

Bridal Couture House

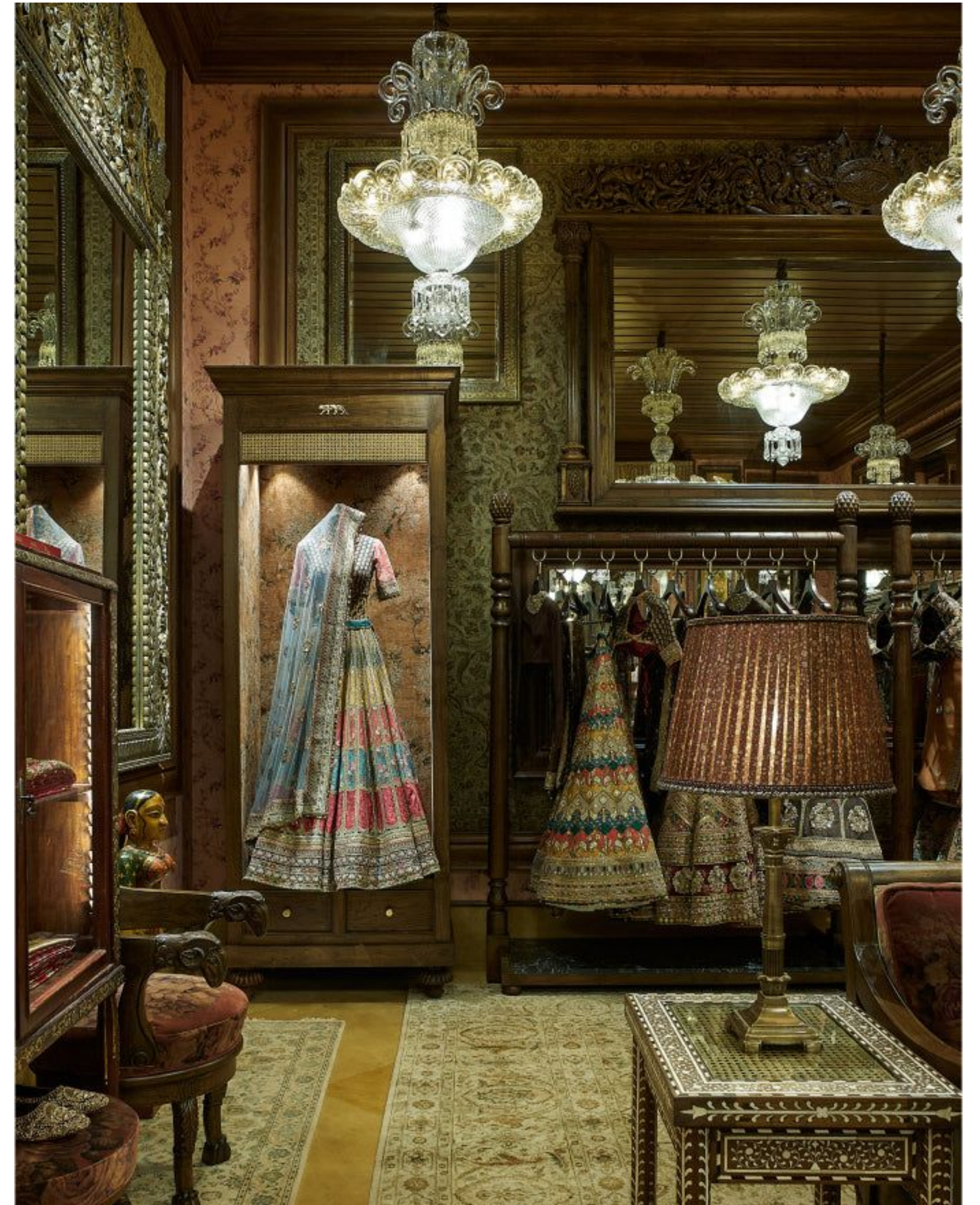
Business plan

Executive Summary

This venture is a **luxury bridal couture house** focused on creating bespoke garments rooted in Indian textile heritage and refined through a contemporary design perspective.

The brand will operate through an **atelier-based model**, offering highly personalized bridal experiences, limited-edition collections, and handcrafted garments.

Positioned within the premium couture segment, the business aims to differentiate itself through **craftsmanship, exclusivity, and storytelling**, rather than scale-driven production.



Business Overview

Industry: Luxury Fashion (Bridal Couture)

Model: Atelier-based couture house

The brand is built on the philosophy of **heirloom luxury** garments designed not just for a wedding, but to be preserved, remembered, and passed on.

Core elements:

- Heritage textiles
- Artisan-led craftsmanship
- Modern silhouettes
- Slow fashion approach



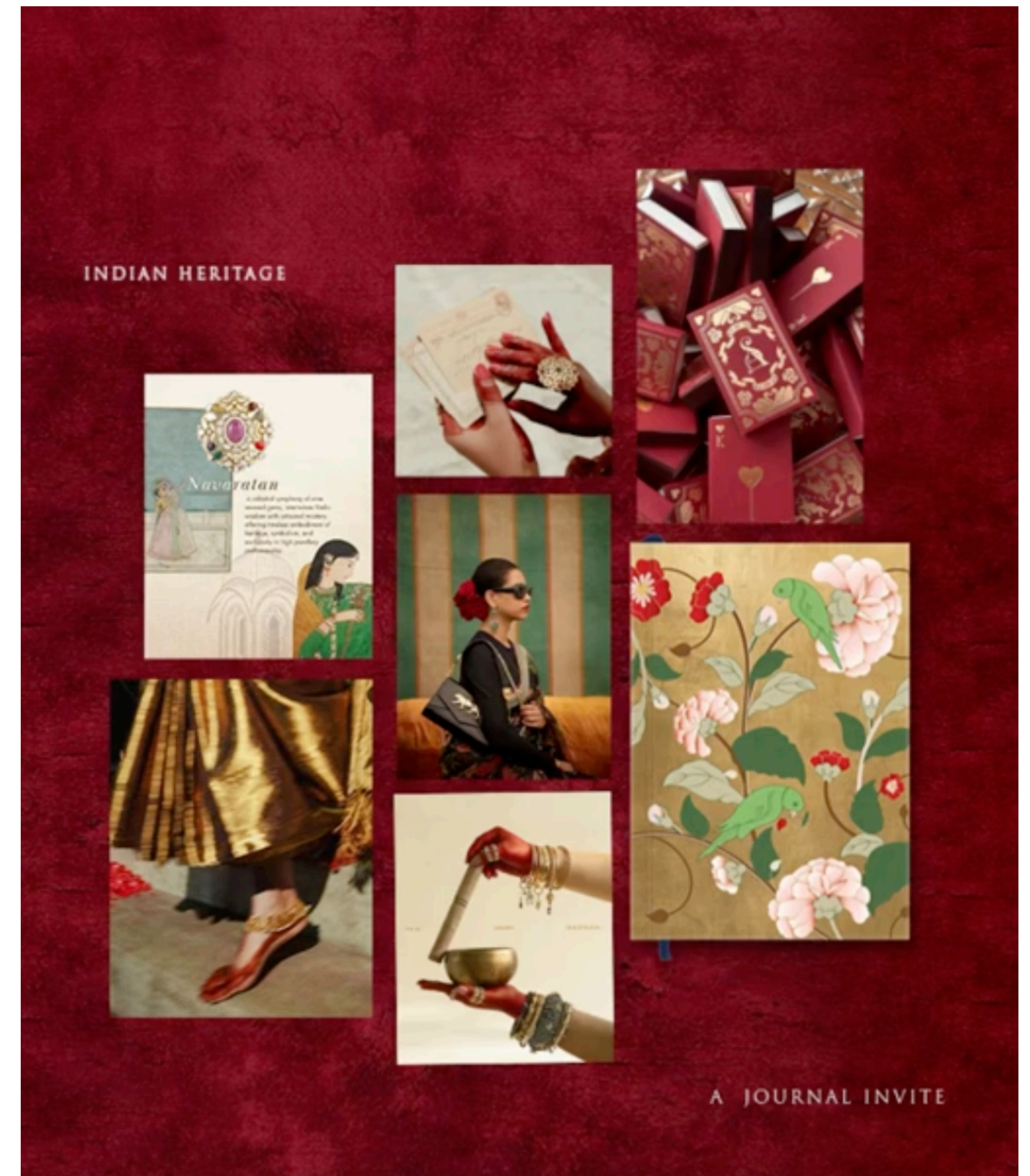
Vision & Mission

Vision:

To establish a globally recognized Indian bridal couture house rooted in craft and culture.

Mission:

To create timeless bridal garments that combine heritage, craftsmanship, and modern design.



Market Opportunity

The Indian wedding industry exceeds **\$50 billion**, with luxury bridal couture being one of the fastest-growing segments.

Growth drivers:

- Destination weddings
- Premium spending by families
- Rise in personalized couture
- Global Indian diaspora demand

Key competitors include designers like Sabyasachi Mukherjee and Manish Malhotra.

However, there is a clear gap for boutique couture houses offering a more intimate and craft-focused experience.



Target Market

Primary Audience

- Brides aged 25–40
- Upper-income / affluent families
- Domestic and international clients

Customer Preferences

- Custom-made garments
- Exclusive designs
- Cultural authenticity
- Elevated buying experience

Both personas are less price-sensitive and more experience-sensitive. They are buying into a story, a process, and a legacy — not just a lehenga.

Attribute	Profile
Name	Aanya / Rhea
Age	26–34 years
Location	Delhi, Mumbai, Bangalore NRI (UAE, UK, USA)
Occupation	Senior professional, entrepreneur, or from an affluent family
Wedding Budget	INR 80 L – 2 Cr+ total; bridal trousseau: INR 10–30 L
Decision Maker	Herself, often with mother — values personal taste over trends
Brand References	Sabyasachi, Raw Mango, Rahul Mishra — but seeks something more intimate
Core Desire	A garment that is uniquely hers — not catalogue, not repeated
Pain Point	Feels mass-produced luxury is too common; wants meaningful craftsmanship
Discovery Channel	Instagram, bridal expos, stylist referrals, word-of-mouth

Attribute	Profile
Age	28–38 years
Location	UAE, UK, USA, Canada — Indian origin
Context	Destination wedding in India, or bringing Indian heritage abroad
Budget	USD 3,000 – 10,000+ for bridal attire
Key Need	Trust, seamless communication, quality assurance from abroad
Purchase Path	Instagram DM → virtual consult → advance payment → trunk show or delivery

Target Audience Definition

The brand targets a **focused, high-intent customer base in Jaipur**, avoiding mass-market positioning and instead building a strong, design-conscious community.

Primary Segment: Occasion Buyers

- Age: 24–40
- Profile: Working professionals, brides, and social event attendees
- Spending Capacity: ₹15,000 – ₹80,000 per outfit
- Motivation: Unique, story-driven garments for special occasions

Secondary Segment: Emerging Luxury Consumers

- Age: 20–30
- Profile: Young professionals and aspirational buyers
- Spending Capacity: ₹5,000 – ₹25,000
- Motivation: Access to designer aesthetics at a more accessible price point

Tertiary Segment: High-Value Clients

- Profile: Affluent individuals and families
- Behavior: Repeat purchases, bulk or occasion-based wardrobe planning
- Motivation: Personalized service, exclusivity, and long-term association

Product Offering (Refined – Couture Format)

The brand's offerings are structured not as categories, but as **collections and experiences**, each rooted in a distinct purpose within the bridal journey.

The Bridal Couture Collection (Core Line)

Made-to-order | Heirloom Pieces

This is the **heart of the house** — where each garment is conceived as a **once-in-a-lifetime piece**, designed through an intimate atelier process.

Includes:

- Bridal lehengas
- Bridal sarees
- Full wedding ensembles

Each piece is defined by:

- Heritage textiles (Banarasi, silks, handwoven fabrics)
- Hand embroidery (zardozi, resham, archival techniques)
- Sculpted silhouettes tailored to the individual

Positioning:

Not fashion — **legacy pieces**

Price Range: ₹2.5L – ₹10L+

The Wedding Wardrobe (Extended Bridal Collection)

Curated | Multi-occasion dressing

Designed for the **complete bridal journey**, beyond the wedding day.

Includes:

- Mehendi ensembles
- Sangeet / cocktail outfits
- Reception garments

Positioning: Effortless luxury across moments

Price Range: ₹80K – ₹3L

This collection balances:

- Lightness and movement
- Contemporary silhouettes
- Craft detailing in a more wearable form

The Seasonal Capsule Collections

Limited Edition | Concept-driven

Small, tightly curated collections released seasonally. Each capsule includes **select silhouettes** that reflect the brand's evolving design language.

Exploring:

- A textile story
- A cultural narrative
- A design philosophy

Positioning: Collectible fashion objects

Price Range: ₹60K – ₹2L

These are:

- Not mass-produced
- Not repeated
- Not always restocked

The Atelier Experience (Service Layer)

By-appointment | Personalised design journey

Beyond garments, the brand offers an immersive couture experience:

- One-on-one consultations
- Design conceptualisation
- Fabric and craft selection
- Multiple fittings

This transforms the purchase into a process, not a transaction.



Business Model (Refined & Elaborated)

The business operates on an atelier-led, demand-driven couture model, designed to maximize margins while maintaining exclusivity and brand prestige.

Target Structure (Year 1–2)

Segment	% Contribution	Role
Bridal Couture	45–50%	Core profit driver
Wedding Wardrobe	30–35%	Revenue multiplier per client
Capsule Collections	10–15%	Cash flow + client acquisition
International Orders	10–15%	High-margin growth

Customer Value Pyramid (Very Important)

- Top (High Value)
→ Bridal Couture (₹5L+ clients)
- Middle
→ Wedding Wardrobe (₹1–3L)
- Bottom
→ Capsule Collections (₹60K–1.5L)

Insight:

You are not chasing volume.

You are moving customers upward into higher value experiences.

Revenue Architecture

The brand generates revenue through **three primary verticals and one strategic expansion channel.**

Bridal Couture (Primary Revenue Driver)

Made-to-order | High-value transactions

This is the core economic engine of the business.

- Fully bespoke bridal garments
- Designed through a consultation-led process
- High ticket size with strong margins

Business Logic:

- Low volume, high value
- Advance payments improve cash flow
- Minimal unsold inventory

The Wedding Wardrobe (Occasion Wear)

Repeat purchases within the same client lifecycle

This segment expands revenue per client by addressing multiple wedding events.

- Mehendi, sangeet, reception outfits
- Often purchased alongside bridal couture

Business Logic:

- Higher volume than couture
- Lower production complexity
- Faster turnaround

Seasonal Capsule Collections

Limited edition | Brand-building + liquidity driver

These collections serve both **commercial and strategic purposes.**

- Smaller ticket sizes
- Faster sales cycles
- Introduces new clients to the brand

Business Logic:

- Controlled production runs
- Creates urgency and scarcity
- Generates steady cash flow between couture orders

International Orders (Expansion Channel)

High-margin | Currency advantage

Targets the **global Indian diaspora.**

- Higher average order values
- Strong demand for Indian bridal couture
- Premium pricing due to positioning and logistics

Business Logic:

- Higher margins due to international pricing
- Appointment-based or trunk show driven
- Scalable without heavy retail expansion

Pricing Strategy

The pricing model is structured to reflect not just the cost of making a garment, but the value of the entire couture experience — from concept to final delivery.

Craft Intensity

Each garment is priced based on the **depth and complexity of craftsmanship involved**.

- Type of embroidery (zardozi, resham, handwork density)
- Number of artisan hours
- Textile rarity (handwoven, heritage fabrics)

Example:

A heavily hand-embroidered bridal lehenga involving 300–500 artisan hours commands significantly higher pricing than a lighter piece.

You are not charging for fabric :
you are charging for **human skill, time, and heritage techniques**.

Time Investment

Luxury couture is time-bound and labor-intensive.

- Pricing reflects:
- Design development time
- Sampling and iterations
- Multiple fittings
- Production timeline (8–12 weeks)

Insight:

A couture garment blocks atelier capacity.

Pricing must compensate for **time + opportunity cost** (other clients you cannot take during that period)

Brand Positioning

Pricing is a **signal of where the brand sits in the market.**

- Too low → perceived as non-luxury
- Too high without story → perceived as unjustified

The goal is to sit in the premium couture bracket, aligned with top Indian designers, while offering a more intimate experience.

Pricing defines perception before the product is even seen.

Exclusivity

Luxury is built on **controlled access and scarcity.**

Pricing ensures:

- Not everyone can access the product
- Each piece remains special
- Demand does not exceed capacity

Higher pricing helps maintain **select clientele + brand prestige**

Key Pricing Principles (Expanded)

No Discounting
Discounting erodes luxury value.

Instead of discounts:

- Offer experience upgrades
- Offer customization
- Offer priority access

Luxury brands protect price integrity at all times.

Perceived value + brand positioning = price

Example:

Two lehengas may cost similar to produce, but:

- **One with strong storytelling + design narrative**
→ can be priced significantly higher

Customers pay for **emotion, identity, and story**

Premium Justified Through Experience

Pricing is supported by the entire client journey, not just the garment.

This includes:

- Private consultations
- Design involvement
- Fabric selection experience
- Fittings and personalization
- Emotional connection to the piece

The client is buying:

The moment, the memory, and the meaning
—not just the outfit.

Advanced Pricing Layer (What Elevates You)

Tiered Pricing Structure: Within each category, pricing should naturally tier:

Bridal Couture

- Entry couture → ₹1.5L – ₹4L
- Mid couture → ₹4L – ₹7L
- Signature couture → ₹7L – ₹10L+

1. Psychological Pricing Anchors

Always showcase:

One very high-value piece (₹10L+)

→ Sets perception

Then mid-tier feels “reasonable”

2. Capacity-Based Pricing

If demand increases:

→ Increase pricing

(not production)

This is how luxury brands grow without dilution.

Pricing Architecture

Pricing reflects the full value of the couture experience — artisan time, textile rarity, and the intimacy of the atelier process. It is deliberately positioned above mass premium and below ultra-couture, capturing a high-margin boutique tier.

Product Line	Price Range (INR)	Avg. Ticket	Margin Target
Bridal Collection (Core)	INR 1,50,000 – 4,00,000	INR 2,50,000	55–60%
Wedding Wardrobe (Occasion)	INR 60,000 – 1,40,000	INR 90,000	50–55%
Seasonal Capsule Collection	INR 35,000 – 80,000	INR 55,000	45–50%
International / NRI Orders	USD 2,500 – USD 7,000	USD 4,000	58–65%

Cost Structure (Refined & Strategic)

The business operates on a **lean, skill-intensive cost structure**, where value is driven by **craftsmanship rather than infrastructure-heavy spending**.

The cost model is designed to:

- Maximize margins
- Maintain flexibility
- Scale without unnecessary overhead

1. Cost Philosophy

Unlike mass fashion businesses, this model prioritizes:

- **Variable craft costs over fixed inventory costs**
- **Human skill over machine production**
- **Controlled overhead over rapid expansion**

The goal is not to reduce cost —
but to **optimize where money creates the most value**

2. Cost Breakdown

1. Artisan & Production Costs (Primary Variable Cost)
30–40% of total cost
2. Fabric & Raw Materials
20–25% of total cost
3. Atelier & Operational Costs (Fixed Cost)
10–15% of total cost
4. Core Team Salaries
10–15% of total cost
5. Marketing & Brand Development
5–10% of total cost

Competitive Advantage (Expanded & Strategic)

The brand's competitive advantage is built on a combination of experience, craft, control, and narrative — creating a position that is difficult to replicate by both large-scale designers and small emerging labels.

I. Atelier Experience

Private | Immersive | Relationship-driven

The business operates through **an appointment-only atelier model**, transforming the purchase journey into a personal design experience.

What this includes:

- One-on-one consultations
- Collaborative design process
- Fabric and embroidery selection
- Multiple fittings tailored to the individual

Strategic Advantage:

- Builds deep client relationships
- Increases conversion rate and average order value
- Encourages multi-outfit purchases per bride

Unlike large luxury brands that operate at scale, this model offers **intimacy and personalization**.

II. Craft Integration

Heritage-driven | Skill-intensive | Authentic

The brand places craftsmanship at the **center of its identity**, integrating Indian textile traditions into every garment.

Key elements:

- Hand embroidery (zardozi, resham, etc.)
- Handwoven textiles (Banarasi, silks)
- Artisan-led production processes

Strategic Advantage:

- Creates **authentic differentiation** (not trend-based design)
- Enables **premium pricing through craftsmanship**
- Builds a strong **cultural and emotional connection**

Craft is not decoration — it is the **foundation of the brand's value**.

III. Controlled Production

Limited | Intentional | Scarcity-led

The brand deliberately limits production to maintain:

- Quality control
- Exclusivity
- Brand prestige

- **How this works:**
- Limited number of bridal clients per month
- No mass production
- No overstocking

- **Strategic Advantage:**
- Enhances **perceived luxury and desirability**
- Prevents brand dilution
- Maintains **consistent quality standards**

Growth is achieved through **value per piece**, not volume.

IV. Brand Storytelling

Narrative-led | Emotion-driven | Identity-building

The brand is built around a strong narrative that goes beyond product.

Story pillars:

- Craft and artisan journeys
- Textile heritage
- The transformation of the bride
- The meaning behind each garment

Strategic Advantage:

- Builds **strong emotional engagement**
- Differentiates from purely aesthetic brands
- Strengthens **brand recall and loyalty**

Customers are not just buying a garment — they are buying into a **story and identity**.

V. Combined Advantage (The Real Power)

Individually, these elements exist in the market.

But together, they create a **defensible ecosystem**:

- Experience → attracts and retains clients
- Craft → justifies premium pricing
- Control → maintains exclusivity
- Story → builds long-term brand equity

Risk Analysis

High Competition

The luxury bridal market includes established designers with strong brand equity and visibility.

Skilled Labor Dependency

The business relies heavily on **artisans and skilled craftsmanship**, which can impact timelines and quality if not managed well.

Seasonal Demand

Revenue is concentrated around wedding seasons, leading to fluctuations in cash flow during off-peak periods.

Mitigation Strategy

1. Strong Brand Identity

- Focus on a distinct design language and craft narrative
- Build emotional connection through storytelling
- Ensures differentiation beyond price competition

2. Controlled Production Model

- Limited number of orders
- Strong quality control processes
- Long-term relationships with artisans
- Maintains consistency and reduces operational stress

3. Diversified Revenue Streams

- Bridal couture + occasion wear + capsule collections
- International clients and trunk shows
- Reduces dependency on a single season or segment

Risk Solutions

1. Competitive Positioning

Distinct brand identity rooted in craft and storytelling
Focus on personalized atelier experience
Differentiation beyond price competition

2. Artisan Network Stability

Long-term relationships with skilled artisans
Flexible, scalable production network
Quality control through limited orders
Ensures consistency and reliability

3. Demand Stabilization

Multi-category offering (bridal + wardrobe + capsules)
International client base (NRI markets)
Year-round engagement through collections
Reduces seasonal dependency

4. Financial Control

Advance payment model for all orders
Made-to-order production (low inventory risk)
Lean operational structure
Strong cash flow and cost efficiency

Key Outcome

Controlled growth
Stable revenue streams
Strong brand positioning

Investment Ask (Revised – Lean Launch)

Required Investment: ₹50L – ₹60L

The initial phase focuses on building a high-quality, low-overhead atelier setup with controlled scale.

1. Atelier Setup (₹10L – ₹16L)

- Compact studio space (not retail-heavy)
- Basic interiors with premium feel
- Essential equipment

Focus on experience, not size

2. Sample Development & Collection Creation (₹8L – ₹9L)

- Development of initial couture samples (8–12 pieces)
- Covers all three offerings:
 - Bridal couture
 - Wedding wardrobe
 - Capsule collections

3. Fabric Sourcing (₹5L – ₹7L)

- Limited but high-quality textile inventory
- Sourced based on first collection + initial orders

Avoid overstocking

4. Brand Building & Launch (₹4L – ₹5L)

- Editorial photoshoots
- Instagram and digital presence setup
- Website and visual identity

5. Working Capital Buffer (₹9L – ₹15L)

- Covers operational expenses for the first 4–6 months
- Ensures stability during the brand-building phase
- Supports cash flow before consistent revenue is established

Strategic Approach

This is a **“lean luxury launch”**, focused on:

- Quality over scale
- Limited clients, high value
- Building brand perception from day one

Core Positioning

The brand will launch as a **focused, high-value couture studio**, with controlled investment and strong emphasis on craftsmanship and storytelling.

Financial Model

1. Core Assumptions (Foundation of Everything)

These are the levers of your business:

Volume (Monthly)

- Bridal Orders: **2–3**
- Occasion Wear: **3–6**

Average Pricing

- Bridal Couture: **₹4,00,000**
- Occasion Wear: **₹1,00,000 – ₹1,20,000**

Cost Structure

- Variable cost (fabric + karigars): **40–50%**
- Fixed monthly cost: **₹3L–₹5L**

2. Revenue Model (Phased Growth)

Stabilized Monthly Revenue (Month 6 onwards)

- Bridal: $2 \times ₹4L = ₹8L$
- Occasion: $4 \times ₹1.1L = ₹4.4L$

Total Monthly Revenue: ~₹12L

Growth Phase (Month 9–12)

- Bridal: $3 \times ₹4L = ₹12L$
- Occasion: $5–6 \times ₹1.2L = ₹6L – ₹7L$

Total Monthly Revenue: ₹18L – ₹20L

3. Cost Structure

Variable Costs (COGS)

- Maintained at **40–45% of revenue**

Fixed Monthly Costs

- Rent: ₹80K – ₹1.5L
- Salaries: ₹1.2L – ₹2L
- Utilities & Operations: ₹40K
- Marketing: ₹30K
- Miscellaneous: ₹30K

Total Fixed Costs: ₹3L – ₹5L/month

4. Break-Even Analysis

The business achieves break-even at:

- **2 bridal orders per month**, or
- **1 bridal + 3–4 occasion orders per month**

This reflects the strength of the **high-margin couture model**, where profitability is driven by value rather than volume.

Monthly Fixed Cost: ~₹3.5L

Contribution per Order:

- Bridal: ~₹2.2L
- Occasion: ~₹60K – ₹70K

5. Cash Flow Reality (The Hidden Truth)

Luxury fashion doesn't fail due to profit. It fails due to **cash flow timing**.

Problem:

- Clients pay in stages
- Costs happen upfront (fabric, labor)

Cash Flow Strategy

To maintain healthy cash flow, all orders follow a structured payment model:

- 50% advance at order confirmation
- 30% during production
- 20% before delivery

This ensures:

- Minimal working capital pressure
- Continuous liquidity during production cycles

Variable Costs (Per Garment)

- Artisan & production: 25–30%
- Fabric & materials: 15–20%

Total Variable Cost: 40–45% of revenue

6. Projected Monthly Revenue (Year 1)

Phase 1: Launch (Months 1–3)

- 1 bridal order + 2 occasion orders
- **Revenue: ₹4L – ₹5L**
- Focus: brand building and initial client acquisition

Phase 2: Growth (Months 4–6)

- 2 bridal orders + 4 occasion orders
- **Revenue: ₹10L – ₹12L**
- Achieves operational stability

Phase 3: Stable Operations (Months 7–12)

- 3 bridal orders + 5–6 occasion orders
- **Revenue: ₹18L – ₹20L**

Founder & Creative Director — Savitha Dhiman

Why a Solo-Founder Model Works Here

Luxury couture is not a volume business. The atelier model thrives on scarcity, personal connection, and the designer's singular vision. My direct involvement at every touchpoint — from first consultation to final fitting — is itself a brand differentiator. Clients are not handed off; they work with the designer throughout.

Responsibility	Handled By	Approach
Creative Direction & Design	Savitha Dhiman	Full ownership — every garment
Client Consultations	Savitha Dhiman	By-appointment, 1-on-1
Fabric & Textile Sourcing	Savitha Dhiman	Direct artisan relationships
Karigar / Artisan Management	Savitha Dhiman	Outsourced per order, supervised
Brand & Instagram Content	Savitha Dhiman	Authentic, behind-the-scenes led
Accounts & Administration	Outsourced (Part-time)	Lean overhead model

12-Month Launch Roadmap

The launch is structured in four phases — each building on the last, moving from setup and identity to revenue, visibility, and scalable growth.

Phase 1 — Foundation (Months 1–2)

Objective: Establish brand identity and operational base

- Finalise and set up studio space with premium atelier interiors
- Hire head karigar and 1 junior artisan on retainer
- Develop 8–10 sample garments covering all three product lines
- Register brand, open business account, structure advance payment policy
- Commission professional brand photoshoot (editorial quality)

Phase 3 — Revenue Activation (Months 5–8)

Objective: Achieve consistent revenue flow

- Scale to:
 - 2 bridal orders/month
 - 3–4 occasion wear orders/month
- Launch first Seasonal Capsule Collection (8–12 pieces)
- Activate remote couture + NRI consultations
- Implement structured payment system (50–30–20)
- Initiate PR outreach and editorial placements

Phase 2 — Brand Launch (Months 3–4)

Objective: Build visibility and acquire first clients

- Launch Instagram page with storytelling content — artisan journeys, textile origins
- Publish website with lookbook, atelier story, and consultation booking form
- Onboard first 2–3 bridal clients via referrals and soft launch
- Begin outreach to 2–3 wedding stylists and planners for partnership
- Participate in one boutique bridal pop-up or curated wedding exhibition

Phase 4 — Consolidation & Growth (Months 9–12)

Objective: Strengthen profitability and expand reach

- Scale to:
 - 3 bridal orders/month
 - 5–6 occasion wear orders/month
- Refine pricing based on demand and capacity (luxury scaling model)
- Hire 1 client relations / brand coordinator
- Conduct first trunk show in a metro city (Delhi/Mumbai/Bangalore)
- Launch second capsule collection with stronger narrative positioning
- Explore international client acquisition (NRI market)

Year 1 Success Milestone

Achieve ₹70L – ₹1Cr in annual revenue. Build 10–15 high-value bridal client relationships. Establish a recognizable presence in the premium bridal couture segment. Create a strong foundation for national and international expansion.