

Fashion and retail technology: *the position no one holds*

Seven companies across consumer wardrobe applications and business software for fashion, what each charges, who owns them, and the two openings they leave.

CONSUMER

Indyx · Alta · Threads Styling

BUSINESS

ShopMy · Launchmetrics · NetSuite · Tulip

PREPARED FOR

A founder building a wardrobe application and a fashion inventory product

THE QUESTION

Where is there room for a new product, and *at what price?*

The client is developing two products: a wardrobe application for women of mid to high net worth, and inventory management for fashion businesses. We profiled the seven companies a buyer or an investor would compare them to, and read each one for price, ownership and what it leaves undone.

7	0	\$295+	\$30K+
companies profiled, three consumer and four business	manage both a consumer's wardrobe and a brand's inventory	what Indyx charges for in-home wardrobe cataloging	estimated cost to implement NetSuite before the first report

FIVE FINDINGS

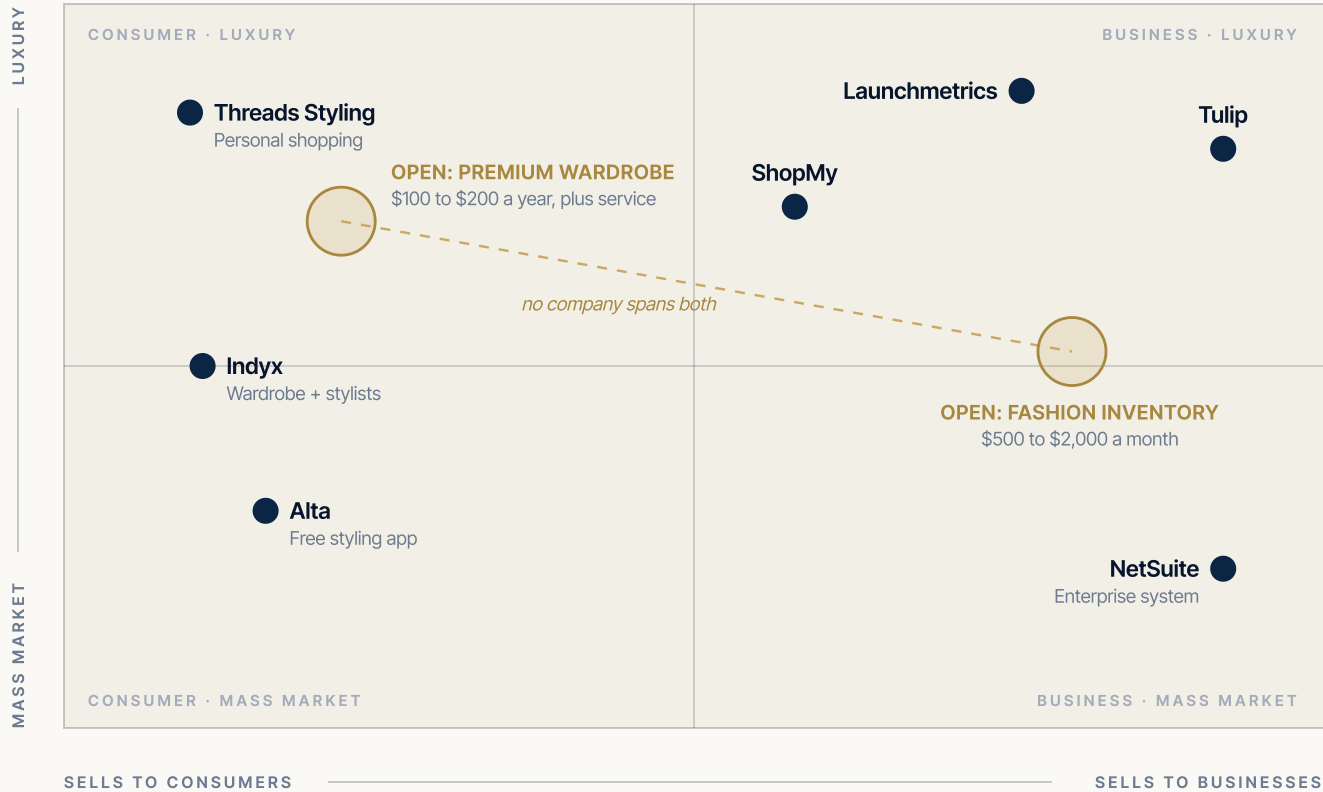
- No company spans both sides of the market.**
 Three of the seven hold a consumer's wardrobe. One holds a brand's inventory. None holds both, so the data that links what a client owns to what a brand has in stock belongs to nobody.
- Premium demand is proven at both ends, and empty in the middle.**
 Indyx sells in-home cataloging from \$295. Threads Styling's clients spend about £2,500 an order. Between a \$75 subscription and a personal shopper there's no product.
- The free tier is taken.**
 Alta gives away its full product and earns on affiliate commission, with the Arnault family's investment firm among its backers. A new entrant can't win on price or feature count there.
- Enterprise software leaves growing brands unserved.**
 NetSuite's fashion edition is estimated at \$2,500 to \$5,000 a month after a five-figure implementation. A brand with \$5 million to \$50 million in revenue is too big for spreadsheets and too small for that.
- Strategic owners are buying fashion data.**
 Lectra agreed to pay \$200 million to \$240 million for Launchmetrics, about five times revenue. Chalhoub Group took control of Threads Styling. Oracle owns NetSuite. A platform with luxury data has buyers.

MARKET MAP

Five segments, and a gap between the two that matter

SEGMENT	COMPANIES	WHAT THEY SELL	WHAT IT MEANS FOR THE CLIENT
Consumer wardrobe	Indyx, Alta, Threads Styling	Digital closets, styling and personal shopping	A premium position is open
Creator commerce	ShopMy	Connects brands to creators who earn commission	A channel to partner with
Brand analytics	Launchmetrics	Measures brand performance in media	A data source to integrate
Enterprise resource planning	NetSuite	Inventory, financials and commerce	The incumbent to price under
Clienteling	Tulip	Tools for store associates at luxury retailers	A complement, not a rival

FIGURE 1 · WHO EACH COMPANY SELLS TO



Positions are our judgment from each company's product, pricing and stated customer. The two rings mark the positions this report recommends.

CONSUMER COMPETITORS

Three ways to sell a wardrobe service

Indyx sells a subscription with human stylists. Alta gives away styling software. Threads Styling shops for the very wealthy by chat. Each proves a part of the demand and none covers all of it.

CONSUMER · WARDROBE MANAGEMENT

Indyx

Digital wardrobe with human styling services

INDEPENDENT · PRE-SEED

FOUNDED	FUNDING	ITEMS CATALOGED	APP STORE RATING
2021	Pre-seed, July 2022 Alante Capital	10 million+	4.8
TIER	PRICE	WHAT THE CUSTOMER GETS	
Free	\$0	Unlimited items, cataloging, outfit creation, resale between members with no fee	
Insider	\$74.99 a year	High-definition images, cost-per-wear analytics, community access, priority support	
White-glove cataloging	From \$295	An archivist catalogs 100 items at home; select US metros only	
Styling	\$35 a month	Human stylists and custom lookbooks; single sessions from \$150	

OUR READ

Indyx proves that women will pay a person to organize a wardrobe. Its limit is reach. The in-home service runs in a handful of cities, and the company positions itself against automated styling, which leaves the technology side open.

CONSUMER · STYLING SOFTWARE

Alta

Free personal styling and shopping application

VENTURE BACKED · SEED

FOUNDED	FUNDING	LEAD INVESTOR	STRATEGIC BACKER
2023	\$11 million seed June 2025	Menlo Ventures	Aglaé Ventures Arnault family
TIER	PRICE	WHAT THE CUSTOMER GETS	
Full access	\$0	Outfits from the user's own wardrobe by occasion, budget and weather; virtual try-on; shopping recommendations. Alta earns affiliate commission.	

OUR READ

Alta is the reason not to compete on price. With the whole product free and luxury's largest family on the cap table, it will own the mass end. Its exposure is the top of the market: a free app for everyone is a hard sell to a client who pays for privacy.

CONSUMER · LUXURY PERSONAL SHOPPING

Threads Styling

Personal shopping by chat for very high net worth clients

CHALHOUB GROUP · MAJORITY OWNER

HEADQUARTERS

London

OWNERSHIP

Chalhoub Group

Majority stake, September 2022

REVENUE, 2021

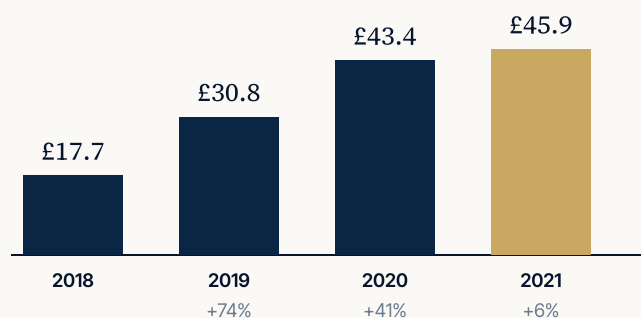
£45.9 million

AVERAGE ORDER

About £2,500

Over a third of sales from orders above £10,000

FIGURE 2 · REVENUE, £ MILLIONS



UK Companies House filings and trade press.

HOW THE SERVICE WORKS

Free to the client. Threads earns its margin on what the client buys.**One shopper, one client.** Conversations run on WhatsApp, iMessage, WeChat and Instagram.**Content sells.** Social media drives more than half of sales.**Access is the product.** Rare and sold-out pieces from the major houses, sourced on request.

WHAT EACH ORDER IS WORTH TO THREADS

MEASURE	VALUE	HOW WE GOT THERE
Share of each sale kept	About 16%	Gross profit of about £7 million on turnover of £43.4 million in 2020
Gross profit per order	About £400	16% of an average order of about £2,500
Comparison: luxury marketplaces	About 30%	Commission reported by the large online luxury marketplaces, on higher volume and lighter service

OUR READ

Threads shows what the top of this market spends, and how thin the margin is when every sale needs a person: about half what a marketplace keeps, with growth slowing from 74% to 6% in two years. Software that delivers the service, with people only where they change the outcome, keeps more of each sale. Threads is a likely sourcing partner, not a rival.

THE THREE, SIDE BY SIDE

COMPANY	WHO DELIVERS THE SERVICE	HOW IT EARNS	WHAT IT LEAVES OPEN
Indyx	People, supported by an app	Subscription and service fees	Technology, and any city outside its service area
Alta	Software only	Affiliate commission	The client who wants privacy and a person
Threads Styling	People only	Margin on goods sold	A record of what the client already owns

BUSINESS COMPETITORS

Four companies that sell to fashion brands

ShopMy sells reach, Launchmetrics sells measurement, NetSuite sells the system of record and Tulip sells the store associate's screen. For an inventory product built for fashion, each is a partner or an integration before it is a competitor.

BUSINESS · CREATOR COMMERCE

ShopMy

Marketing platform that connects brands to creators

VENTURE BACKED · \$1.5 BILLION VALUATION

FOUNDED	LATEST ROUND	CREATORS	PLATFORM SALES
2020	\$70 million Series C October 2025, led by Avenir	185,000	\$1 billion a year
TIER	PRICE	WHAT THE CUSTOMER GETS	
Creator	\$0	A free storefront; the creator earns commission on what followers buy	
Brand, self-serve	About \$1,000 a month	Access to the creator network, discovery and affiliate management	
Brand, pro	\$2,500 to \$5,000	Advanced analytics, gifting campaigns and filters	
Enterprise	From \$7,000	Full suite, paid campaigns and a dedicated manager	

OUR READ

ShopMy is the fastest-growing company in this report and the least threatening. Its valuation went from \$410 million to \$1.5 billion in nine months, and it reports sustained profitability since 2024. It holds neither wardrobe data nor inventory. It's a channel: a wardrobe product with affluent users is the audience its brands pay to reach.

BUSINESS · BRAND ANALYTICS

Launchmetrics

Brand performance measurement for fashion, luxury and beauty

LECTRA · MAJORITY OWNER

FORMED	OWNERSHIP	REVENUE, 2023	CUSTOMERS
2016 Merger of Fashion GPS and Augure	Lectra, 50.3% \$85 million, January 2024	About \$45 million Over \$40 million recurring	About 1,700

OUR READ

Lectra will pay \$200 million to \$240 million in stages through 2030, roughly five times revenue, for a company whose asset is fashion data and a metric the industry adopted. That's the clearest comparable for what a data-rich fashion platform is worth to a strategic buyer. Entry pricing is published from about €780 a month; the larger plans are quoted.

BUSINESS · ENTERPRISE RESOURCE PLANNING

NetSuite

Cloud system for inventory, financials and commerce

ORACLE · ACQUIRED 2016

FOUNDED	OWNERSHIP	CUSTOMERS	FASHION EDITION
1998	Oracle \$9.3 billion, 2016	More than 40,000	Apparel, footwear and accessories

COMPONENT	ESTIMATED PRICE	WHAT IT COVERS
Base platform	\$999 to \$1,500 a month	Financials, inventory and basic customer records
Mid-market, fashion edition	\$2,500 to \$5,000	Size, color and style matrix; multiple locations
Enterprise	\$15,000 to \$25,000+	Multiple subsidiaries, global tax, demand forecasting
User licenses	\$99 to \$149 per user	Charged per named user, each month
Implementation	\$30,000 to \$150,000+	One time; three to six months is typical

NetSuite does not publish prices. These are estimates from implementation partners' pricing guides and vary with scope and negotiation.

BUILT FOR FASHION

Size, color and style matrix for inventory

Seasonal planning and demand forecasting

Commerce for wholesale and direct customers

WHERE IT STRAINS

A five-figure project before the first report

Per-user licensing that grows with the team

Configured by consultants, not by the brand

OUR READ

NetSuite does everything and prices accordingly. A brand with \$5 million to \$50 million in revenue faces a five-figure implementation and a project measured in months. That's the opening: the same fashion-specific inventory logic, live in weeks, at a price a growing brand can approve.

BUSINESS · CLIENTELING

Tulip

Software for store associates at luxury retailers

VENTURE BACKED

FOUNDED	BASE	LARGEST ROUND	LATEST PRODUCT
2013	Toronto Development in Kitchener, Ontario	\$40 million Series B 2017, led by Kleiner Perkins	Tulip AI June 2025

OUR READ

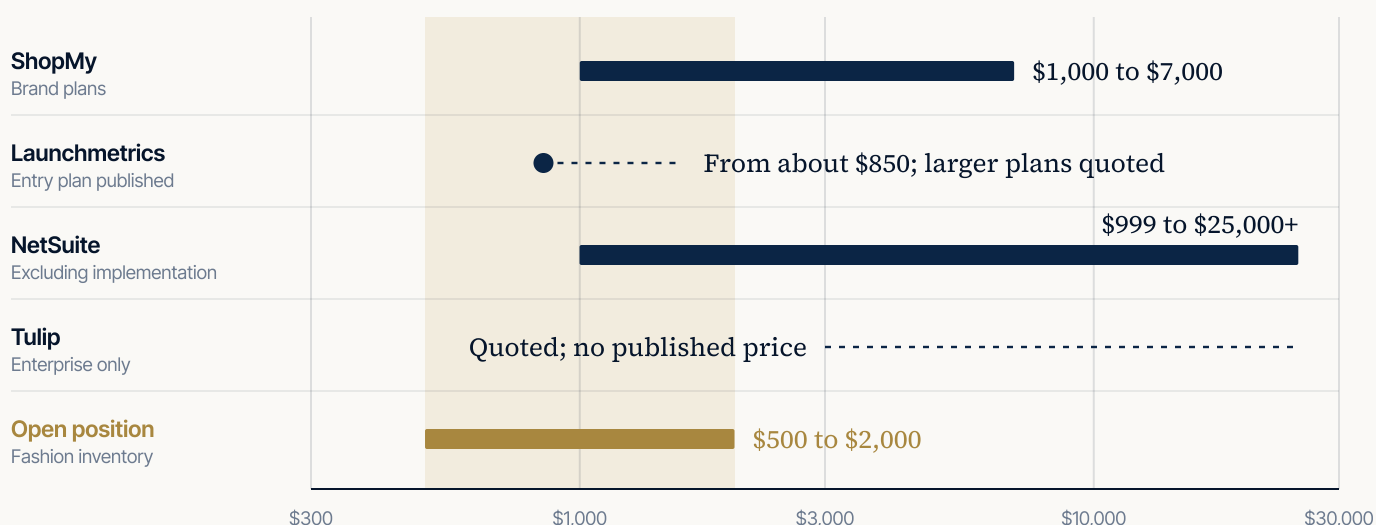
Tulip owns the associate's screen at Versace, Jimmy Choo, Ferragamo, Coach, Michael Kors and Saks Fifth Avenue: client profiles, messaging, appointments and checkout, all priced by quote. It stays out of inventory. A fashion inventory product should plug into it, since the associate needs to see stock and Tulip doesn't hold it.

COMPARATIVE ANALYSIS

What a fashion brand pays each month, and the band nobody prices in

Published and estimated monthly prices for the four business products, entry plan to largest plan. The scale is logarithmic so the entry plans are readable next to enterprise contracts.

FIGURE 3 · MONTHLY PRICE, ENTRY TO ENTERPRISE



ShopMy as reported by Modern Retail, February 2025. Launchmetrics entry plan as listed; larger plans are quoted. NetSuite estimated from partner pricing guides, excluding implementation. Tulip does not publish prices.

WHO OWNS THEM, AND WHAT WAS PAID

COMPANY	OWNER OR LEAD BACKERS	LATEST EVENT	VALUE
Indyx	Independent; Alante Capital	Pre-seed, July 2022	Not disclosed
Alta	Menlo Ventures; Aglaé Ventures	Seed, June 2025	\$11 million raised
Threads Styling	Chalhoub Group	Majority stake, September 2022	Not disclosed
ShopMy	Avenir; Bessemer; Bain Capital Ventures	Series C, October 2025	\$1.5 billion valuation
Launchmetrics	Lectra	Majority acquired, January 2024	\$200 to \$240 million
NetSuite	Oracle	Acquired, 2016	\$9.3 billion
Tulip	Kleiner Perkins; Jump Capital	Series B, 2017	\$40 million raised

Three of the seven are controlled by a strategic owner in fashion or enterprise software, and a fourth counts the Arnault family's investment firm among its backers. Independent capital is concentrated in creator commerce.

CAPABILITY MATRIX

Ten capabilities, seven companies, and *two rows that never meet*

Each company scored on the capabilities the client's two products depend on. Read the two shaded rows together: no column is filled on both.

Capability	CONSUMER			BUSINESS			
	Indyx	Alta	Threads Styling	ShopMy	Launchmetrics	NetSuite	Tulip
Digital wardrobe A record of what the client owns	●	●	◐	—	—	—	—
Automated styling Outfits generated by software	◐	●	—	—	—	—	—
Luxury focus Built around luxury brands	◐	◐	●	◐	●	—	●
Very high net worth clients Service designed for them	◐	—	●	—	—	—	◐
Inventory management A record of what the brand has in stock	—	—	—	—	◐	●	—
Commission tracking Attribution of sales to a source	◐	●	◐	●	—	●	◐
Enterprise scale Sold to and run by large brands	◐	◐	—	●	●	●	●
Mobile application A native app for the main user	●	●	—	◐	—	◐	●
Open integration Programmatic access for other systems	—	—	—	◐	◐	●	●
Analytics Reporting the customer can act on	◐	●	—	●	●	●	●

● Full ◐ Partial — None

Figure 4 · Scored from each company's published product and pricing pages, January 2026

WHAT THE CONSUMER SIDE LACKS

Nobody pairs a full wardrobe record with service designed for a very wealthy client. Indyx has the record. Threads has the client.

WHAT THE BUSINESS SIDE LACKS

Only NetSuite manages inventory in full, and it is the most expensive product here. Nothing fashion-specific sits beneath it.

RECOMMENDATIONS

Two positions, each priced into a gap the evidence shows

CONSUMER · THE WARDROBE APPLICATION

TARGET	Women of mid to high net worth Underserved by mass-market apps and below the spend a personal shopper needs.
PRICE	\$100 to \$200 a year Plus white-glove services from \$500.
EDGE	Software and people together Indyx is people only. Alta is software only.

WHAT TO BUILD THE POSITION ON

Luxury brand integrations the current apps don't have

Concierge service scaled by technology, with people where they matter

Privacy first, for a client who won't use a mass-market app

Insurance and valuation records for high-value wardrobes

Luxury resale connections, such as The RealReal and Vestiaire Collective

BUSINESS · FASHION INVENTORY

TARGET	Brands with \$5 million to \$50 million in revenue Too large for basic tools, too small for enterprise software.
PRICE	\$500 to \$2,000 a month Under NetSuite's fashion edition, above basic tools.
EDGE	Fashion-specific from day one Live in weeks, and built to connect.

WHAT TO BUILD THE POSITION ON

Speed to value against a three-to-six-month enterprise project

Size, color and style matrix, seasonal planning, every sales channel

Integration over replacement: sit alongside clienteling tools like Tulip

Open access for other systems, so the brand's stack stays its own

Sample tracking, which Launchmetrics shows brands will pay for

FIGURE 5 · WHAT A CONSUMER PAYS TODAY, AND THE OPEN RUNG

ALTA	INDYX INSIDER	OPEN POSITION	INDYX WHITE GLOVE	THREADS STYLING
\$0	\$75 a year	\$100 to \$200	\$295+	£2,500
Full product, paid for by affiliate commission	Analytics and community on a self-serve app	A year, with white-glove service from \$500	One-time cataloging at home, select cities	Average order through a personal shopper

THE CASE FOR BUILDING BOTH

Each product stands on its own numbers. Together they hold something no company in this report has: what the client owns and what the brand has in stock, in one system. That link is the asset a strategic buyer would pay for, and Lectra's price for Launchmetrics is the nearest measure of what fashion data is worth.

SOURCES AND METHOD

Where each figure comes from

Indyx

Company site and App Store listing: tiers, prices, rating, items cataloged

Crunchbase and press coverage: pre-seed round, July 2022

Alta

Menlo Ventures announcement and FashionUnited, June 2025: seed round and investors

Company site: product features and business model

Threads Styling

Chalhoub Group announcement and Business of Fashion, September 2022: majority stake, 2021 revenue, average order, share of sales by channel

UK Companies House filings: turnover and gross profit

Tracxn: 2018 revenue

ShopMy

Series C announcement, October 2025: round size, valuation, investors, creators, platform sales

Series B coverage, January 2025: prior valuation, growth and profitability as stated by the company

Modern Retail, February 2025: brand subscription prices

METHOD AND LIMITS

Prices are those each company published, or that the trade press reported, at the research date. Enterprise prices are estimates and are marked as such where they appear; what a customer pays depends on scope and negotiation. Customer counts, growth rates and profitability are as stated by the companies.

Launchmetrics

Lectra announcement, January 9, 2024: stake, price, staged purchase, 2023 revenue, customers

TechCrunch, January 2016: merger of Fashion GPS and Augure

G2: entry plan price

NetSuite

Oracle announcements: acquisition price, customer count, fashion edition

Implementation partners' published pricing guides: all price estimates

Tulip

Company announcements: Series B, 2017; Tulip AI, June 2025; named clients

BetaKit: headquarters and development base

Industry references

Business of Fashion, Women's Wear Daily, TechCrunch, Crunchbase, PitchBook, Tracxn and G2

The market map and the capability matrix are our judgment, scored from published product and pricing pages. Currency is shown as reported. Research was completed in January 2026; companies in this market raise capital and change prices often, so figures should be checked before they are relied on.

COLEMAN MANAGEMENT ADVISORS

Market research, pricing and go-to-market strategy

Dallas Coleman, JD, MBA, FMVA
colemanma.com