



HOW UPRIVER HELPED A NEWLY
LAUNCHED BRAND RANK AMONG
THE TOP 3 IN THE LINGERIE
CATEGORY WITHIN 18 MONTHS
BUSINESS CASE STUDY



OVERVIEW

Upriver partnered with e-commerce players to launch one of the women's lingerie and innerwear labels, a leading premium label. Our objective was to establish the brand across multiple marketplaces and its D2C platform. As an IPO-listed company, the parent sought a clear strategy to successfully launch and scale the brand while ensuring profitability within a defined timeframe.



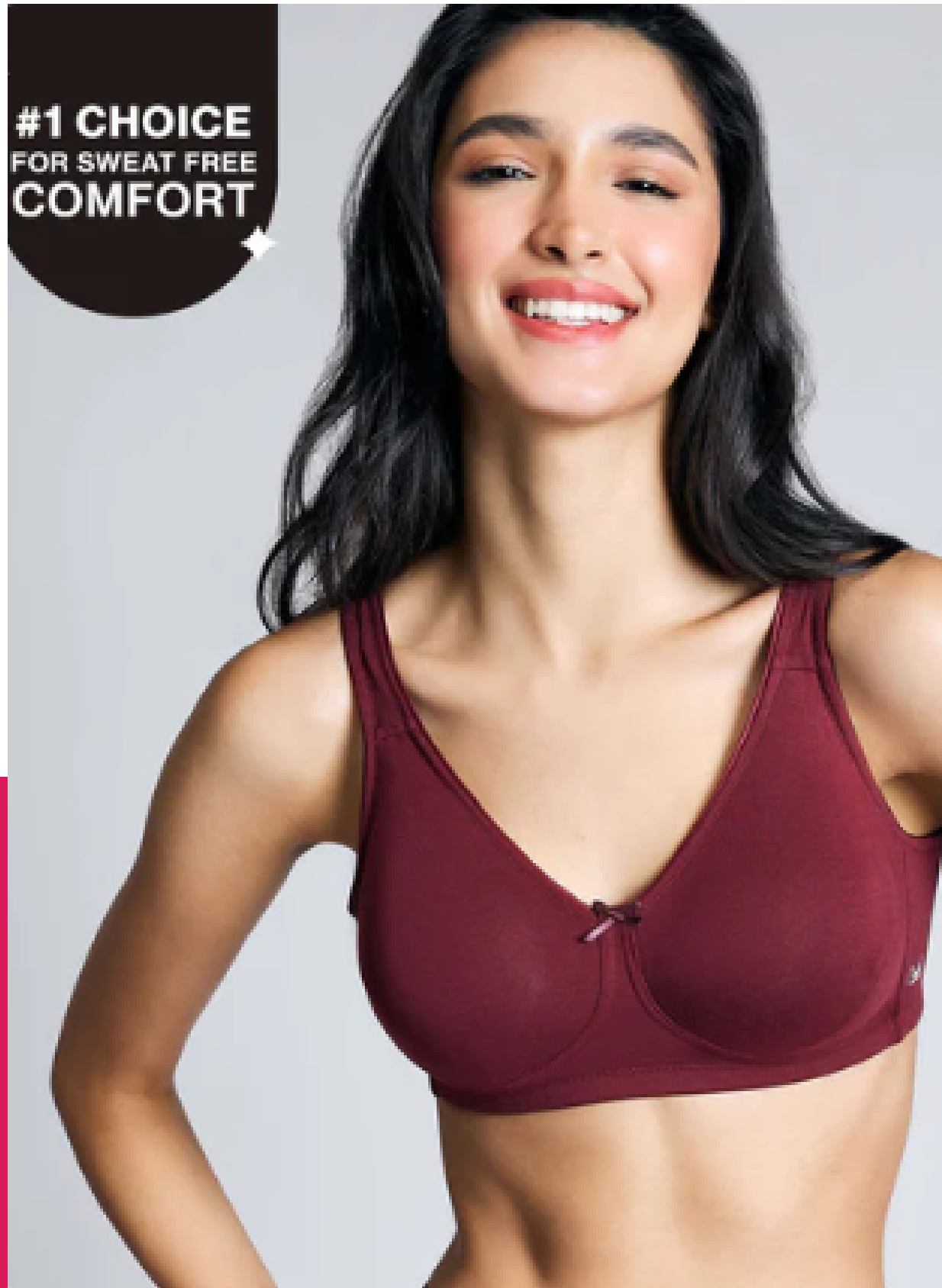
**Brand's name is masked due to confidentiality issues*



INITIAL SITUATION

- Nykd, Nykaa's premium lingerie brand, entered India's highly competitive innerwear market with no offline presence and limited in-house marketplace expertise. The brand had an online-first strategy and wanted to scale across leading marketplaces like Amazon, Myntra, and Flipkart, apart from its parent platform Nykaa. Further, the strategy extended to growth through its own D2C channel at a later date.
- The brand faced key challenges, including intense competition, high ACOS, no branded search visibility, and direct conflict with the marketplace's private labels. A few marketplaces even refused to onboard the brand, citing that it was from a competitor's stable.
- Nykaa partnered with Upriver to lead Nykd's end-to-end marketplace journey from launch to scale-up, and later D2C expansion. Upriver provided the required handholding needed to set up the ecosystem, including warehousing SLAs, inventory sync, integrations, marketplace onboardings, policy compliances, and approvals.

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CHALLENGES

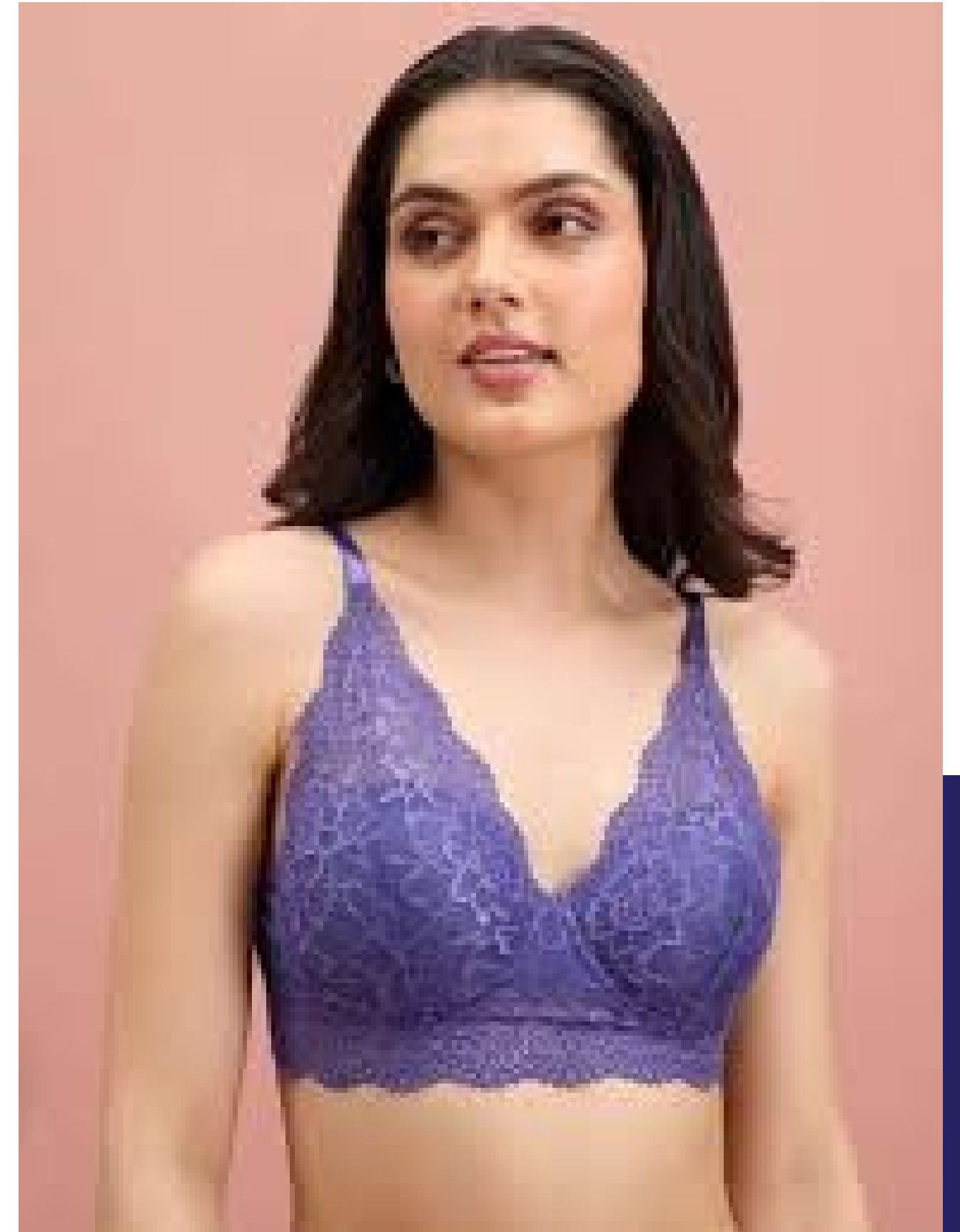
- **Intensely Competitive Market** – Category dominated by established brands like Jockey and Enamor with significant market share.
- **Premium Pricing Pressure** – Positioned at a higher price point compared to competitors.
- **Keyword Competition** – Branded keywords were heavily contested, limiting visibility and discoverability.
- **Brand Conflicts** – A few leading marketplaces refused to onboard brands from a competing marketplace. Upriver used its own goodwill to overcome this challenge and got the brand onboarded. Upriver also became the brand's online distributor for select marketplaces to avoid direct conflict.

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UPRIVER STRATEGY - AMAZON

RANGE SELECTION

- Competitor brands were studied to understand the best-selling styles on Amazon and other marketplaces. Based on this, Nykd's product range was curated and SKUs were listed on priority, across Amazon, Flipkart, and other marketplaces.
- Data from Nykaa was also analyzed to see which styles performed better in terms of sales and conversions. This data was then normalized to remove the effect of ad push and other strategic advantages available to in-house brands on Nykaa and Nykaa Fashion.
- Priority was given to everyday wear SKUs, as the data showed that this category performs better on marketplaces compared to fashion-led styles.



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UPRIVER STRATEGY - AMAZON

LISTING

- A detailed SOP for premium listings was shared, covering all hygiene factors for each marketplace.
- Training sessions were conducted with the Nykd team to explain each marketplace's requirements for listing photos, product videos, brand videos, A+ content, brand story, and brand page.
- Creatives were developed jointly with the Nykd team, keeping the differentiated requirements of each marketplace in mind. A detailed competitor listing analysis was conducted to study customer feedback and address customer needs in Nykd's listings.
- Key problem areas were identified from reviews and insights. Customer-referenced keywords were added to titles and descriptions to improve SEO performance.

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UPRIVER STRATEGY - ADVERTISING

Amazon Streams & AI Tools:

Upriver leveraged Amazon's native tools along with advanced AI-driven solutions to expand the brand's reach and capture valuable data. A combination of manually managed and AI driven ad-campaigns were run, to maximise ad-efficiency and minimise Advertising Cost of Sales (ACoS). Cutting edge AI leveraged Ad platforms and other tools were deployed to maximise sales & minimise ACoS.

Full Funnel Strategy:

Upriver initiated a strategy to expand the brand's reach and boost overall impressions, while simultaneously gathering valuable data. Upriver implemented a comprehensive full-funnel strategy, resulting in increased impressions, clicks, and a high click-through rate (CTR), which ultimately led to a significant and rapid increase in the brand's conversion rate (CVR).



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UPRIVER STRATEGY - ADVERTISING

BRAND DEFENCE:

As a market shaker, Nykd gradually captured the attention of its competitors and existing market giants, who aggressively launched campaigns to stall Nykd's growth. In response, Upriver deployed brand defense campaigns aimed at countering the competitive pressures and strengthening Nykd's foothold in the market.

CVR | CTR | ROAS | CPC | TACOS:

With Upriver's comprehensive optimizations and regular monitoring, the brand successfully reduced the Total Advertising Cost of Sales (TACOS) from over 35% in the first year to under 10% in the third year. Additionally, Upriver's efforts led to improved overall conversions, lower Cost-Per-Click (CPC), and high Return on Advertising Spend (ROAS). These outcomes signify a more efficient and cost-effective advertising strategy that yields better results.

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UPRIVER STRATEGY - AMAZON

AI ADS & OTHER TOOLS FOR GROWTH:

- Since the lingerie category on Amazon is largely search-led, Upriver identified that a strong advertising strategy would be critical to drive growth and profitability. Nykd was onboarded on Perpetua, an AI-powered Amazon advertising software, which handled data analysis and decision-making through machine learning.
- With Perpetua's dynamic bidding feature, keyword-level bids were continuously optimized to maximize ROI. The tool also scraped data from Amazon's buyer portal in real time to analyze placements more effectively. This allowed the Upriver team to focus on strategic tasks such as experimenting, adjusting spends on SKUs, and managing category-level inclusions or exclusions.

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UPRIVER STRATEGY - AMAZON

AI ADS & OTHER TOOLS FOR GROWTH:

- Since multiple SKUs were competing on the same generic keywords, Perpetua prevented overlap by ensuring only one bid per keyword at a time, further optimizing campaigns based on conversions.
- Data and insights from Amazon Pi, as well as from the category teams of marketplaces, were used to strategise growth. Joint Business Planning meetings were conducted with category teams of various marketplaces to set and achieve quarterly and annual targets.



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UPRIVER STRATEGY - D2C

Creative Format Testing:

We began by testing different ad formats to understand which drove the best results. Initially, catalog and carousel ads were used, but upon observing higher conversion rates, we shifted to video ads. This strategic pivot led to a measurable improvement in engagement and sales.

Website Audit and Conversion Improvements:

A comprehensive audit of the website highlighted several areas for improvement. We suggested and implemented design and functionality enhancements to improve the user experience, resulting in:

- A 30% decrease in bounce rate
- Over a 33% increase in time spent on the site
- A 30% increase in conversion rate



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UPRIVER STRATEGY - D2C

- **Cart Value Offers:**

To increase Average Order Value (AOV), we introduced strategic cart value offers, encouraging customers to purchase more per transaction. This led to a significant improvement in the brand's ROAS, enhancing profitability.

- **Identifying Hero Products:**

By maintaining a sell-through sheet for top-selling products, we identified three new hero products that contributed to 37% of the total revenue. This insight allowed us to allocate ad spend more effectively, focusing on these high-performing products.

- **Festive Offer Campaigns:**

During the Diwali festive season, we introduced tailored offers to capitalize on the shopping surge. These targeted promotions resulted in a 30% increase in ROAS in November compared to October, significantly boosting revenue during the festive period.



ENCIRCLED SHAPER
PANEL



COTTON STRETCH
FABRIC



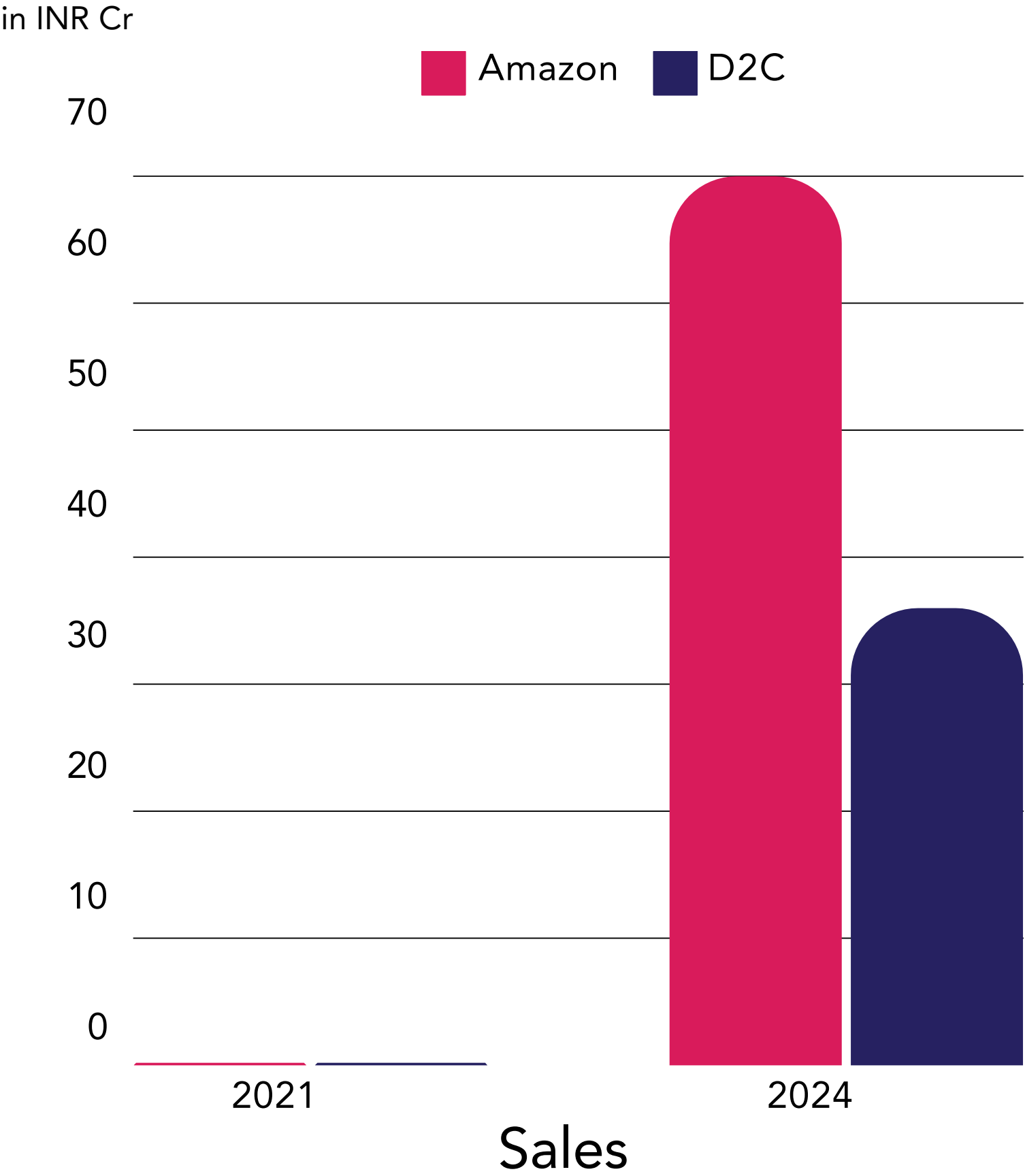
DISAPPEARING
NECKLINE



U-BACK FOR MAXIMUM
SIDE SUPPORT



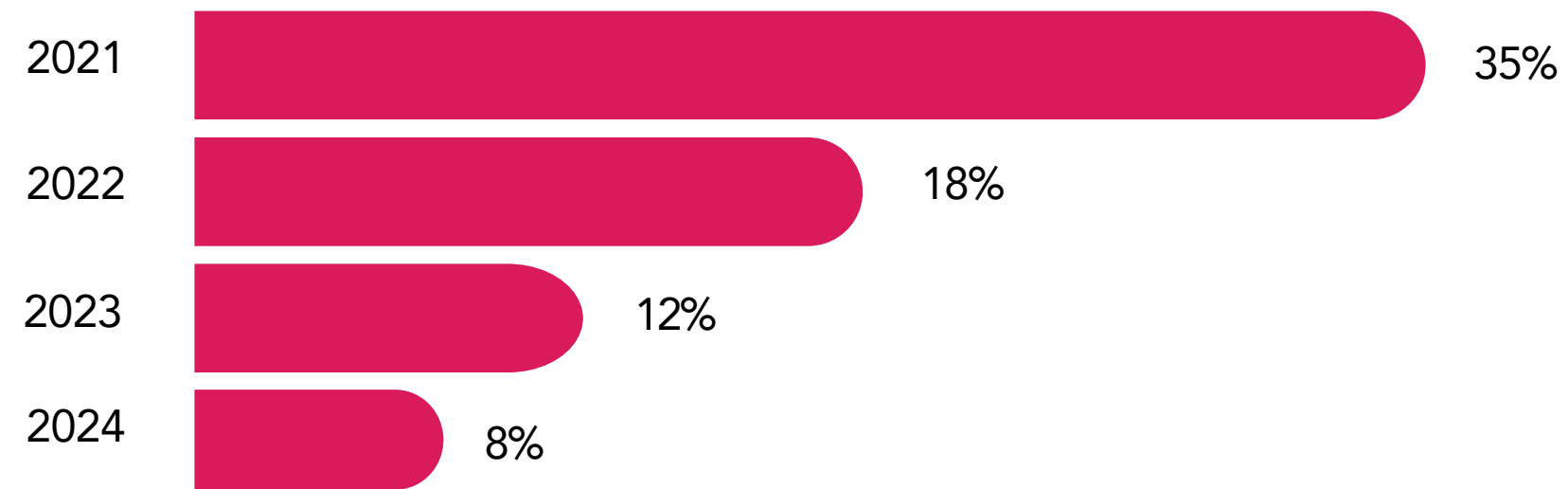
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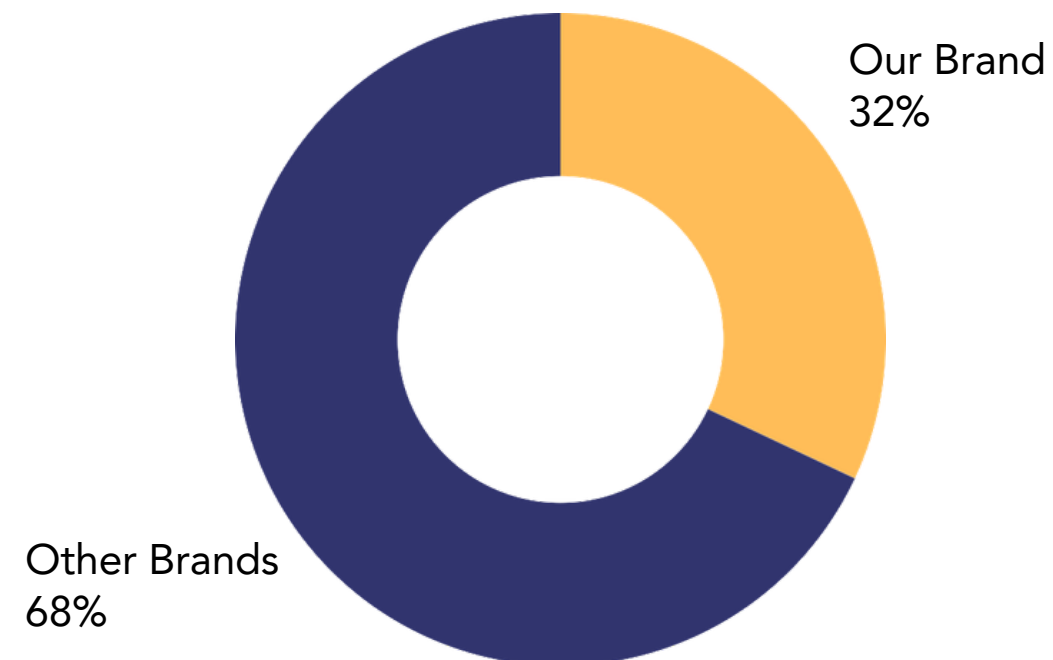
RESULT

AMAZON

TACoS in %

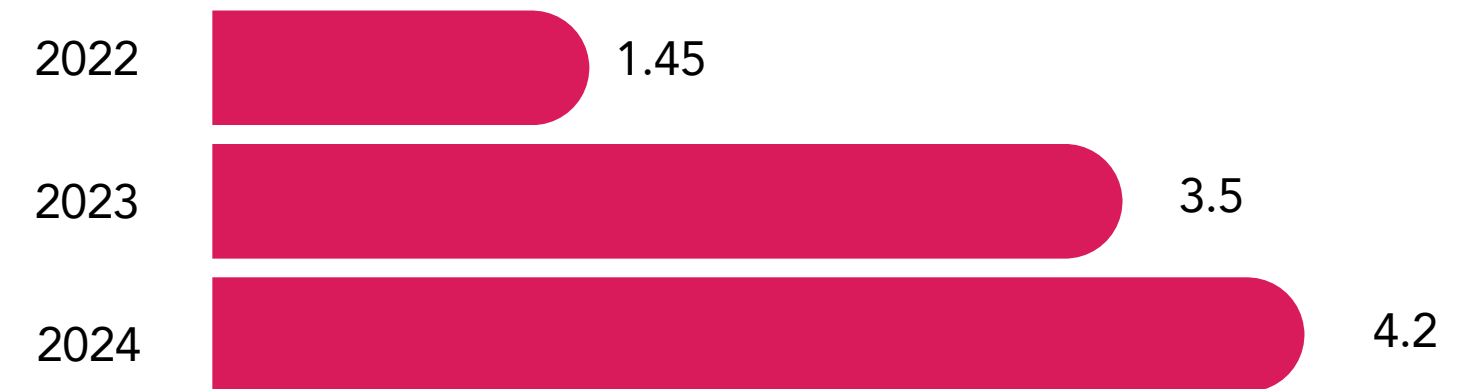


MARKETPLACE SHARE %



D2C

ROAS



AOV (in INR)

