



Canvas 2023



Meghana Sohani



Shruthi Pillai



Ritesh Pandey





Team RSM Continuum, IIM Bangalore


The untapped home renter segment and a new service value proposition based on customer needs as lever for AP's revenues

	BEAUTIFUL HOMES SERVICE with asianpaints	LIVSPACE	HomeLane	DESIGNCAFE MORE ROOM FOR JOY	BONITO DESIGNS	Local Interior Decorator
Customised Design	✓	✓	✓	✓	✓	✓
Free Consultation	✓	✓	✓	✓	✓	✓
On-Time Guarantee			✓		✓	
Price-Match Guarantee			✓			
Flexible Payment	✓	✓		✓	✓	✓
Experience Centres	✓	✓	✓	✓	✓	
Project Mgr for Execution	✓	✓	✓	✓	✓	
3D Renders	✓	✓	✓		✓	✓
10-yr product warranty	✓	✓	✓	✓	✓	✓
1-year service warranty		✓	✓		✓	
Referrals		✓	✓			

Customers pain points basis survey and customer interviews

 **302.4 Mn** total households

 **45.3Mn** Tier 1 & 2 households

 **SAM: 4.5Mn** households can afford our service


Market Analysis

From the survey and 10 customer interviews, we identified key service factors that could increase customer satisfaction and willingness to pay

Enhanced value proposition

Percentage of customers who said these services add value to a home décor offering

	On-time delivery	Experience Stores	3-D Visualisation	Service+Product Warranty
Non-millennials	40%	40%	45%	45%
Millennials	60%	53%	65%	41%
Average	50%	47%	55%	43%

 **₹ 49 Cr → ₹ 114 Cr***

Calculations linked [here](#)

*Projected increase from BHS in FY26 revenue owing to proposed services

Approach:

- Weights assigned to both personas is 50% each
- Revenue increase is calculated as a function of the weight and % agreement of a factor

First-home owners/renters

- Low-moderate spending
- Are likely **millennials**
- Conscious about décor, lifestyle, have specific choices

Affluent, middle-aged persons

- Working or retired
- High affluence, **spend** on refurnishing
- Lack ability or interest** in picking out décor specifics

GenZ/Millennial buyer

- Prefer DIY products with **lower price** tags
- E-commerce users
- Need **quick and easy** product-based solutions

SPS/BHS (services)

Products

We conducted a survey for a sample of 228 people, here's what we found

78% would prefer a **local designer/contractor** - perceived as **cheaper**

56% would take BHS if offered **discount** on AP's products - would trust its authenticity

81% want an **immersive experience** through **AI/AR** alongside expert opinion

Who is our customer?

Growth lever for services

Our big idea: BHS for home renters!

Calculations linked [here](#)

The Indian interior décor market is valued at \$12Bn. AP has a 1.17% market share.


AP's target: Increase home décor revenue 4% --> 8% of total décor to \$516Mn

Assuming an ambitious 1.5x revenue increase (and 7% CAGR), we still fall short by \$210Mn

Market opportunity for an untapped segment

30% households live in rented homes

"I want to **decorate my rented home** as I like it. But it always involves **permanent changes** that the owner won't permit."



- Specialised** service for rented homes
- Designers **trained** to provide **customized and temporary** solutions
- Don't compromise on your taste OR incur damages on your rented home

Aligned with today’s customer décor needs from our survey, Beautiful Homes should foray into a new phygital service journey

