

2026

BUSINESS PLAN 2026-2029

Pehnav Thrift

Curated pre-loved fashion for young Indians

PREPARED BY

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VERSION

1.0 · Confidential

CITY

Bengaluru

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01 Executive Summary

Pehnav Thrift buys, cleans and resells good-quality pre-loved clothing online and through pop-up stores, making fashion affordable and reducing textile waste.

The opportunity

Young shoppers want variety at low prices and care about sustainability, while wardrobes are full of clothes worn only a few times.

Key figure (sample)	Year 1	Year 3
Items sold	25,000	220,000
Sellers	4,000	35,000
Revenue	₹1.0 Cr	₹8.0 Cr
Pop-ups per year	6	30

All projections in this plan are illustrative sample figures.

02 Company Overview

Mission

To make second-hand the first choice for stylish, budget-conscious and planet-conscious shoppers.

Products and Services

Offering	Description	Price (sample)
Curated drops	Weekly themed collections online	₹299–999
Sell with us	Pickup, cleaning and listing for sellers	40% payout
Pop-up stores	College and mall pop-ups	—
Styling boxes	Monthly box of five pieces	₹1,499

Legal Structure and Location

Registered as a private limited company with a processing warehouse for sorting, cleaning and photography.

03 Market Analysis

Industry Overview

Resale fashion is growing among young urban shoppers, driven by price, variety and sustainability.

Target Customers

Segment	Description	Priority
College students	Love variety and low prices	High
Young professionals	Want branded items for less	High
Sellers	Want to clear wardrobes	High

Competition

Competitor type	Strength	Our advantage
Fast-fashion apps	Huge range	Lower price, unique pieces, sustainable
Informal resale groups	Free listing	Quality check, cleaning, returns
Export surplus stores	Cheap	Curation and online convenience

SWOT Analysis

Strengths • Strong curation • Community of sellers	Weaknesses • Inventory variability • Processing costs
Opportunities • College pop-ups • Sustainability trend	Threats • Stigma around used clothes • Copy competitors

04 Marketing and Sales Strategy

We grow through Instagram drops, college pop-ups and seller referrals, with clear quality grades building trust.

- Instagram and reels
- College pop-up stores
- Seller referral programme
- Styling boxes

Customer Acquisition Funnel (sample targets)

Stage	Year 1	Year 2	Year 3
Followers / visitors	80,000	400,000	1,000,000
Buyers	10,000	60,000	150,000
Repeat buyers	35%	40%	45%

Unit Economics (sample)

Metric	Value	How we measure it
Average order value	₹780	Store data
Processing cost per item	₹70	Warehouse records
Sell-through in 30 days	68%	Inventory reports

05 Operations Plan

Items are picked up, graded, cleaned, photographed and listed within five days. Unsold items are donated or recycled.

Milestone	Target date	Owner
Warehouse set up	Q2 2026	Operations
10,000 items sold	Q4 2026	Growth
Pop-ups in 5 cities	Q4 2027	Marketing
Break-even	Q1 2028	Finance

06 Management Team

Name	Role	Background
Tanya Bose	Founder & CEO	Fashion merchandiser
Karthik Reddy	Operations	E-commerce warehousing
Zoya Khan	Brand & community	Content creator and stylist

Hiring Plan (sample)

Function	Year 1	Year 2	Year 3
Warehouse	8	25	55
Marketing and content	3	8	14
Tech and data	2	5	10

07 Financial Plan

The projections below are sample figures that show the structure of a financial plan. Replace them with your own estimates and assumptions.

(₹ lakh)	FY 2026–27	FY 2027–28	FY 2028–29
Revenue	100	380	800
Cost of goods (seller payouts)	42	155	320
Gross profit	58	225	480
Operating expenses	80	190	360
Net profit / (loss)	(22)	35	120

Key Assumptions

- Average selling price ₹650
- 40% seller payout
- Processing capacity 500 items a day by year 3

Year-1 Monthly Cash Flow (sample)

Month	Cash in (₹ lakh)	Cash out (₹ lakh)	Closing balance
Apr	—	—	—
May	—	—	—
Jun	—	—	—
Jul	—	—	—
Aug	—	—	—
Sep	—	—	—
Oct	—	—	—
Nov	—	—	—
Dec	—	—	—
Jan	—	—	—
Feb	—	—	—
Mar	—	—	—

Fill in your monthly estimates; the closing balance shows how long the funding lasts.

Funding Requirement

We are seeking ₹1.5 crore to scale the warehouse, build the app and run pop-ups in five cities.

Use of funds	Share
Warehouse and processing	35%
Technology	20%
Marketing and pop-ups	30%
Working capital	15%

08 Risks and Mitigation

Risk	Impact	Mitigation
Inconsistent supply	Medium	Seller incentives and bulk sourcing

Risk	Impact	Mitigation
Quality complaints	High	Grading standards and easy returns
Low margins	Medium	Styling boxes and premium drops

09 Appendix A: Customer Survey Summary (sample)

Question	Yes	No	Not sure
Have you bought second-hand clothes?	—	—	—
Would you sell clothes you no longer wear?	—	—	—
Do quality grades make you trust resale?	—	—	—
Would you try a styling box?	—	—	—

10 Appendix B: Product Roadmap

Quarter	Planned feature or offering
Q2 2026	Online drops
Q3 2026	Sell-with-us pickups
Q1 2027	Styling boxes
Q3 2027	Kids' wear category