

Sun Tzu



Case 1:
Liven Foods

“Round 2”





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)



Key Deliverables – Round 2

In line with the hypothesis developed in Round 1, develop a detailed plan to present to the Board

Note:

- *Your hypothesis submitted in round 1 could undergo some modification basis the data shared and interactions in round 2, though not entirely.*
- *We have provided some additional data in this file for your reference. Clarifications can be provided, but they must be consolidated.*
- *(It would be advisable to not raise minor queries repeatedly, rather bunch them together and get it clarified in one go)*
- *In addition, we will be providing you with the opportunity to conduct a couple of 20-30 minute conversations with relevant stakeholders, which will be communicated shortly. The schedule for these interactions will be communicated shortly too.*

Additional Case Data

Please refer to the embedded excel file for additional case data for your consideration in your round 2 submission:



Microsoft Excel
Worksheet

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Submission Guidelines

- ✓ Each team has to continue with the case they chose in Round 1. Equal preference would be given to all cases for evaluation.
- ✓ The case submission will be open till 5th September, 2022, 11:59:59 PM. No submissions will be accepted past the deadline.
- ✓ Teams are required to prepare a PPT of maximum 30 slides for their round 2 submission (including cover and closing slide). You may choose to include your round 1 slides if you feel it is necessary to carry forward the storyline.
- ✓ 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).
- ✓ Participants are required to email their submissions to suntzu@consultavalon.com
- ✓ 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