



ICC PRE-CASE 2025



TEAM AFICIONADOS



IIT KANPUR



TEAM INTRODUCTION



THE BODY SHOP

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EXECUTIVE SUMMARY

1. Business Model and Industry Analysis

- Understanding the Revenue Streams
- Unveiling Consumer Trends
- Analysing the Chinese Markets

2. User Research and Competitive Landscape

- Gauging Public Sentiment about the Beauty and Personal Care Industry
- Performing an Industry Analysis

SOLUTION 1 | Enhancing Supply Chain and Sustainability

- Solution Overview
- Events and Influencer Partnerships
- Integrating AI within the Service
- Exploring Ayurvedic offerings
- Stating the Impact of each option

SOLUTION 2 | Expanding Operations to Tier-2 and Tier-3

- Solution Overview
- Exploring Various Alternatives and Comparing Them
- Opening Outlets and Exploring New Offerings
- Leveraging Local Festivals

SOLUTION 3 | Marketing Channels and User Engagement

- Solution Overview
- Customer Engagement

Appendix

- Supply Chain and SWOT Analysis



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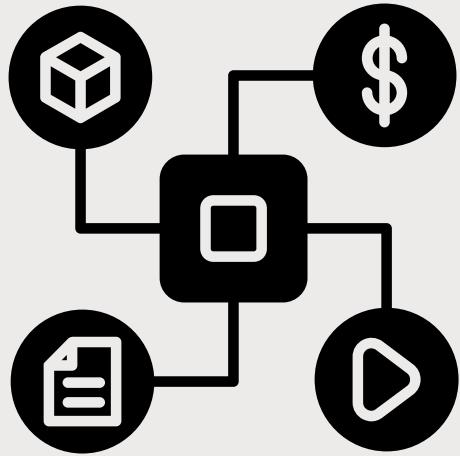
Solutions

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BUSINESS MODEL



The Body Shop operates on a sustainable, ethical, and socially-conscious business model with a focus on natural, cruelty-free products.



Value Proposition

- Natural Ingredients:** Focus on products made with sustainably sourced, plant-based ingredients.
- Ethical Practices:** Strong stance against animal testing and commitment to fair trade practices.
- Social Responsibility:** Advocates for community-driven initiatives and global issues such as women's rights, biodiversity, and ethical trade.

Revenue Streams

- Retail Sales:** Primary revenue from physical stores in urban and semi-urban locations.
- E-commerce:** Direct-to-consumer (D2C) website and sales through marketplaces like Amazon and Nykaa.
- Corporate Gifting and Partnerships:** Customized solutions for gifting, especially during festive seasons.

Target Customers

- Urban Millennials & Gen Z:** Eco-conscious consumers valuing natural, cruelty-free, and premium products.
- Socially Responsible Buyers:** Customers supporting ethical trade and sustainability campaigns.
- Health-conscious Demographic:** Consumers preferring natural over chemical-based skincare and beauty products.



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INDUSTRY ANALYSIS

MARKET SIZE & GROWTH

- Valued at approximately **\$296 Bn** in 2022, projected to grow at CAGR of **6%**
- Asia-Pacific is the fastest growing contributing **40%** of total revenue led by countries like China, India and South Korea

SUSTAINABILITY & INNOVATION

- The rise of vegan cosmetics is projected to grow the segment at a CAGR of **6-8%** through **2030**.
- About **50%** of consumers prefer brands emphasizing natural and sustainable sourcing

KEY SEGMENTS

- Skincare contributes over **44%** followed by haircare (20%), makeup (17%), fragrances (11%).
- Organic and natural products are gaining significant traction, expected to surpass **\$20 billion** by 2025.

CONSUMER TRENDS

- Millennials and Gen Z are the driving forces, focusing on sustainable, cruelty-free products.
- E-commerce accounts for **25-30%** of total sales, with online platforms becoming a key channel for cosmetics purchases.

SLOWDOWN OF CHINA'S ECONOMY

China's beauty market grew only 3 percent—driven entirely by price growth, by volume it grows for about nearly 0 percent.

Macroeconomic factors, low consumer confidence, and widespread discounting (which led consumers to delay purchases for lower prices) impacted China's beauty sector performance.

Middle- and high-income consumers in China plan to increase beauty spending through 2024, while low-income consumers intend to spend less, potentially impacting the sector's performance.

Due to slow down of China, India emerges as the leading very high growth market in the industry of the year



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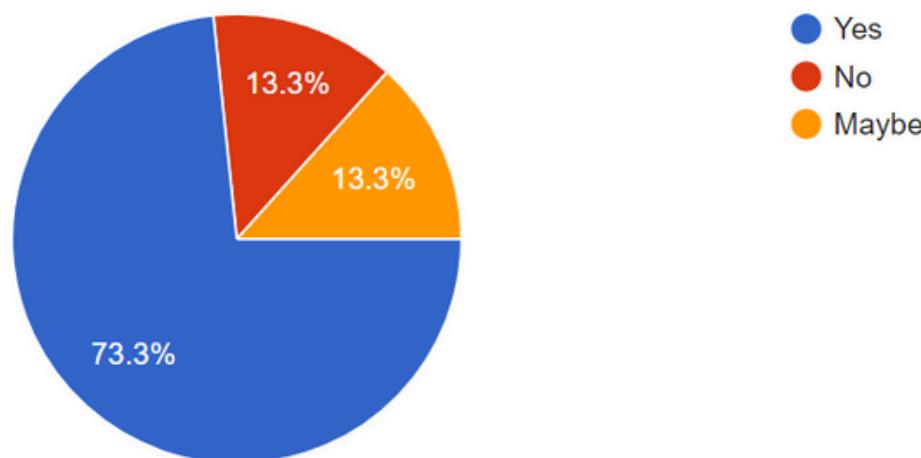
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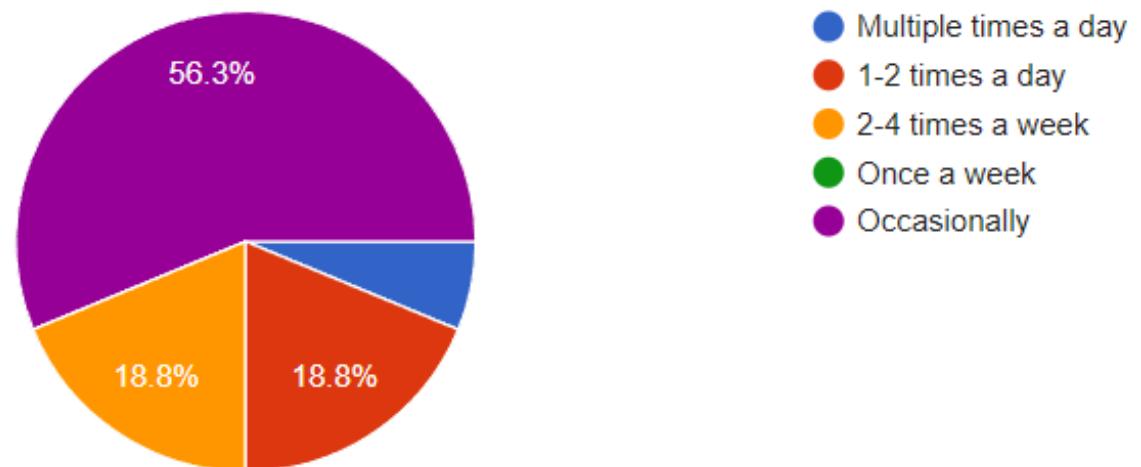
USER RESEARCH

WE HAVE TAKEN ABOUT 200+ RESPONSES AND GOT THE FOLLOWING INSIGHTS

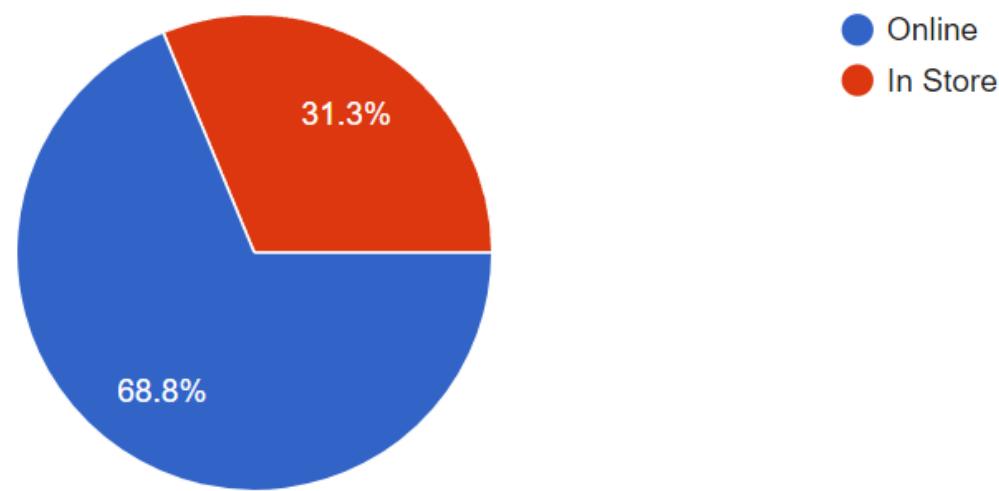
Would you like if beauty products company provide any tutorial and guide for skin care?



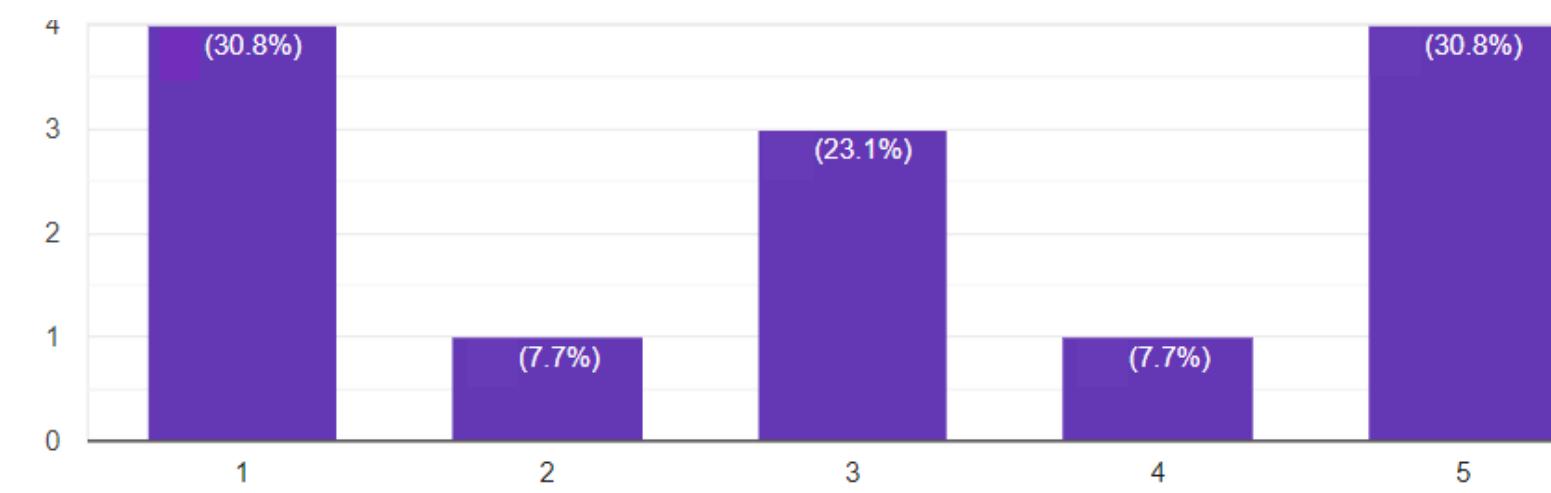
How often do you use beauty and personal care products



Do you prefer online or in store shopping of beauty products



How important is cruelty-free certification for the products you buy on a scale of 1 to 5 ?



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COMPETITIVE LANDSCAPE

			 Luxurious Ayurveda			
Main Areas	Sustainable & ethical beauty	E-commerce & beauty retail	Luxury Ayurveda	Trendy & cruelty-free cosmetics	Natural & toxin-free products	Affordable beauty & cosmetics
Key Brands	The Body Shop	Nykaa Naturals, Kay Beauty	Forest Essentials, Babycare	Sugar, Aquaholic, Smudge Me Not	Mamaearth, The Derma Co., Aqualogica	Lakmé Absolute, 9to5, Iconic
Geography	Pan-India (urban focus)	Pan-India (Tier 1 & Tier 2 cities)	Premium urban areas in India	Pan-India (Tier 1 & Tier 2 cities)	Pan-India (strong digital presence)	Pan-India (urban & rural)
Demography	Youth & eco-conscious buyers	Millennials, Gen Z, working women	Premium consumers seeking Ayurveda	Young urban women, beauty enthusiasts	Families seeking toxin-free skincare	Mass-market consumers
Recent Events	Launched vegan products, refill stations	Launched global brands, offline expansions	Acquired SM Entertainment	Raised funding, expanded offline presence	Acquired BBLUNT, filed for IPO	Introduced natural formulations
ESG Score	22.8	18.6	21.4	17.5	19.2	16.8



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REVIVING SOCIAL MEDIA ENGAGEMENT

INITIATIVES

- Introduce an annual “**Cruelty-Free Day**” where a percentage of sales goes to supporting animal welfare and ethical research initiatives. This reinforces brand integrity and resonates with a younger, ethically driven demographic.
- **Influencer Collaborations:** Identify **50-100 influencers** with niche audiences aligned with Body Shop values, influencers who regularly post about sustainability, clean beauty advocates, and body positivity to attract young customers.
- Target a mix of **nano-influencers** (5K-20K followers) and **micro-influencers** (20K-100K followers) for higher engagement rates.
- **"How It's Made" Series:** Create engaging videos or interactive digital content highlighting: **Ingredient** sourcing (e.g., showing fair trade partnerships), The manufacturing process, emphasizing cruelty-free and sustainable practice and Eco-friendly packaging solutions



IMPACT



- The Cruelty-Free Day campaign will involve an estimated expense of **₹80L-1.2 Cr** assuming **we donate 5-10%** of our daily sales for that day. **10-15% sales boost on the event day** is expected along with an enhanced brand image among GenZ.
- **Influencer collaborations** will need an estimated expense of **₹70-80L** with an expected **increase in customers count by 2-3 lakh**. Revenues will directly be boosted **by ₹10-15 Cr**.
- **The How It's Made Series** will incur an expense of **₹30-35 lakh**. The direct impact of this will be **10-15% retention improvement, ₹5-8 crore revenue boost**.

*refer Appendix 1.1



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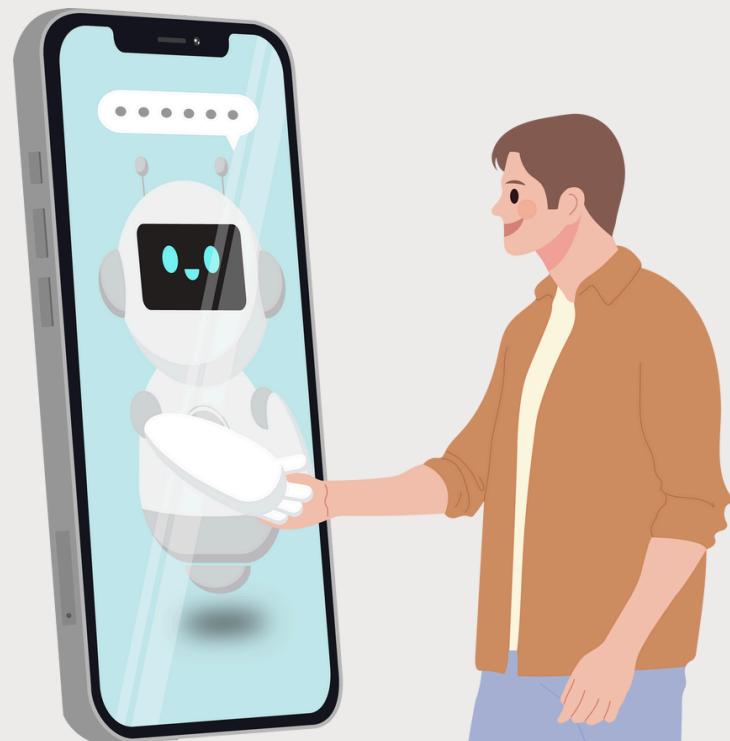
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HYPER-PERSONALISATION USING AI

INITIATIVES

- Launch “**My Body Shop: Your Personalized Skincare Assistant**” on the body shop website. This model will analyse the questions asked to the user using deep learning models. Based on the analysis, the app recommends products for different routines—day, night, seasonal care, and special treatments.
- Launch “**Body Shop SkinSync**” device. The device will take information from the existing main app regarding the user’s choices. It will then analyse the input and accordingly provide the best mix and dispense the required moisturiser/ serum/foundation/lipstick



IMPACT

- The company will incur a cost of around ₹ 1 Cr in the production and marketing of the skincare assistant. The R&D for the device will cost somewhere around ₹ 2 Cr. **Initial manufacturing and marketing costs of around ₹ 2-3 Cr** in total. This total spend will be almost **1.5%** of the revenue for the year.
- A **25-30% increase in conversion rates** is expected on the website thanks to the assistant model.
- High engagement from owning a personalized device leads to increased brand loyalty and repeat product sales for refills, **boosting long-term revenue by 10-20% per user**.
- Introducing a smart skincare device would position The Body Shop as a tech-driven, innovative player in the beauty market, attracting tech-savvy, youthful consumers.

*refer Appendix 1.1



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AYURVEDIC AND HERBAL BLENDS

INITIATIVES

- Launch a sub-brand named **TBS Prakriti** inspired by Ayurvedic principles, blending traditional Indian herbs with modern formulations for skincare, haircare, and wellness.
- **Offer customizable herbal oils or DIY kits** where customers can create their own blends using essential oils and natural additives. Features will include : allowing customers to choose their base oils (e.g., jojoba, almond, coconut), essential oils (e.g., lavender, rose, tea tree), and additional elements (e.g., aloe vera powder, turmeric, vitamin E) for a fully personalized experience.
- Provide **informative cards** or a digital guide with each kit that explains the benefits of each ingredient, how to blend them, and how to use the product for the best results. **Include tips on dosages and ratios** to avoid misuse.



IMPACT

- Brand is expected to incur an expense of **₹10 Cr** for the product development and marketing as first time expenses.
- The cost of manufacturing DIY kits can be low due to simple ingredients (e.g., essential oils, base oils). The personalized experience adds perceived value, allowing for a premium pricing model, this will allow us to have **high profit margins of more than 50%** on the item.
- TBS Prakriti could **capture 5–8% of the Indian Ayurvedic skincare market** in its first year, translating to **₹40–60 crore** in annual revenue.
- Opens opportunities for global export, particularly to regions with high demand for Ayurveda (e.g., the US, Europe, and Southeast Asia) where the **Ayurvedic segment is expanding at CAGR of 15–20%** .

*refer Appendix 1.1



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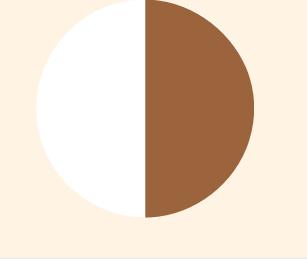
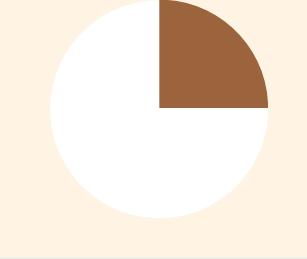
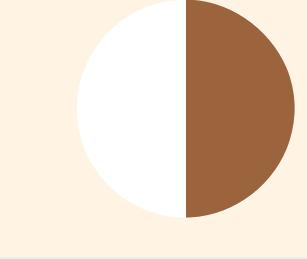
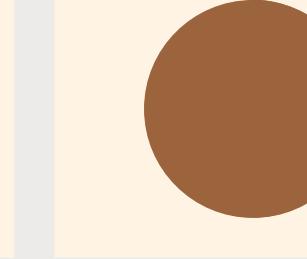
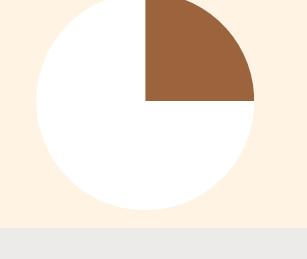
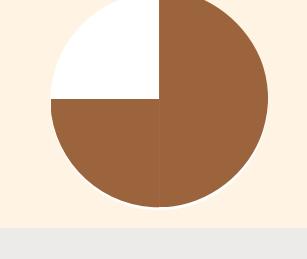
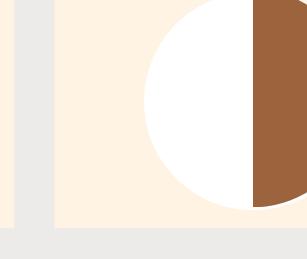
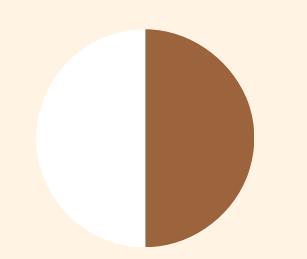
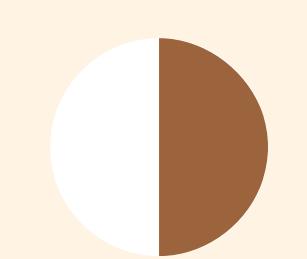
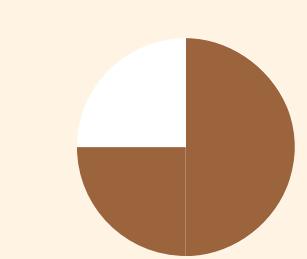
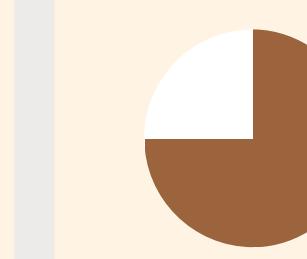
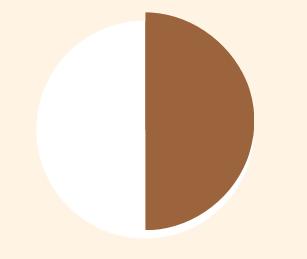
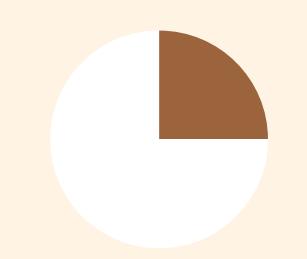
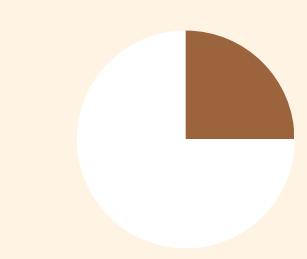
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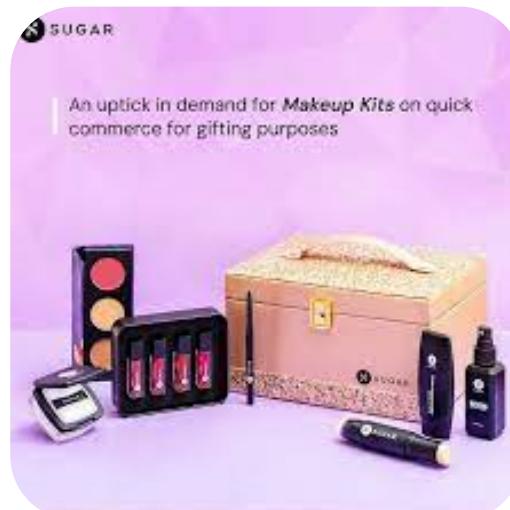
EXPANSION INTO TIER 2 AND TIER 3 CITIES

POSSIBLE INITIATIVES	OVERVIEW	IMPROVED GROWTH PROSPECTS	INCREASED PROFITABILITY	RISKINESS OF IMPLEMENTATION	INCREASED OUTREACH
Improved Influencer Marketing	Collaborate with micro and nano-influencers to connect with regional audiences authentically.				
Local Festivals	Align product launches and promotions with local festivals and events				
Increasing the Number of Stores	Expand its footprint by increasing the number of stores in Tier 2+ cities .Set up smaller, low-CAPEX kiosks in malls or high-footfall areas				
Introduce smaller, travel-sized versions of popular products	Launch smaller versions of products to lower the entry price point.				

AS MUCH AS 40% POPULATION OF INDIA WILL BE URBANIZED BY 2030

EXPANSION INTO TIER 2 AND TIER 3 CITIES

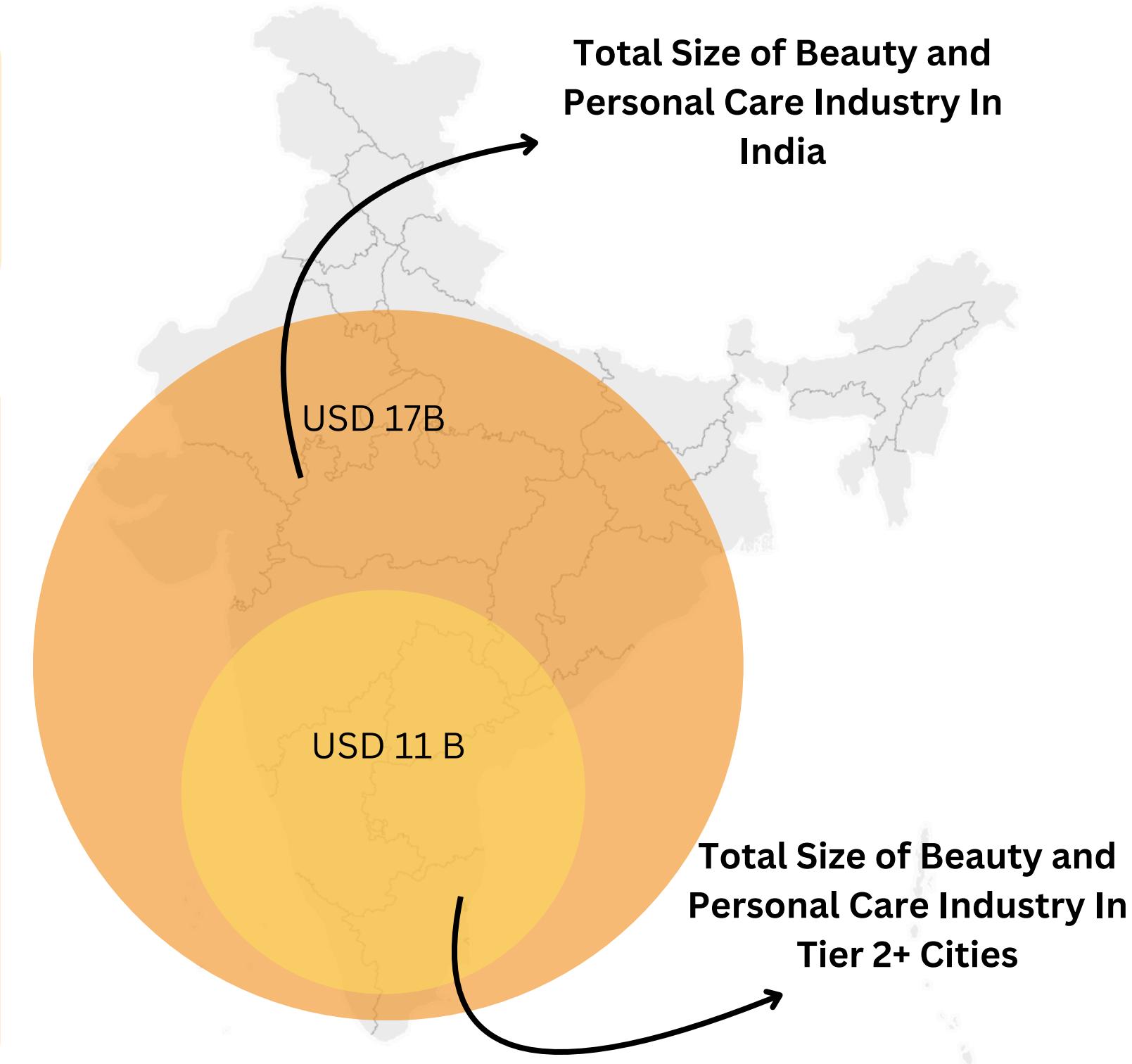
The Body Shop can expand by offering **franchises** to local entrepreneurs, minimizing direct CAPEX and enabling rapid store growth with limited capital investment. Combined with **collaborations with local retailers, referral schemes, and pop-up events** in non-metro cities , this approach can effectively enhance market penetration and brand visibility as done by **Nykaa** .



The Body Shop can introduce **eco-focused loyalty programs** to drive repeat purchases and customer retention:

- Eco-Loyalty Points:** Reward eco-friendly purchases and referrals, reinforcing the brand's sustainability ethos.
- Exclusive Member Offers:** Provide early access to sales and exclusive promotions for loyalty members.
- Subscription Boxes:** Launch curated skincare kits (monthly or quarterly) to replicate the success of Sugar and create consistent engagement.

These strategies, inspired by **Nykaa's “Pink Fridays”** and **Sugar's subscription models**, can build long-term customer loyalty and drive recurring revenue.



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EXPANDING IN TIER 2 AND TIER 3 CITIES BY LEVERAGING LOCAL FESTIVALS

INITIATIVES

1) Packaging

- a) Collaborate with local artisans to create festival-specific packaging that reflects regional traditions and languages, enhancing
 - Differentiates The Body Shop's products with unique, culturally relevant packaging.
 - Builds brand loyalty by connecting with regional identities and traditions.

2) Special Product Launches

a) Holi Color Care Collection

- Offer: Spend ₹1,500 and get 20% off + free Aloe Vera Gel for post-Holi skin.
- Campaign: “**Care Beyond Colors**” featuring hydration and protection essentials, promoted via influencer tutorials.

b) Women's Day Self-Care Kit

- Offer: Self-care bundles for ₹1,499 with Body Butter, Lip Balm, and Relaxation Mist.
- Campaign: “**Empowered Skin, Empowered You**” with workshops, donation drives, and ethical sourcing highlights.

c) Men's Day Grooming Box

- Offer: 15% off on purchases above ₹1,000 featuring Maca Root Shaving Cream and Face Scrub.
- Campaign: “**Celebrate the Gentlemen**” with fitness influencers promoting men's grooming routines.

IMPACT

- **Revenue Growth:** Festival sales can boost monthly revenues by 30%-40% during peak festival periods.
- **Customer Base Expansion:** Increased penetration into Tier 2 and Tier 3 cities, growing regional consumer loyalty.
- **Brand Equity:** Strengthened positioning as a socially conscious, premium brand that respects local traditions.



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COMMITMENT TO SUSTAINABILITY

INITIATIVES

- Minimalist formulations such as **waterless cosmetics** use fewer resources in production as well as in transportation and packaging. In addition, formula with decreased water content are less prone to microbial contamination and thus reduces need for additives such as emulsifiers and preservatives.
- Partner with **local recycling organizations**, municipal waste systems, and global networks to ensure packaging can be effectively recovered and processed.
- Include biotechnological technologies that transform biomass waste or CO₂ into cosmetic components or bioplastics. This aligns with the principles of a circular economy, emphasizing sustainability and resource efficiency.
- Shift 100% of delivery and transportation operations to **electric vehicles (EVs)** or other green freight options by 2030 to reduce supply chain emission
- Showcase the company's commitment to sustainability through **in-store displays and campaigns**.



IMPACT

- Reduction in emissions during transportation by **10-20%** due to lower weight and volume of waterless products
- Initial adoption of bioplastics could reduce conventional plastic use by 10-15% within 1-2 years
- By integrating circular economy principles, CO₂ emissions could decrease by up to 40% in 5-10 years.
- Use route optimization software to **reduce fuel consumption** and maximize EV efficiency.



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STRENGTHEN SUPPLY CHAIN OPERATIONS

INITIATIVES

- **Ethical Sourcing and Transparency:** Use blockchain technology to provide traceability of ingredients from sourcing to finished products, building trust with consumers
- Implement **AI-driven demand forecasting tools** to ensure optimal inventory levels across stores and e-commerce channels.
- **Strengthen Supplier Relationships:** Partner with ethical suppliers, especially in regions where The Body Shop sources raw materials (e.g., shea butter from Ghana or tea tree oil from Kenya). Work closely with suppliers to ensure fair wages, safe working conditions, and sustainable farming practices and give them a legal contract and not just dependency on trust.

IMPACT

- Brands using blockchain for **supply chain transparency** report up to a **20% increase in customer retention** and a 15-20% boost in sales from ethically conscious consumers.
- AI-driven demand forecasting can reduce inventory holding costs by 10-30%, while **improving stock availability by 5-10%**, leading to a long-term revenue by **10-20% per user..**
- Fair wages and sustainable practices can boost supplier productivity by 15-20%, while reducing supply chain disruptions by 30%, resulting in **cost savings of up to 10% annually.**



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CUSTOMER SOCIAL MEDIA ENGAGEMENT

Awareness

Branded hashtag campaigns

Launch campaigns like **#DIYWithBodyShop**, encouraging users to share DIY skincare recipes. This builds brand awareness through organic social sharing.

Engagement

Customer experiences and interactions

Motivate users to share their experiences with products, generating branded content that sparks likes, comments, and shares.

Consideration

Discounts, samples, and giveaways

Offer discounts, free samples, and giveaway entries for user participation, creating incentives for potential buyers to interact.

Intent

Exclusive rewards and incentives

Run competitions for larger prizes, such as a year's supply of products or exclusive workshops. This deepens intent and interest.

Purchase

Personalized storytelling and recognition

Develop features like Spotify's "Wrapped", showcasing customer purchases and contributions to sustainability, encouraging purchase behavior.

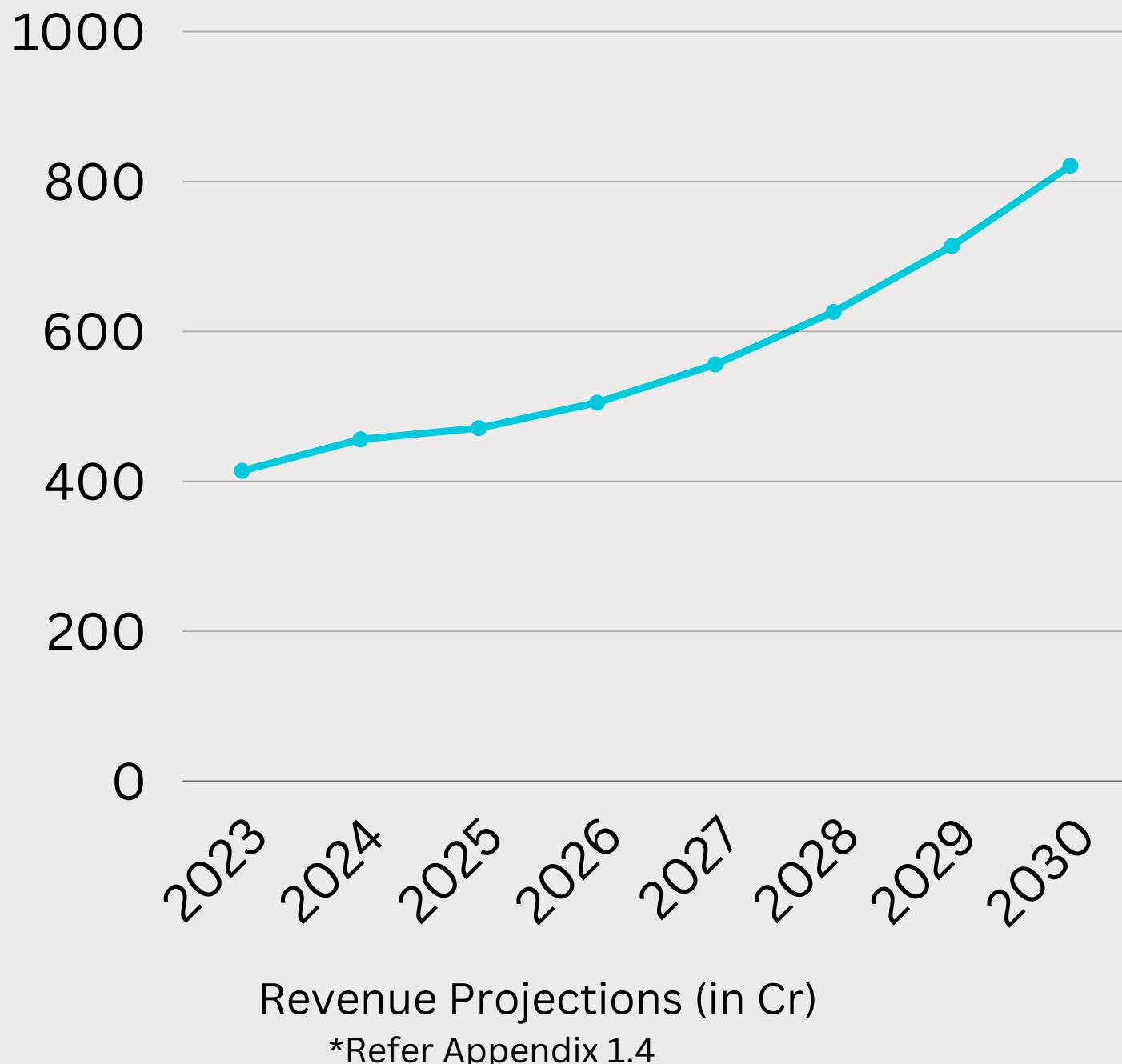
Advocacy

User-generated content and loyalty

Highlight individual stories, promoting long-term advocacy. Reward and recognize customers who share their experiences, reinforcing loyalty and trust.



IMPACT



- Significant expenses early on will slow growth, especially in the first two years.
- Revenue in 2025 sees a modest 3% growth due to the start of the investments and initiatives, but the real returns won't materialize until later

- The AI assistant, influencer marketing, and Prakriti sub-brand help increase customer retention and sales.
- The launch of DIY kits and the AI assistant will improve customer experience, leading to higher conversion rates.

- The AI-driven personalization, device launch, and Prakriti's market position should lead to a more diversified revenue stream.
- The full effect of these strategies will likely show between 2028-2030, with a compounded growth rate of 12-15% annually.



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THE BODY SHOP

THANK YOU

APPENDIX



SUPPLY CHAIN



Manufacturing and Production

Centralized and Outsourced Model

- Body Shop sources ingredients through its **Community Fair Trade (CFT)** program, maintain partnerships with small-scale farmers, artisans, and producers such as: Shea Butter from women's cooperatives in Ghana. Tea Tree Oil from organic farmers in Kenya.
- Works closely with suppliers to **provide training**, resources, and tools that enable them to meet The Body Shop's ethical standards



Packaging

Eco-Friendly Initiatives

- **Recyclable Materials:** Currently, **more than 68%** of the packaging can technically be recycled
- By 2025, they claim all their bath and body and haircare products will be fully recyclable.
- Today, their **PET plastic** product packaging contains on average **25% recycled material**
- All body shop's boxes are **reversible/reusable** with the exception of our largest box format..



Quality Control and Compliance

Certifications

- **B Corp Certification:** Ensures that the company meets the highest standards of social and environmental performance.
- **Leaping Bunny Program:** Guarantees no animal testing at any stage of production.

Regulatory Compliance

- Adheres to strict regulatory requirements for sustainability, ingredient safety, and ethical practices in all operating countries.

SWOT ANALYSIS

STRENGTHS

- High Brand Loyalty, Good Quality Products and Services
- A Brand Image Associated with Ethics, Values and Natural Ingredients.

OPPORTUNITIES

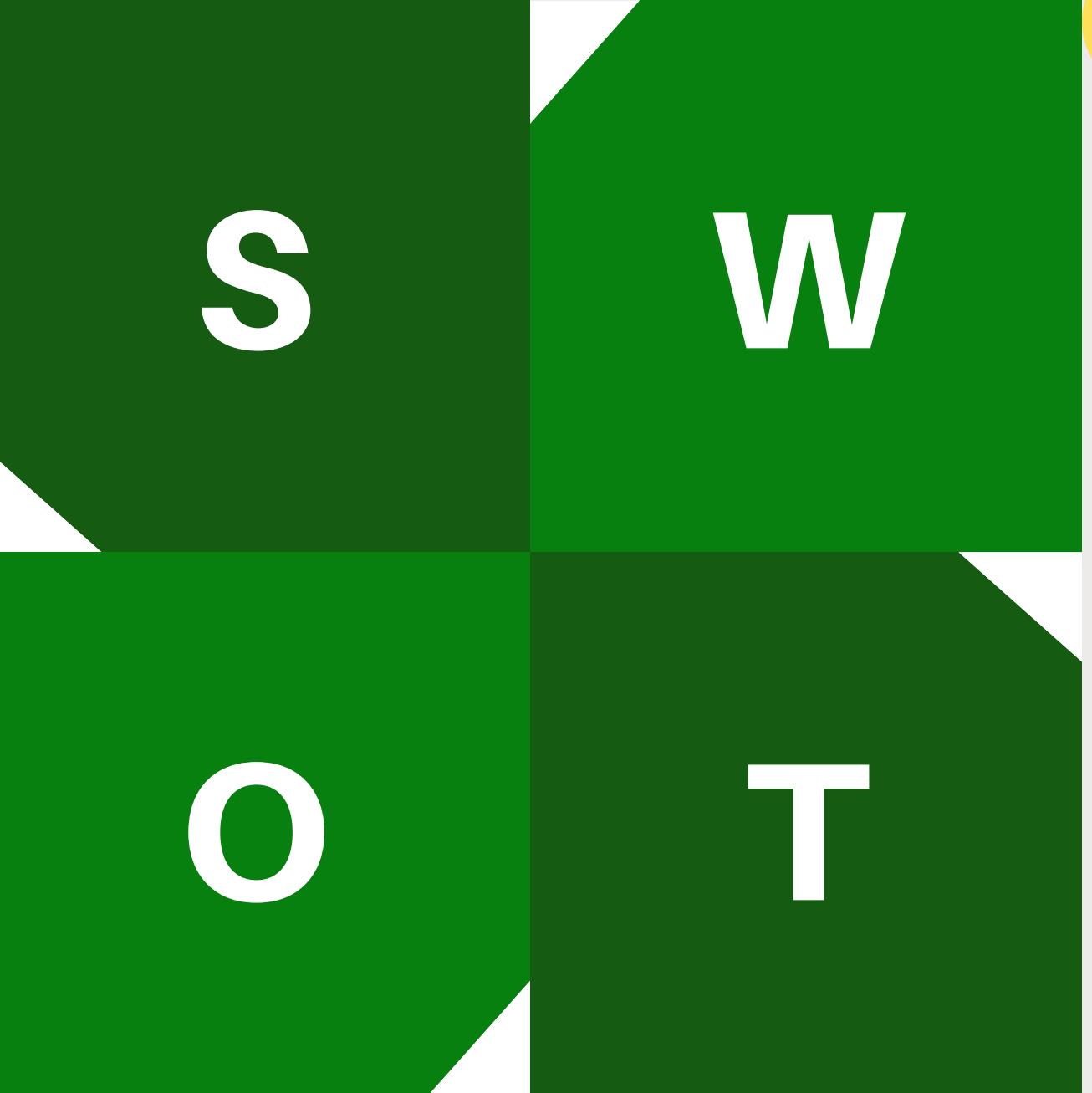
- Increasing Awareness about Eco-Friendly Products
- Increasing Purchasing Powers of Customers

WEAKNESS

- High Operating Costs
- Sales Volume Restricted by Limited Number of Outlets
- Faces stiff competition from established local brands and international entrants

THREATS

- Entry of new international and domestic brands with similar ethical and natural positioning intensifies competition.
- A predominantly price-sensitive market could deter potential customers



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APPENDIX 1.1

- For the estimate on similar day campaigns by Lush Cosmetics and Aveda, both cruelty-free brands, have reported short-term boosts in daily sales by 10-15% on promotional days.
- Brands like Nykaa and Forest Essentials have effectively used influencer partnerships, spending ₹50-100 lakh per campaign and acquiring around 1.5-3 lakh new customers.
- For The Body Shop, assuming an average order value (AOV) of ₹2,000-3,000 and targeting 2-3 lakh new customers, the potential revenue boost is approximately ₹10-15 crore.
- Lush Cosmetics, has successfully implemented similar campaigns to promote transparency like our “How its made” series that improved customer retention by 12-20% and boosted annual revenue by 7-10%.

- For the skincare assistants, similar AI models developed by Sephora and Estée Lauder incurred \$100K-\$150K (₹75 lakh - ₹1.1 crore) in development and launch costs. So we estimate a similar cost for our AI assistant.
- Nykaa's AI-powered beauty advisor led to a 20-25% increase in conversion rates by offering personalized recommendations, especially in skincare and makeup. Considering the higher percentage of upper middle class users using the platform, we expect the conversion rate to be slightly more than the same.

- For our DIY kits an expected profit margin of 50-60% is justified. Big players like MamaEarth, Forest cosmetics and DECIEM have similar versions of their own DIY kits which they sell at margins of 60-80%. This can be explained by a breakdown of pricing. The ingredients in the pack that we choose will vary from ₹50-₹100. Packaging will be between ₹20-₹30. The guide will cost another ₹10-₹20. Including overheads, the total cost will be somewhere between ₹100-₹200. Even at 100% profit margin, we'll be able to sell them for a discount than the competitors that usually offer a price of ₹400-₹500 for their DIY kits.

APPENDIX 1.2

- Nykaa's festive campaigns, like Diwali and Pink Friday Sales, boosted monthly revenues by over 35%, driven by deep discounts, exclusive launches, and influencer-led promotions.
- By targeting Tier 2 and Tier 3 cities through pop-up stores and regional campaigns, Nykaa grew its non-metro customer base by 40% in 2022.

- Sugar's limited-edition festive kits during Raksha Bandhan and Diwali contributed to a 25%-30% revenue increase during the festive quarter.
- Aggressive regional influencer campaigns and affordable festival bundles helped Sugar penetrate Tier 2/3 cities, growing its market share by 15% in 2022.
- Sugar positioned itself as a trendy, affordable, yet high-quality brand through culturally relevant campaigns.

- Seasonal campaigns for products like festive makeup kits during Diwali and wedding seasons consistently boosted sales by ~30%-40%.
- Customer Base Expansion: Through targeted festival offers and regional language marketing, Lakmé gained a foothold in Tier 2 and Tier 3 markets.

APPENDIX 1.B

- Blockchain-backed transparency campaigns can drive short-term sales boosts of 12-18%, similar to those seen by ethical brands like Patagonia. Implementation costs typically range from ₹75 lakh to ₹1.5 crore, depending on complexity. By attracting 1-2 lakh new customers with an AOV of ₹2,000-3,000, brands can achieve a potential revenue boost of ₹20-60 crore. Additionally, transparency can improve customer retention by 12-20% and conversion rates by 2-3%, offering a long-term strategic advantage and sustained revenue growth.

- In 2020, L'Oréal reduced its CO2 emissions per unit of production by 76% compared to 2005 levels, despite the increase in production volume. This reduction was driven by energy-efficient manufacturing processes and circularity in packaging.
- The company aims to achieve a 40% reduction in CO2 emissions in its supply chain by 2030, relying on circularity practices such as recycled materials in packaging

- In 2019, Unilever improved the transportation efficiency of its products by reducing packaging weight, which led to a 15% reduction in carbon emissions from its logistics operations.
- Aveda's adoption of waterless products would complement its existing strategy to lower transportation emissions, as the reduced size and weight of these products would provide an additional 10-20% reduction in emissions during transit.

APPENDIX 1.4

Data used for growth projection based on advised initiatives

Year	Revenue in Cr Rupees	Growth	Cause
2023	414	0%	Past year
2024	456	9%	Current Revenue
2025	470.68	3%	Influencer Marketing, "How It's Made", AI Assistant
2026	505.32	7%	AI Assistant, Prakriti Sub-brand, DIY Kits
2027	555.86	10%	Device R&D, Expanded Prakriti and DIY Kits Sales
2028	626.22	12%	Full Integration of Initiatives
2029	714.35	14%	Strong Revenue from AI and Prakriti, L'Oréal-like Device
2030	820.52	15%	Stabilized Growth, DIY Kits Popularity

SOURCE

- REVENUE IMPACT OF INFLUENCER MARKETING
- IMPACT OF TRANSPARENCY IN SUPPLY CHAIN
- SUSTAINABILITY MEASURES
- MODERN SLAVERY REPORT
- ISRAELI BRAND ODDETIY REPORTED REVENUE BOOST DUE TO
SALE OF DEVICE SIMILAR TO PROPOSED BODY SHOP SKINSYNC
- INFLUENCER RATES
- GROWTH IN THE INDUSTRY
- INDIA'S COSMETIC MARKET
- DIY KITS LEADING TO SALES
BOOST
- EXPANSION TO TIER2 AND TIER3 CITIES
- INDUSTRY ANALYSIS DATA