PROLOGUE

EXECUTIVE INTELLIGENCE BRIEF

Fashion Partner Landscape in India

Retail Groups, Platforms, and Operators for International Fashion Houses

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Preface and Scope

This paper maps the partners through which international fashion houses reach the Indian premium and luxury market: the retail groups, digital platforms, and operators that control market access, and their suitability for different brand strategies. The partner landscape it describes is India-side, and applies equally to European, North American, and Asian brands.

The paper is intended for brand market-entry teams and the institutions that work with them. Monetary figures are reported in the source currency.

A note on method. Partner profiles draw on company disclosures and trade press; they are descriptive, not endorsements, and partnerships may change. Qualitative assessments represent the firm's considered judgement and are indicative.

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1. Summary

1.1 Access to the Indian luxury market is concentrated. A small number of conglomerates and platforms control the real estate, regulatory navigation, and consumer relationships that determine which brands reach the affluent consumer. For an international house, the choice of partner is the most consequential decision in entering the market.

1.2 Three conglomerates dominate physical retail access — Reliance, Aditya Birla, and Tata — each with a distinct posture. A set of digital platforms offers a lower-risk route to test demand. This paper maps both and sets out which suits which brand strategy.

2. How Market Access Operates

2.1 Unlike mature markets, where brands frequently enter directly, the Indian luxury market is intermediated. The concentration is both a constraint and an advantage: direct entry is difficult, but a single well-chosen partnership can deliver real estate, regulatory navigation, supply-chain support, and consumer credibility at once. Indian luxury commentary frames the three dominant conglomerates through distinct roles — Tata as custodian of heritage and trust, Aditya Birla as the bridge connecting Indian design to global formats, and Reliance as the disruptor leveraging scale and integration.

3. The Conglomerate Gatekeepers

3.1 Reliance Brands, part of Reliance Retail, is the largest luxury operator by scale, with partnerships across a wide roster of international houses, including Valentino, Bottega Veneta, and Burberry. It offers scale, prime real estate, and the resources of the country's largest retail group, and is best suited to brands seeking rapid, large-scale rollout with a dominant partner.

3.2 Aditya Birla Fashion and Retail has pursued a curated approach, with a multi-brand luxury platform and investments in leading Indian designers. It operates the Indian partnership with Galeries Lafayette, whose Mumbai flagship, opened in November 2025, carries more than 250 labels, with a Delhi store to follow. This multi-brand route suits international houses not yet ready for standalone operation.

3.3 The Tata Group approaches luxury through heritage and trust, with a digital luxury platform and a premium ecosystem spanning retail and hospitality. It suits brands prioritising credibility and a considered positioning, particularly in watches, jewellery, and accessories.

Table 1. The three conglomerate gatekeepers

Group	Role	Best suited to
Reliance Brands	Scale and integration	Large-scale rollout
Aditya Birla (ABFRL)	Curation and design	Multi-brand, design-led entry
Tata Group	Heritage and trust	Considered, premium positioning

Source: Company disclosures; Prologue Research.

4. Digital Platforms

4.1 Alongside the conglomerates, digital platforms offer a lower-risk and faster route to test demand, of increasing importance as online luxury sales grow. They reach affluent consumers across the country, including in cities without luxury retail. Table 2 sets out the principal platforms.

Table 2. Principal digital luxury platforms

Platform	Position	Best suited to
Tata CLiQ Luxury	Trusted luxury	Watches, jewellery, premium fashion
AJIO Luxe	Scale and reach	Contemporary and premium fashion
Nykaa Fashion	Beauty-led, affluent women	Womenswear and adjacent categories
Myntra (premium)	Mass-premium	Premium and bridge-to-luxury, younger consumers

Source: Company disclosures; Prologue Research.

5. Matching Partner to Strategy

5.1 There is no single best partner; the appropriate choice depends on the brand's tier, category, and ambition. A major house seeking scale is best served by Reliance; a design-led, multi-brand-ready house by Aditya Birla and Galeries Lafayette; a heritage-led house by the Tata ecosystem; a house testing demand by the digital platforms. The most common error is to select a partner by availability or existing relationship rather than by fit.

6. From Landscape to Introduction

6.1 For international houses, particularly mid-sized ones without dedicated India teams, the partner landscape is opaque and the stakes are high. An adviser can add material value by maintaining current intelligence on each gatekeeper's portfolio and appetite, making introductions appropriate to each brand's profile, and convening Indian partners and international brands. Partner identification is among the most concrete forms of market-entry support a brand can be given.

This paper has been prepared by Prologue. Partner profiles draw on company disclosures and trade press; they are descriptive Prologue Research syntheses, not endorsements, and may change. Correspondence: business@prologuet.com.