p> <ul style="list-style-type: none">Keeps up-to-date personnel records, including contact information, job classification, salary ranges, etc.Keeps track of open positions and applications and manages job advertisements.Sort through applications and set up initial interviews.Helps provide health, dental, life, and other benefits to employees.Performs or supports compliance audits and required reports <p>Key skills:</p> <ul style="list-style-type: none">CommunicationOrganizationMicrosoft Office proficiencyMultitasking	<h2>Regional Marketing Executive</h2> <p>Responsibilities:</p> <p>Determine the region’s marketing aims and objectives.</p> <ul style="list-style-type: none">Create and suggest tactics for regional marketing initiatives.Strengthen brand positioning by analyzing local competition.Keep an eye on and oversee the regional marketing budget.Adapt localized demands to national marketing strategies. <p>Key skills:</p> <ul style="list-style-type: none">Strategic planningMarket analysisBudget management	<h2>Logistics & Supply Chain Coordinator</h2> <p>Responsibilities:</p> <ul style="list-style-type: none">Organizes precise and on-time shipment arrangements.Verify that the shipping paperwork and orders are accurate.Find shipment mistakes and correct them.Manage the manufacturing schedule.Acknowledge orders and make inventory updates. <p>Key skills:</p> <ul style="list-style-type: none">Strong communication skills.Excellent organizational capacity.Solution-oriented mindset.	<h2>Customer Service Representative</h2> <p>Responsibilities:</p> <ul style="list-style-type: none">Create sales leads and handle incoming calls.Determine the demands of your customers and give them reliable information.Respond to complaints, offer remedies, and guarantee a resolution.keeps track of client information and handled accounts.Develop enduring relationships with customers and trust. <p>Key skills:</p> <ul style="list-style-type: none">Communication & ListeningCustomer focus & adaptabilityMultitasking & time management
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RECRUITMENT STRATEGY

Local Hiring: The focus would be to hire local employees who already have good experience in Indian retail culture and understand Indian consumer preferences.

Job Portals & Social Media: Indeed, Naukri, LinkedIn, Foundit, and Instahire are some platforms where most people look and apply for jobs.

Employee Referrals: Recommendations from current Oysho workers working in other countries would greatly help.

Mall-Based Recruitment Drives: Collaborate with mall management for a better and faster recruiting process.

Luxury Retail & Fashion Schools: Focusing on hiring skilled personnel from renowned fashion and luxury institutions like NIFT and Pearl Academy.

TRAINING APPROACH

Oysho will have an extensive in-house training program for all its employees to provide a flawless customer experience. This will be carried out by a training manager who will be hired well before the store opens to train the team with the necessary operational and brand knowledge.

This training will cover:

Brand Identity & Values: Focusing on Oysho's history, mission, and commitment to innovation and sustainability.

Product Knowledge: Extensive knowledge of fabrics, fit, function, and new collections.

Customer Service Excellence: Interactive training in customer interaction, fashion tips, and conflict resolution.

Technical Training: Hands-on exposure to POS systems, inventory management software, and computer tools.

Store Operations: Merchandising, restocking, and store presentation policies.

TRAINING STRUCTURE

- The Store Managers would be given thorough training to allow them to operate the store efficiently without corporate management.
- To promote Oysho's brand image, Sales Associates shall receive in-depth training in company values, product information, and customer service excellence.
- This structured approach will give the team the skills and assurance to deliver a quality shopping experience according to Oysho's brand requirements.

COMPENSATION STRUCTURE

Position	Base Salary (INR)	Additional Benefits
Store Manager	₹60,000 - ₹90,000 (\$690 - \$1035)	Staff discounts, medical insurance, annual bonus
Assistant Store Manager	₹40,000 - ₹60,000 (\$460 - \$690)	Staff discounts, travel allowance, food coupons
Visual Merchandiser	₹35,000 - ₹55,000 (\$402 - \$630)	Flexible shifts, product perks, creative workshops
Sales Associate	₹25,000 - ₹40,000 (\$290 - \$460)	Free uniforms, performance bonuses, daily meal allowance
Cashier	₹20,000 - ₹35,000 (\$230 - \$402)	Travel allowance, meal vouchers, overtime pay
Stockroom Coordinator	₹25,000 - ₹38,000 (\$290 - \$440)	Flexible schedules, festival bonuses, health benefits
HR Representative	₹40,000 - ₹60,000 (\$460 - \$690)	Health insurance, employee wellness programs
Regional Marketing Executive	₹70,000 - ₹1,00,000 (\$805 - \$1150)	Travel perks, networking event access, luxury brand collaborations
Logistics & Supply Chain Coordinator	₹40,000 - ₹60,000 (\$460 - \$690)	Transport allowance, flexible schedules, annual performance bonus
Customer Service Representative	₹25,000 - ₹40,000 (\$290 - \$460)	Work-from-home options, performance perks, shopping discounts

STAFF KPIs

Sales per Square Foot (INR/sq. ft.) = total sales / total square footage of the selling area

The most critical KPI for Oysho's India store will be Sales per **Square Foot (INR/sq. ft.)**, directly reflecting the store's performance in a mall setting.

Other key KPIs include:

Conversion Rate: % of visitors who make a purchase

Average Transaction Value (ATV): The average amount spent per customer

Stock Turnover Rate: How quickly inventory is sold and replenished

Customer Retention Rate: Repeat customers based on loyalty programs





REWARDING APPROACH

Monetary Incentives:

- Performance bonuses, gift vouchers, and profit-sharing.
- Incentives valuing employees' efforts.
- This would encourage them even more.

Career Development:

- Training, workshops, and leadership roles.
- This would help employees improve their skills and careers.
- It would encourage them to show more interest in the company.

Recognition & Appreciation:

- Public acknowledgment of accomplishment through "Employee of the Month" programs.
- Internal recognition and individualized thankfulness produce a positive and productive work environment.

Work-Life Balance:

- Have the advantage of flexible working hours and other paid time off as compensation.
- This enhances employees' well-being, reduces stress, and increases job satisfaction.

Health & Wellness:

- Provide them with gym membership, wellness programs, and mental well-being support programs.
- This helps them physically and mentally, which helps enhance productivity and job satisfaction.

FINANCIALS



FINANCIAL KPIs

SALES GROWTH

Following Inditex's expectations that annual gross space will contribute positively to sales in 2025-2026, one goal is to contribute a **5% increase** in OYSHO's **net sales growth** over **1 year**.

Rational:
This objective receives support from the impacts of past Oysho expansions. One example can be found in the difference that an additional 2,000 square meters of total selling space made to Oysho's net sales from 2022 to 2023. This resulted in 19.42% growth in the brand's net sales, and justifies a 5% expectation

PROFIT MARGIN STABILITY

This plan does not intend to shrink or grow the brand's **profit margins**, aligning with Inditex's expectations for the brand to produce stable margins. Instead, the goal will be to **maintain stability** at a rate of **58.4%** for the **following year**.

Rational:
This metric follow's the last three reported profit margins of Inditex with 2022 at 57%, 2023 at 57.8%, and 2024 (1st half) 58.3%. The latest report also predicts future profit margin stability while accounting for increased investments in expansion.

LOWER OPERATING COSTS

A strength of the brand lies in its cost management discipline. Success of this expansion will track costs associated with its **operating expenses**. The team intends to manage low operating costs that equate to **27% of net sales** for the next **3 years**.

Rational:
This figure is similar to Inditex's latest financial reports on Oysho with an increase that provides the new location with enough financial backing to complete higher transactions associated with the expansion.



SALES FORECAST

Daily Foot Traffic		28000	27000	29000	30000	34000	37000	39000	
Percentage of Conversion		0.25%	0.25%	0.25%	0.25%	0.45%	0.48%	0.49%	
		Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	
Footfall		70	68	73	75	153	178	191	
Conv. %		15.00%	15.00%	15.00%	15.00%	20.00%	38.00%	38.00%	
Average Basket		₹ 20,498.05	₹ 20,498.05	₹ 20,498.05	₹ 20,498.05	₹ 20,498.05	₹ 20,498.05	₹ 20,498.05	
		TOT.REV	TOT.REV	TOT.REV	TOT.REV	TOT.REV	TOT.REV	TOT.REV	
		₹ 215,229.50	₹ 207,542.73	₹ 222,916.27	₹ 230,603.03	₹ 627,240.25	₹ 1,383,372.23	₹ 1,488,527.21	₹ 4,375,431.23
Cost of Goods Sold	60% Markup	₹ 86,091.80	₹ 83,017.09	₹ 89,166.51	₹ 92,241.21	₹ 250,896.10	₹ 553,348.89	₹ 595,410.89	₹ 1,750,172.49
		Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	
Leggings	15%	₹ 32,284.42	₹ 31,131.41	₹ 33,437.44	₹ 34,590.46	₹ 94,086.04	₹ 207,505.83	₹ 223,279.08	
Trousers	15%	₹ 32,284.42	₹ 31,131.41	₹ 33,437.44	₹ 34,590.46	₹ 94,086.04	₹ 207,505.83	₹ 223,279.08	
Sports Bras	10%	₹ 21,522.95	₹ 20,754.27	₹ 22,291.63	₹ 23,060.30	₹ 62,724.03	₹ 138,337.22	₹ 148,852.72	
T-shirts/Tops	15%	₹ 32,284.42	₹ 31,131.41	₹ 33,437.44	₹ 34,590.46	₹ 94,086.04	₹ 207,505.83	₹ 223,279.08	
Shirts	15%	₹ 32,284.42	₹ 31,131.41	₹ 33,437.44	₹ 34,590.46	₹ 94,086.04	₹ 207,505.83	₹ 223,279.08	
Brief Packs	3%	₹ 6,456.88	₹ 6,226.28	₹ 6,687.49	₹ 6,918.09	₹ 18,817.21	₹ 41,501.17	₹ 44,655.82	
Socks	3%	₹ 6,456.88	₹ 6,226.28	₹ 6,687.49	₹ 6,918.09	₹ 18,817.21	₹ 41,501.17	₹ 44,655.82	
Swimsuits	10%	₹ 21,522.95	₹ 20,754.27	₹ 22,291.63	₹ 23,060.30	₹ 62,724.03	₹ 138,337.22	₹ 148,852.72	
Footwear	5%	₹ 10,761.47	₹ 10,377.14	₹ 11,145.81	₹ 11,530.15	₹ 31,362.01	₹ 69,168.61	₹ 74,426.36	
Bags	4%	₹ 8,609.18	₹ 8,301.71	₹ 8,916.65	₹ 9,224.12	₹ 25,089.61	₹ 55,334.89	₹ 59,541.09	
Sporting Equipment	5%	₹ 10,761.47	₹ 10,377.14	₹ 11,145.81	₹ 11,530.15	₹ 31,362.01	₹ 69,168.61	₹ 74,426.36	

UNITS SOLD PER DAY

	Average Price	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	
		AVR.UNIT	AVR.UNIT	AVR.UNIT	AVR.UNIT	AVR.UNIT	AVR.UNIT	AVR.UNIT	WEEK TOTAL
Leggings	₹ 7,281.89	3	3	3	3	8	19	20	58
Trousers	₹ 8,984.15	2	2	2	2	6	15	16	47
Sports Bras	₹ 4,633.93	3	3	3	3	8	20	21	61
T-shirts/Tops	₹ 3,877.37	5	5	5	5	15	35	38	108
Shirts	₹ 5,579.63	4	3	4	4	10	25	27	76
Brief Packs	₹ 2,837.10	1	1	1	1	4	10	10	29
Socks	₹ 2,742.53	1	1	1	2	4	10	11	30
Swimsuits	₹ 4,633.93	3	3	3	3	8	20	21	61
Footwear	₹ 8,984.15	1	1	1	1	2	5	5	16
Bags	₹ 5,390.49	1	1	1	1	3	7	7	21
Sporting Equipment	₹ 5,863.34	1	1	1	1	3	8	8	24

*Sales forecasts calculated based on annual foot traffic of 12 million individuals to Ambience Mall, with highest footfalls on weekends (Days 6 and 7).

*Conversion rates created with data on engagement rate trends and sales of similar retailers at this location.

OPERATIONS BUDGET

HUMAN RESOURCES BUDGET

	Annually
Rent	₹ 3,000,000.00
Utilities	₹ 253,447.60
Maintenance	₹ 45,866.45
Miscellaneous	₹ 113,484.00
Total	₹ 3,412,798.05

Retail spaces at Ambiance Mall lease for INR 250,000 monthly.

Utility factors include New Delhi averages for electricity, A/C, heating, water, waste, and internet.

Maintenance includes regular maintenance for common areas and on request assistance for leased area.

Miscellaneous operations account for any unexpected or menial purchases related to the day-to-day processes of this location.

	Employees	Salary	Total
Store Manager	1	₹ 75,000.00	₹ 75,000.00
Assistant Store Manager	1	₹ 50,000.00	₹ 50,000.00
Visual Merchandiser	1	₹ 45,000.00	₹ 45,000.00
Sales Associates	3	₹ 32,500.00	₹ 97,500.00
Cashier	1	₹ 27,500.00	₹ 27,500.00
Stockroom Coordinator	1	₹ 44,000.00	₹ 44,000.00
HR Representative	1	₹ 50,000.00	₹ 50,000.00
		Annual Total	₹ 556,500.00

LOGISTICS BUDGET

	Annual Expense	
Replenishment	₹	5,106,780.00
Freight	₹	6,760,998.44
Inland Transportation	₹	196,611.03
Other Expenses	₹	1,535,249.38
Total	₹	13,599,638.85

Retail spaces at Ambiance Mall lease for INR 250,000 monthly.

Utility factors include New Delhi averages for electricity, A/C, heating, water, waste, and internet.

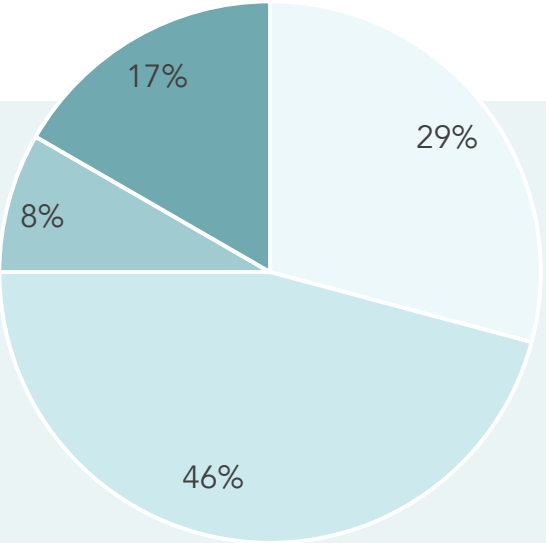
Maintenance includes regular maintenance for common areas and on request assistance for leased area.

Miscellaneous operations account for any unexpected or menial purchases related to the day-to-day processes of this location.

PROMOTIONAL ACTIVITIES BUDGET

Promotional Activities Budget

Pre-Launch Launch Post-Launch Ongoing



- Pre-Launch**
- Social Network and Digital Advertising: INR 1,891,400.00
 - Influencer Marketing: INR 1,418,550.00
- Launch**
- Events: INR 2,837,100.00
 - Social Network and Digital Advertising: INR 2,364,250.00
- Post-Launch**
- Digital Advertising and Traditional Media: INR 945,700.00
 - Ongoing: Digital Advertising (Rewards Program and Loyalty App)- INR 1,134,840.00
 - Social Network, Digital Advertising, Traditional Media: INR 756,560.00
 - Total: INR 11,348,400.00

INCOME STATEMENT (PROFIT & LOSS)

Income Statement		
Net Revenue	₹	227,522,423.81
Cost of Goods Sold	₹	91,008,969.52
Gross Margin	₹	136,513,454.29
Fixed Expenses	₹	28,337,038.85
Variable Expenses	₹	412,798.05
Amortization and Depreciation Charge	₹	6,200.00
EBIT	₹	107,757,417.39
Corporate Income Tax (25% of net income)	₹	56,880,605.95
Net Profit	₹	50,876,811.44

*Corporate Income Tax of 25% for companies with less than 4 billion turnover every fiscal year. Once that figure is reached, tax will become 35%.

CASH FLOW STATEMENT

Cash Flow Statement		
Cash From Operating Activities	Net Profit	₹ 50,876,811.44
	Depreciation	₹ -6,200.00
		₹ 50,870,611.44
Cash From Operations		
Cash From Investing Activities	PPE	₹ -5,094,537.20
	Other Long-Term Assets	-
Cash From Investing		₹ -5,094,537.20
Change in Cash		₹ 45,776,074.24
Cash at Beginning		-
Cash at End	₹	45,776,074.24

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