

Furniture Franchising:

The Next Big Growth Story in Indian Retail

F+D: The Indian furniture market has been evolving rapidly. Why do you believe furniture is becoming such a viable sector for franchising?

Varun Kant: If you look at the macro picture, the Indian furniture industry is at the start of what I believe will be its most transformative decade.

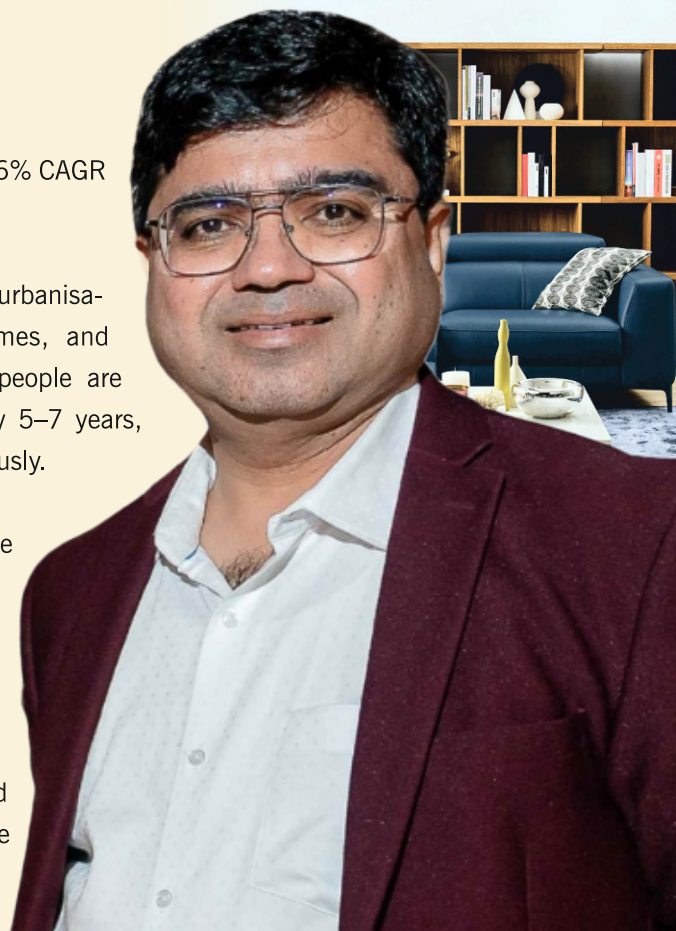
The market was valued at USD 23.12 billion in 2022 and is projected to reach USD 37.72 billion by 2026, growing at a CAGR of 13.37%.

The home furniture segment, which accounts for about 60% of this market, was valued at USD 22.9 billion in 2024

and is expected to grow at 10.6% CAGR over the next five years.

This is being driven by rapid urbanisation, rising disposable incomes, and shorter replacement cycles—people are now upgrading furniture every 5–7 years, compared to 8–10 years previously.

India has also emerged as the fourth-largest furniture-consuming country in the world, yet our per capita spend on furniture is only USD 5 annually, compared to USD 250–500 in developed markets. That gap is a huge growth opportunity.



Varun Kant

Country Head of HTL

Building HomesToLife in India !

Franchising fits perfectly here. Furniture is a capital-intensive retail category where brand credibility, supply chain efficiency, and store experience are critical. Partnering with entrepreneurs allows a brand to expand its reach quickly while maintaining consistent quality and customer service.

F+D: What macroeconomic and consumer trends are creating this opportunity right now?

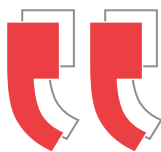
Varun Kant: Several forces are converging. *First, urbanisation*— India's urban population is projected to touch 40% by 2036. At the same time, the share of nuclear households, which spend 30% more per capita than joint families, will reach 74% by 2025.

Second, rising disposable incomes— household spending in India has already crossed USD 3 trillion and is growing at over 14% annually. Consumers have more money to spend, and furniture is increasingly seen as a lifestyle investment, not just a necessity.

Third, digital influence— social media, OTT content, and global e-commerce have exposed customers to international design trends. This has created demand for modular, multifunctional, and tech-enabled furniture even in smaller cities.

Finally, post-pandemic lifestyle changes — the work-from-home boom has permanently altered consumer needs.

Home offices, ergonomic chairs, and multi-functional spaces are now part of the mainstream furniture conversation.



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F+D: What role is organised retail playing in this transformation?

Varun Kant: A very important one. The Indian furniture market is still 80–90% unorganized, dominated by local carpenters and small manufacturers. This creates challenges—lack of standardisation, inconsistent quality, and limited scalability.

Organised retail addresses these gaps. It offers standardised quality, professional after-sales service, and cohesive brand experience across locations. It also helps create economies of scale in sourcing, logistics, and marketing. We've seen other sectors—fashion, electronics, QSR—undergo this transformation. Once

organised players expand through franchising, they gain customer trust faster and build a stronger nationwide presence. Furniture is now following the same path.

F+D: And what about the global scenario?

Varun Kant: Globally, the furniture market was valued at USD 537 billion in 2022 and is expected to reach USD 692 billion by 2027.

The Asia-Pacific region, led by China, still dominates production and consumption. However, shifts in global trade dynamics—such as the US-China trade tensions and supply chain diversifica-

tion—are creating opportunities for India, both as a consumption market and as a manufacturing hub. Our furniture exports, while still modest at USD 2.86 billion, are growing at around 20% annually.

For Indian retailers, this means there's a chance not only to serve a fast-growing domestic market but also to build credibility as global design players.

F+D: What makes the franchise model so suited to the furniture industry?

Varun Kant: Furniture is a high-involvement purchase. Customers want to see, touch, and experience the product before making a decision. Store design, ambience, and service quality are as important as the product itself. The franchise model allows brands to scale physical presence quickly while maintaining control over these factors. For entrepreneurs, it's an entry into a high-potential market with the backing of a proven brand, a tested store format, trained staff, and brand-led marketing campaigns. It's also a partnership model that aligns interests—the franchisee has a personal stake in making the store succeed, and the brand provides the tools, systems, and operational support to ensure success. This combination works particularly well in furniture, where trust and service drive repeat business.

F+D: How does franchising help brands like HomesToLife capture this opportunity?

Varun Kant: For HomesToLife, franchising is the backbone of our growth

strategy. Our brand is built around premium, design-led furniture, and that means the customer experience has to be world-class at every touchpoint. Through franchising, we can open stores in tier 2 and tier 3 markets with the same quality and service standards as in metros. We bring the international design language, supply chain strength, visual merchandising, training infrastructure, and marketing ecosystem.

Our partners bring deep local market knowledge, community relationships, and on-ground operational oversight. It's also about speed to market. With the franchise model, we can open multiple stores in parallel without overextending our own capital or management bandwidth. This allows us to meet emerging demand in real time rather than years later.

F+D: What should potential franchisees be cautious about when selecting a brand to partner with?

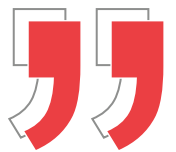
Varun Kant: One of the biggest factors that determines long-term success in furniture retail is product consistency—in both quality and supply.

Franchisees should be cautious about partnering with brands that cannot guarantee a reliable, steady flow of products or that rely entirely on fragmented sourcing. Inconsistent manufacturing can lead to mismatched quality, stock shortages, and delays—issues that directly affect store sales and customer trust.

HomesToLife is backed by a legacy brand with a world-class manufacturing facility.

Our vertically integrated production systems allow us to control every detail—from design to material selection to final finish. This ensures that our partners always have access to a consistent product range that meets global standards. On top of that, we regularly introduce the latest international designs into our range, keeping the

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collection fresh and relevant for today's style-conscious customers.

F+D: Can you share an example of how you've connected with the right partners?

Varun Kant: One of our most successful partnerships began at an industry exhibition where we were showcasing our latest collections. The prospective partner wasn't actively seeking a franchise—they attended for market research. When they visited our stand, they were impressed by the design quality and craftsmanship. This gave us the opportunity to walk them through our operational model, support systems, and franchise structure. The fact that they could physically experience the brand—sit on the sofas, see the finishes, test the recliners—was a turning point.

We followed up with a detailed business proposal and market feasibility study for their city. A few months later, they signed on. Today, their store is among our top-performing locations. Platforms like the World of Furniture Exhibition have been invaluable in making these connections.

It's a space where we can engage with serious industry stakeholders and turn conversations into long-term partnerships.

F+D: What are the key trends shaping the future of the industry?

Varun Kant: I see several shaping forces: **Sustainability** – Eco-friendly materials and responsible sourcing will become standard expectations.

Smart Furniture – Technology-enabled designs, from adjustable beds to app-controlled recliners, will grow rapidly.

Space Optimisation – Modular, multi-use designs will dominate urban markets.

Premiumisation – Demand for branded, premium furniture is growing in both metros and smaller cities.

Hybrid Retail – The integration of online and offline experiences will be essential for customer engagement.

F+D: Where do you see HomesToLife in the next 5–10 years?

Varun Kant: Our group vision is simple but powerful: "A sofa for every home." We want to bring our world-class quality

and global design sensibilities to customers across India—not just in the metros, but in every major growth market. In the next 5–7 years, we aim to be present in the top 50 cities across the country. Each store will be an immersive retail experience, allowing customers to see, touch, and feel our products before they make a purchase. We also see the Indian growth story opening a new chapter for premium furniture retail. Homes are becoming more design-conscious, consumers are willing to invest in quality, and the organised segment still has significant room to grow. For us, this means not only expanding geographically but also leading in design innovation, sustainability, and customer experience.

By 2035, I envision HomesToLife as one of India's most recognised and trusted furniture brands—synonymous with style, comfort, and reliability—powered by a thriving network of successful franchise partners.

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Invitation to Trade Show of and for the Furniture Industry

World Furniture Expo

4-5-6 DEC. 2025

Bombay Exhibition Center **Mumbai**
wofxworldexpo.com

Home Office
Outdoor Kitchen & Wardrobes
Handcrafted Kids Institutional School/College Sleep Essentials

QR code and social media icons (Facebook, LinkedIn, Instagram, Twitter, YouTube)

Image of a modern wooden desk with a laptop and a potted plant.