

SUM TZO



**Case 1:
Liven Foods**

“Round 1”



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Liven Foods

In the fast-growing nutrition supplement market in India, Liven Foods is a relatively recent market entrant started by a couple of friends from IIT-Mumbai straight out of college. They started in the year 2016 by selling OTC nutritional supplements (daily nutrition and sports nutrition) in capsule and tablet form. In 2019, the company made a foray into a new product form – gummies – which has been very well accepted by the customers. Their current range is restricted to basic supplements like proteins, essential vitamins, Biotene, zinc, etc. But they are now undertaking a massive expansion in product range (including categories like omega, collagen, melatonin, carnitine, Ashwagandha etc.). This new intake type (i.e., gummies) will now be their focus area versus the traditional capsule or tablet forms, as they believe it will be their core differentiator in the market.

Though the company started as an Online-only D2C and E-commerce model, they currently also sell through offline channels including pharmacies, and multi-brand stores like Supplement Station, Decathlon etc. However, the growth from these channels has not kept pace with the Company's ambitions. Also, selling a wide range of products through e-commerce and traditional offline stores is becoming a challenge because of the need for personal selling to acquire customers. The young founders are convinced that it is time now for the company to set up exclusive brand stores. However, exclusive retail stores require high investments and also push up the overheads significantly. The Founders will need the VCs on the Board to buy into this idea, and to put in another round of investments to fund this plan. The Founders have to put together a compelling business case to be presented to the Board.

Key Deliverables – Round 1

Develop an issue tree/hypothesis and identify the key issues to be discussed. Also identify key questions you would like to ask the client, that could be useful in further analysis.

(Here we are looking at the breadth of issues you bring up and how you plan to test these points. It should not be stuff just laid down theoretically, but testable practically)

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Submission Guidelines

- ✓ Each team has to choose any one of the cases and can make only 1 submission. Please keep in mind, that the teams would need to continue with the case selection for future rounds as well. (In each round an additional line of questioning and complexity will be added, but to the same case)
- ✓ Equal preference would be given to all cases for evaluation.
- ✓ The case submission will be open till 3rd August, 2022, 11:59:59 PM. No submissions will be accepted past the deadline.
- ✓ Teams are required to prepare a PPT of maximum 8-10 slides for their final solution. The PPT files along with other supporting documentation can be uploaded in the form of a .zip or .rar format file. Files that exceed 25MB in size will be disregarded.
- ✓ The cover page should mention the team name, college name and the case selected. The end page should mention the name, mobile and email ID of each team member. The slide limit includes the cover page and end slide
- ✓ Please name your submission file as CollegeName TeamName CaseNumber (e.g., XLRI_Panthers_Case1).
- ✓ Submissions received via the official submission link only will be considered for evaluation.
- ✓ Please explicitly mention all the assumptions (if any) you make to solve the case. You can incorporate those as part of your submissions for each round.
- ✓ No additional slides beyond the set limit shall be accepted for evaluation.
- ✓ We encourage you to carry out your own research while working on this case. However, please ensure all your data points are obtained through authentic and reliable sources and should be mentioned in your submission.

For any queries contact suntzu@consultavalon.com