



From the Sink to the Shower
Expanding Perfora into System-Led Scalp Health

PERFORA: BRAND, POSITIONING, WHAT WORKED, & PRODUCT MOAT

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Perfora positioned itself **against** legacy oral care, not **alongside** it.



Electric
Toothbrush



Teeth
Whitening



Dental
Flosser



Combos



Toothpaste



Tongue
Cleaner



Mouth
Fresheners



Brush
Heads

Old category logic

Oral care = hygiene
Toothpaste = commodity
Dentist authority, fear-led messaging



Perfora's reframing

Oral care = daily self-care
Brushing = habit upgrade
Consumer = informed, premium, routine-driven

This single shift allowed Perfora to **escape price wars** and **avoid FMCG comparison**.

What Actually Worked

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a) Category Reframing (Hardest MOAT)



**Perfora didn't improve toothpaste.
It changed what oral care meant.**

Teeth → Mouth ecosystem
Whitening → Gum health
Product → System

This reframing takes years and cannot be copied fast.

b) System-Led Product Design



Perfora never sold "one hero SKU".

It sold:

Electric toothbrush (anchor)
Replacement heads (lock-in)
Specialised toothpastes (problem-led)

Outcome

Habit creation (2× daily)
Recurring revenue
High LTV / CAC efficiency

c) Education as Growth Lever

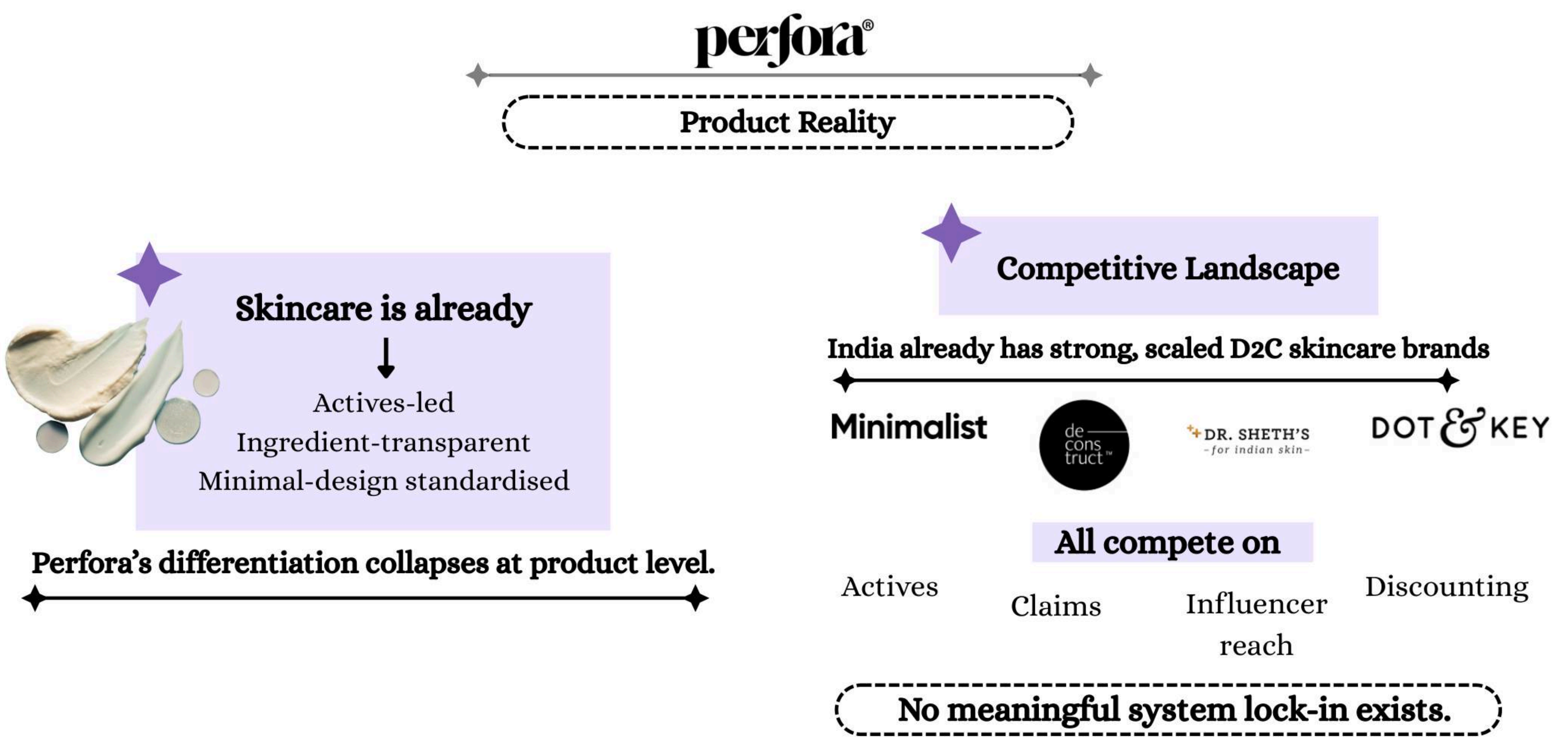


Perfora invested in:

Usage education, Ingredient logic, Routine explanation

This created organic retention, not discount-led retention.

Perfora is not an oral-care brand. It is a **daily hygiene systems brand**.



WHY NOT SKINCARE: PRODUCT, FINANCIALS, COMPETITION, NET BURN

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Financial Reality

Typical Skincare Economics (India D2C)

Gross Margin: 70–80%

AOV: ₹800–1,200

Blended CAC: ₹1,500–2,500

Repeat rate: 1.3–1.6× per year

Unit Economics (12 months)

Revenue per user: ₹1,500–2,500

Gross profit: ~₹1,200–1,800

CAC: ~₹1,800

☞ Contribution margin = negative

Marketing Burn

Marketing spend: 35–45% of revenue

Influencer churn + trend cycles

Constant visibility required

High GM gets fully eaten by CAC + discounts.

Net Burn Reality

Scaling skincare means:

More users = more burn

Profitability deferred to “future scale”

VC-style capital requirement

Strategic mismatch with Perfora’s discipline-led growth.

Skincare Conclusion

High gross margin, but structurally loss-making due to CAC inflation, weak repeat, and competitive density.

WHY HAIRCARE: PRODUCT, R&D MOAT, AUDIENCE, FINANCIALS, POSITIONING



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Why Haircare Fits Perfora's DNA

Haircare is:

- Problem-led (hair fall, dandruff)
- Hygiene-adjacent
- Routine-driven

Less influencer-dependent than skincare

Most importantly



Scalp care today is where oral care was 5 years ago.

Audience Insight

Target user:

- 22–40 years
- Urban, working professionals
- Already spending on oral care
- Frustrated with shampoo switching
- Wants logic, not trends

This mirrors Perfora's existing base.



Positioning

From Haircare → Scalp Health

Hair problems = scalp imbalance
Not beauty, not vanity
Long-term, system-led

5 Anchor SKUs with Product & R&D MOAT

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How Perfora Haircare Will Look Like



5 Anchor SKUs with Product & R&D MOAT

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SKU 1: Daily Balancing Shampoo

MOAT

- Scalp-first formulation
- pH controlled
- Oil balance vs aggressive cleanse

vs FMCG

- Lower surfactant
- Fewer cosmetic fillers
- Similar COGS, higher perceived value



SKU 3: Weekly Scalp Exfoliant

MOAT

- Treats dandruff as skin condition
- Pre-wash logic
- Category creation

vs FMCG

- No equivalent shelf product
- High education moat



SKU 4: Repair Conditioner (Support SKU)

MOAT

- Functional, not sensorial
- Prevents routine breakage



SKU 2: Leave-On Scalp Treatment Serum

MOAT

- Water-based, non-oil
- Targets roots, not shafts
- Daily routine lock-in

vs FMCG

- Category largely absent
- High margin, low volume
- Difficult to copy without education



SKU 5: Routine Bundles (System SKU)

MOAT

- Cleanse + Treat + Reset logic
- FMCG cannot sell routines easily
- Increases LTV without CAC rise

5 Anchor SKUs with Product & R&D MOAT

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Haircare Financials



AOV (Bundles)
₹1,800–2,500



Gross Margin
60–65%



CAC
₹700–1,200



Repeat Rate
2.5–3.5×
annually



Positive contribution margin within the first year

EXTENSIVE GTM FOR HAIRCARE

**Healthy Scalp,
Happy Hair**
Your routine for
balanced & nourished
hair.

Shop now



Not a “launch”.
A category education rollout.

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GTM Philosophy

Phase 1

Early Adopters (0–6 months)

- Perfora oral-care users
- CRM, email, WhatsApp
- Hair-fall & dandruff cohorts

Goal: Validate routines

✓ Build UGC & trust



Phase 2

Problem-Led Acquisition (6–18 months)

- Search-led CAC (hair fall, dandruff)
- Content-led funnels
- Routine explainers

Avoid:

- Heavy influencer seeding
- Discount-first growth



Phase 3

Bundling & Retention

- Subscription nudges
- Routine bundles
- Bathroom kits



Financial Targets

- Payback < 6 months
- Marketing ≤ 25% of revenue
- Haircare ARR: ₹50–70 Cr in 24–30 months

BODYCARE : ADDITIONAL STRATEGIC SUGGESTION

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Why Bodycare (Outside Current Scope)

Bodycare today is:

Fragrance-led
Low education
High frequency

It fits Perfora **better than skincare.**

Positioning

From Cleaning → Body Hygiene Health

Sweat, odor, dryness
Not beauty, not fragrance
Daily routines

Strategic Role

- Expands bathroom shelf
- Increases touchpoints
- Enables family usage
- Massive bundling upside

The Future: House of Brands

Total Bathroom Dominance. Owning the functional hygiene moments.



This makes Perfora:
India's modern wellness house of brands

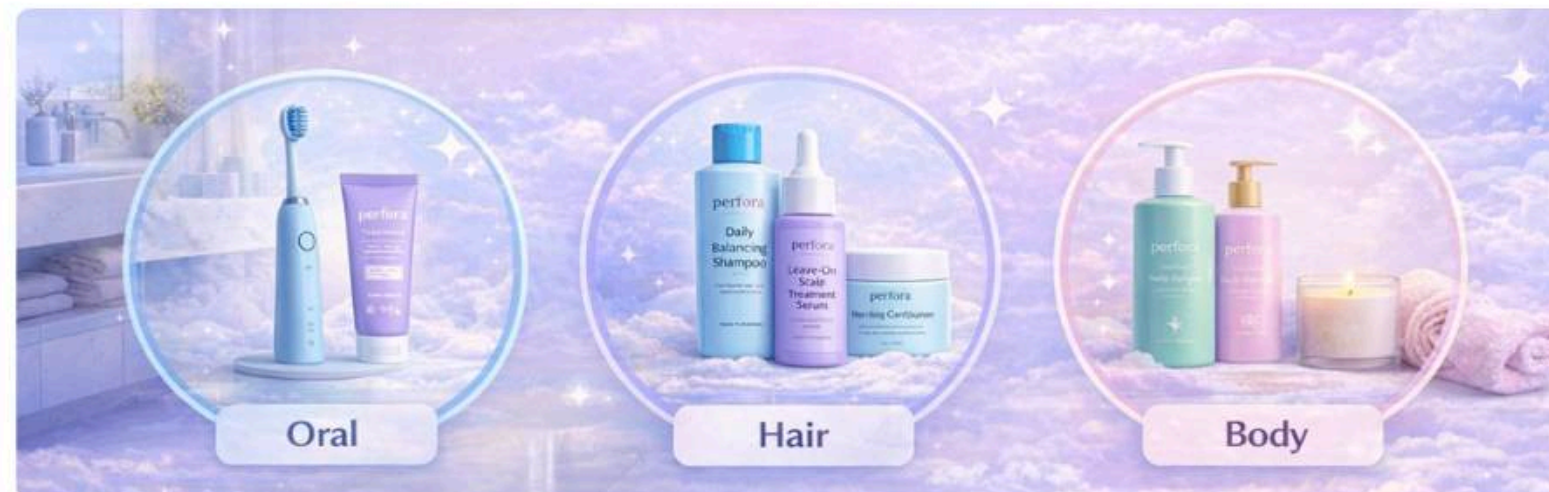
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Key Highlights

- Avoid skincare despite high GM due to structural burn
- Enter haircare through scalp-health systems
- Build positive unit economics early
- Use bodycare as next adjacency
- Dominate bathroom shelf, not categories

Final Vision Statement

“Perfora will not chase beauty categories. We will own daily hygiene moments across oral, hair, and body to become India’s most trusted Aesthetic modern wellness brand, built on routines, systems, and long-term habits.”





MEET THE TEAM



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