

## CAFÉ GREENR'S BLUE OCEAN STRATEGY: STRIVING IN UNTAPPED MARKETS WITH SUSTAINABLE DINING

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*Shruti Gill, Kakoli Sen, and Saradhi Gonela wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*

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Having lived on six continents, I strive to become a progressive human being and a global citizen in spirit that gives more to life than takes from it. As an entrepreneur and consultant, I aspire to innovate new methods of looking at how humans can positively live and interact with the earth.

—Nitin Dixit, co-founder of Greenr Café

By 2024, Café Greenr (Greenr), a restaurant founded in 2015 by Nitin Dixit and Mohit Yadav with the initial goal of promoting plant-based dining, had undergone a significant evolution. Originally focused on fostering an eco-friendly community with agricultural programs, it transitioned into a sustainable lifestyle brand emphasizing a plant-based diet. The shift involved effectively communicating the brand's commitment to environmental awareness and community involvement while catering to diverse consumer preferences. Since its establishment in Delhi, India, the restaurant had expanded to Mumbai and Goa by 2024 (see Exhibit 1 for store financials) and had plans to further venture into new locations. To sustain its expansion, Greenr needed a robust marketing and branding strategy aligned with its founders' vision. The restaurant also needed to ensure that the marketing and branding strategies effectively promoted its unique product offerings (see Exhibit 2). Greenr's products were not the ones offered by the prevalent fine dining restaurants; instead, its menu was plant-based. Consequently, the strategies had to increase awareness of these offerings. To this end, the founders were now contemplating if they needed to move away from Greenr's 90-per cent-standard menu to altering the menu from location to location.

### HOW IT STARTED

Dixit and Yadav had spent a considerable portion of their youth in California and were introduced to the wholesome and unprocessed plant-based diet popular there. Inspired by that, after returning to India, they started Greenr in 2015 as a rooftop café on top of a contemporary jewellery store in Shahpur Jat, an upmarket neighbourhood Delhi. The venture primarily targeted the store's social network.

### Café Greenr Values

Dixit described Greenr as a restaurant where customers embraced a healthful and joyful lifestyle while adhering to the tenets of sustainable living. It provided a unique space for people in India to shift toward a lifestyle marked by “conscious consumption,” where they prioritized responsibility, ethics, quality, and value in their choices of food and products. As consumer lifestyles evolved and their dietary preferences shifted, Greenr focused on aligning with global health and ecological values while incorporating a local touch. The company was setting up community hubs throughout the country, providing options for plant-based cuisine and a diverse array of activities that fostered community bonding. The company worked on three pillars:

- *Environmental sustainability*—Greenr envisioned its space as a community area with an emphasis on plant-based offerings, showcasing the work of local artisans, and promoting conscious production and consumption.
- *Social sustainability*—The café aimed to create an ecosystem where individuals could connect with like-minded people, fostering a sense of community and shared values by sourcing locally available products.
- *Reduced personal carbon footprints*—Greenr, acknowledging the individual nature of carbon footprints, emphasized the importance of personal sustainability and urged individuals to prioritize their own wellness and reduce their negative impact on nature. In keeping with this, the café adopted eco-friendly packaging.

Essentially, Greenr embraced a comprehensive approach to sustainability, encompassing environmental, social, and personal aspects where individuals could flourish while making mindful choices aligned with a conscientious and accountable lifestyle.

In late 2017, Vaibhav Nagori also came on board as the third founding partner. Collectively, these three partners spearheaded the café’s growth, expanding it further.

### Evolution and Growth of Café Greenr

Greenr did not align with traditional Indian cuisine as it exclusively provided a vegan—or entirely plant-based—menu. While vegetarianism was synonymous with plant-based for many, veganism signified a completely plant-based diet without any dairy. Greenr positioned itself in places where customers were willing to try a new menu, such as the upscale market of Shahpur Jat in South Delhi, which catered to a niche and upper-middle-class audience. Shahpur Jat, renowned as a wedding shopping hub, served as an experimental ground due to its vibrant and creative community, which included a significant number of expats. This urban village in Delhi attracted individuals who were open-minded and enjoyed exploring new ideas, the audience that the founders aimed to target given that Greenr was a novel concept in the Indian market. They received validation for their concept in Shahpur Jat as it quickly became popular with patrons.

However, Shahpur Jat posed limitations in terms of retail space, hindering any prospects of expansion. After operating there for 18 months, Greenr’s founders decided to venture into a larger, more mainstream market. Greenr’s definition of mainstream leaned toward high-street rather than malls. The founders believed that high-street settings suited a niche, experimental, and innovative brand like theirs. In 2019, they established a second café in Gurugram, a bustling suburb of Delhi National Capital Region housing multinational corporations’ office complexes. Naturally, the suburb accommodated highly paid young employees, who had a tendency to experiment with their food. Further, in 2019, Greenr opened its third location in Priya Market in Vasant Kunj, a well-known upscale neighbourhood in Delhi. Greenr adjusted

its product offerings to attract a broader audience and enhanced the appeal of its menu within the tenets of a plant-based diet. Subsequently, in 2020, it expanded to Greater Kailash, another affluent Delhi neighbourhood where high-net-worth individuals and entrepreneurs resided. The place was also popular with tourists as it was nestled among popular shopping centres. In the following years, Greenr extended its presence to Mumbai and then Goa.

### Tapping an Untapped Market

Delhi was renowned for its vibrant food culture, characterized by a rich dining ethos where people enjoyed going out with family and friends, especially on weekends. In the Indian fine dining market, diners gravitated more toward Asian flavours, predominantly Chinese, pan-Asian, or Indian-Chinese fusion. A certain percentage of the population also leaned toward continental cuisine, which encompassed Mediterranean, Italian, and American dishes.

India had a strong vegetarian population (see Exhibit 3 for cities with the most vegetarians). As Dixit observed, "India boasted the highest percentage of individuals born into vegetarianism, standing at 30 per cent, surpassing even the United States, the largest country with a vegetarian population of approximately 8–10 per cent." According to the Pew Research Center, in 2021 9 per cent of the Indian population consumed only vegetarian food, whereas another 30 per cent consumed meat only on certain days of the week or abstained from consuming certain types of meats.<sup>1</sup> Combined, they represented 69 per cent of the population, which translated to roughly around 100 million people in 2024 and represented an opportunity for vegetarian restaurants. However, Greenr offered plant-based vegan recipes.

The inclination toward a plant-based diet was more of a Western phenomenon, carrying aspirational value. Cities such as New York, San Francisco, and Los Angeles had witnessed the proliferation of vegan restaurants due to the popularity of the plant-based diet. This trend, which originated in the United States around the 1990s, had resulted in a demand for it in developing countries, specifically India, where economic development was associated with aspiration for novel experiences.

Greenr introduced a highly aspirational and advanced concept inspired by trends in the United States, and combined it with the culture of vegetarianism, bringing the innovative approach to India for the first time. For some Indians, this represented a new concept, while for others, it was the "cool fad" from California. However, for Greenr the challenge was in taking this new concept to the larger public and convincing them to dine with them.

### THE CHALLENGES

The challenge for Greenr was twofold. First, despite having expanded, management was not sure if the scale of expansion was sustainable for the brand in the long run. Second, the business had to find an effective way to communicate its value proposition—plant-based offerings—to its target audience, particularly since these offerings deviated from what the audience was accustomed to. The brand had to explore innovative ways to differentiate itself in the market to attract and retain customers.

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<sup>1</sup> "Eight-in-Ten Indians Limit Meat in Their Diets, and Four-in-Ten Consider Themselves Vegetarian," Pew Research Center, July 8, 2021, [www.pewresearch.org/short-reads/2021/07/08/eight-in-ten-indians-limit-meat-in-their-diets-and-four-in-ten-consider-themselves-vegetarian/](http://www.pewresearch.org/short-reads/2021/07/08/eight-in-ten-indians-limit-meat-in-their-diets-and-four-in-ten-consider-themselves-vegetarian/).

## Market Size of the Organic Food Industry in India

The organic food market in India, valued at ₹22 billion<sup>2</sup> in fiscal year 2021, was expected to reach ₹64 billion by 2025, according to a 2024 Statista report.<sup>3</sup> India, known for its diverse agro-climatic conditions, maintained its status as the top global producer of organic food with significant potential for expansion. Increased demand for organic products, driven by economic growth and health consciousness, had led to a surge in consumption. This growth was fuelled by concerns about food safety and nutrition (particularly highlighted during the COVID-19 pandemic), a growing middle class, rapid urbanization, and a growing trend toward healthier lifestyles.<sup>4</sup>

Greenr aimed to appeal to those interested in embracing a conscious and sustainable lifestyle, particularly individuals who prioritized healthy and mindful eating, and were actively seeking plant-based options and a diverse selection of proteins. Greenr also directed its efforts toward consumers who appreciated a distinctive ambience characterized by an earthy, minimalistic, and cozy setting. Furthermore, the café targeted individuals interested in community-driven spaces, sustainable practices, and collaborative initiatives.

## Brand Perception and Plant-Based Diet in India

The consumer perception of the Greenr brand at this stage was far from ideal. The perception of its product offering was a big concern as consumers could not comprehend the meaning of a true plant-based diet. A plant-based diet was a dietary approach that primarily emphasized foods derived from plants, such as fruits, vegetables, whole grains, legumes, nuts, and seeds. It involved a significant reduction or complete exclusion of animal products, including meat, poultry, fish, dairy, and eggs. The focus was on consuming nutrient-rich plant foods to meet nutritional needs, with an emphasis on promoting health and well-being.

A plant-based diet was often associated with various health benefits, including lower risks of heart disease, high blood pressure, certain types of cancer, and type 2 diabetes. Additionally, plant-based diets generally had a lower ecological footprint compared to diets rich in animal products.

## TELLING THE STORY

In an interview with the case authors, Yadav said:

Our initial approach was distinct from the prevalent trends at the time. Recognizing a notable absence of a substantial protein that could unify vegetarian dishes, we observed that the market primarily featured cottage cheese, with Subway's veggie delight being a notable option. However, we aimed to offer something unique to our audience. Our strategy involved introducing a significant protein element into our product lineup, moving beyond the conventional reliance on cottage cheese. This became our core proposition, and we launched with six diverse proteins, each with unique textures, providing a more satisfying and fulfilling experience for our customers.

<sup>2</sup> ₹ = INR = Indian rupee. US\$1 = ₹83.98 on October 2, 2024.

<sup>3</sup> A. Minhas, "Organic Food Market Size across India FY 2015–2025," Statista, February 13, 2024, [www.statista.com/statistics/793563/india-organic-food-market-size](http://www.statista.com/statistics/793563/india-organic-food-market-size).

<sup>4</sup> A. Minhas, "Organic Food Market in India—Statistics & Facts," Statista, December 19, 2023, [www.statista.com/topics/10397/organic-food-market-in-india/#editorsPicks](http://www.statista.com/topics/10397/organic-food-market-in-india/#editorsPicks).

While offering plant-based products, Greenr emphasized delivering flavourful meals that were not only healthy but also filling and attractive. They believed that the primary motivation for customers to dine out was the taste that appealed to their palates, rather than whether the food was plant-based and sustainable or otherwise. The core values of a plant-based diet—including ethical considerations, clean and unprocessed ingredients, and a focus on health and sustainability—were integral and non-negotiable. However, the absolute non-negotiable aspect was that the food must be exceptionally delicious to survive in the competitive food industry. The belief was that outstanding food quality and experience attracted customers to the restaurant, and these patrons, in turn, became advocates for Greenr. Word-of-mouth, which was the oldest and most effective form of marketing, naturally spread as satisfied customers shared their positive experiences with friends and family. Therefore, Greenr relied on the exceptional taste of its offerings as the key driver for its success in the food industry.

## BUILDING THE BRAND

Confident of its products' quality, Greenr aimed to broaden its customer base through carefully crafted marketing and positioning strategies designed to appeal to a diverse audience seeking a holistic and socially sustainable dining experience. In doing so, the founders decided that the marketing strategy would focus on the four Ps: product, price, place, and promotion. They hired the services of a public relations (PR) team to promote the café, leveraging its unique concept. Crafting a compelling press release tailored to the media's appetite for novelty, the team effectively reached a wide network across various publications, positioning Greenr as a contemporary and inviting space in Delhi. Targeting health-conscious individuals interested in sustainability and innovative, healthy cuisine, Greenr hosted various events such as talk shows, stand-up comedy shows, and live music and theatre, fostering community engagement and a sense of community living. These events served as catalysts for word-of-mouth promotion, as engaged attendees became advocates, organically spreading positive reviews and recommendations. Collaborations with influencers, particularly Zomato connoisseurs, were also pursued.<sup>5</sup> The founders also participated in interviews with senior editors to forge personal connections and share the café's story.

Adopting a discreet branding approach within the café, the founders aimed to create a neighbourhood atmosphere and avoided an overtly corporate image that might detract from its appeal. Embracing a social sustainability model, Greenr shared its space with emerging brands, facilitating collaborations that extended to workshops, talks, and support for new entrepreneurs across various industries. To broaden its reach, Greenr enlisted a social media, communication, and collaboration expert who spearheaded approximately 1,600 events across its outlets, including cross-branding initiatives with Sleepy Owl Coffee, Slurp Farm, Blue Tokai Coffee Roasters, and Sproutlife Foods Private Limited "Yoga Bars". These diverse collaborations and events contributed to Greenr's success, establishing it as a community-driven café. Its marketing strategy encompassed cross-collaborations, events, PR, and cross-branding, forming a comprehensive approach that especially resonated with its young audience.

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<sup>5</sup> Zomato, founded in 2008, is an Indian food delivery company and also provides restaurant information services. Zomato connoisseur- On Zomato, a Connoisseur is a customer who has reached level 13 in the foodie level system. Zomato customers are ranked from level 1 to level 13, and the customer's level affects their rating. It is the highest title one can achieve on Zomato and is considered to be among the most respected in the foodie community on Zomato.

### Pricing Strategy for Café Greenr

Greenr aimed to offer customers good value for their money. Drawing inspiration from the California kitchen model, renowned for its generous portion sizes, Greenr conducted extensive market research to determine its pricing strategy. Despite the expensive raw materials, they strategically capped their highest-priced item at ₹400 per bowl, ensuring relatively affordable prices. Initially, they encountered challenges related to limited sales volume, operating with a small team, and managing high rental expenses. However, their food costs, initially at 31.5 per cent, had since decreased to 24 per cent, leading to cost efficiency.

### Place Strategy for Café Greenr

At the time of inception, Greenr operated solely through independent, company-owned stores. Later, the company also explored the franchising model in which Greenr served as the service provider, overseeing all operations and marketing communication, with the franchisee responsible for covering rentals and staff salaries. Greenr maintained control and management, and all licences and investments were held under the company, with similar models replicated in other new locations. Greenr operated its first stores in Gurugram (New Delhi) and Bandra (Mumbai) on a 30:70 hybrid franchise model, whereas the Vasant Vihar (New Delhi) store was 50:50 stakes between the franchisee and Greenr. After that, all the other stores—Greater Kailash (South Delhi), Goa, and Breach Candy (Mumbai)—were fully franchisee owned with a 5 per cent royalty on revenue shared with Greenr.

### People and Staff at Café Greenr

Greenr intentionally hired and trained young people from diverse backgrounds, including from villages and smaller communities with limited means, allowing them to find their expression, grow within the organization, and stay committed for many years. They sourced employees from rural regions, provided training, and integrated them into the team to cater to customers. Over time, a dedicated training department was established, contributing to the sense of continuity and loyalty among employees. Several individuals who joined as first-year university students stayed for nine years and progressed to leadership roles. The first employee, originally hired for the Shahpur Jat outlet as a kitchen support trainee, was overseeing operations in Goa by 2024. These long-serving employees had played a vital role in Greenr's expansion, demonstrating a deep understanding of the passion and core values that defined the essence of the café. The consistent smiles on the face of every staff member reflected the positive work culture nurtured by this unique approach. This had helped the café to create a positive impact on patrons (see Exhibit 4 for customer feedback).

### THINKING THINGS THROUGH

Seated in their café nestled in the affluent neighbourhood of Greater Kailash in South Delhi, Dixit and Yadav observed the bustling urban lifestyle of the shoppers below. As they reflected on their journey of expanding Greenr since its inception in 2015, they could not help but ponder the sustainability of its growth. Despite their achievements, uncertainties lingered regarding the brand's capacity to sustain its current expansion and ensure enduring viability and success in the long run.

**EXHIBIT 1: CAFÉ GREENR FINANCIALS BY STORE, APRIL–JUNE 2024**

Sales April 2024 (₹)						
Particulars	Gurugram	Greater Kailash 1	Vasant Vihar	Bandra	Goa	Breach Candy
Gross sales	<b>4,911,376</b>	<b>5,245,975</b>	<b>4,178,942</b>	<b>3,284,947</b>	<b>1,499,617</b>	—
Net sales	<b>4,388,251</b>	<b>4,608,126</b>	<b>3,735,867</b>	<b>2,914,914</b>	<b>1,467,863</b>	—
Total expenses in the month	<b>3,713,103</b>	<b>4,424,909</b>	<b>3,318,128</b>	<b>4,824,909</b>	<b>1,857,989</b>	—
Profit (loss)	<b>675,148</b>	<b>183,217</b>	<b>417,739</b>	<b>-1,909,995</b>	<b>-390,126</b>	—
% Profit	<b>15</b>	<b>4</b>	<b>11</b>	<b>-66</b>	<b>-27</b>	—
Dine-in sales	<b>3,388,160</b>	<b>3,718,710</b>	<b>2,749,645</b>	<b>2,331,490</b>	<b>1,316,202</b>	—
Dine-in sales as % of total	<b>77</b>	<b>81</b>	<b>74</b>	<b>80</b>	<b>90</b>	—
Delivery sales total	<b>1,037,040</b>	<b>810,880</b>	<b>885,745</b>	<b>610,460</b>	<b>358,474</b>	—
Swiggy sales	<b>275,310</b>	<b>182,500</b>	<b>195,440</b>	<b>316,720</b>	<b>242,712</b>	—
Zomato sales	<b>761,730</b>	<b>628,380</b>	<b>690,305</b>	<b>293,740</b>	<b>115,762</b>	—
APC <sup>6</sup>	<b>918</b>	<b>1,097</b>	<b>1,040</b>	<b>953</b>	<b>1,553</b>	—
Average order value	<b>1,306</b>	<b>1,542</b>	<b>1,196</b>	<b>1,300</b>	<b>1,044</b>	—
Retail sales	<b>59,577</b>	<b>203,437</b>	<b>126,307</b>	<b>88,906</b>	—	—
Average daily net sales	<b>146,275</b>	<b>153,604</b>	<b>124,529</b>	<b>97,164</b>	<b>48,929</b>	—

Sales May 2024 (₹)						
Particulars	Gurugram	Greater Kailash 1	Vasant Vihar	Bandra	Goa	Breach Candy
Gross sales	<b>5,186,032</b>	<b>5,499,253</b>	<b>4,245,679</b>	<b>3,590,190</b>	<b>1,528,679</b>	<b>2,134,653</b>
Net sales	<b>4,606,648</b>	<b>4,834,327</b>	<b>3,751,234</b>	<b>3,179,427</b>	<b>1,357,005</b>	<b>1,877,397</b>
Total expenses in the month	<b>4,004,959</b>	<b>4,166,357</b>	<b>3,303,404</b>	<b>3,623,355</b>	<b>1,435,635</b>	<b>1,956,359</b>
Profit (loss)	<b>601,689</b>	<b>667,970</b>	<b>447,830</b>	<b>-443,928</b>	<b>-78,630</b>	<b>-78,962</b>
% Profit	<b>13</b>	<b>14</b>	<b>12</b>	<b>-14</b>	<b>-6</b>	<b>-4</b>
Dine-in sales	<b>3,632,130</b>	<b>3,828,105</b>	<b>2,807,055</b>	<b>2,529,955</b>	<b>896,730</b>	<b>1,749,818</b>
Dine-in sales as % of total	<b>79</b>	<b>79</b>	<b>75</b>	<b>80</b>	<b>66</b>	<b>93</b>
Delivery sales total	<b>1,031,855</b>	<b>990,130</b>	<b>927,465</b>	<b>725,086</b>	<b>440,915</b>	<b>77,810</b>
Swiggy sales	<b>307,535</b>	<b>226,135</b>	<b>188,505</b>	<b>389,286</b>	<b>289,900</b>	<b>77,810</b>
Zomato sales	<b>724,320</b>	<b>763,995</b>	<b>738,960</b>	<b>335,800</b>	<b>151,015</b>	<b>0</b>
APC	<b>926</b>	<b>1,182</b>	<b>1,002</b>	<b>849</b>	<b>624</b>	<b>2,089</b>
Average order value	<b>1,338</b>	<b>1,566</b>	<b>1,163</b>	<b>1,273</b>	<b>1,059</b>	<b>806</b>
Retail sales	<b>54,240</b>	<b>147,393</b>	<b>99,940</b>	<b>53,173</b>	<b>68,439</b>	<b>49,770</b>
Average daily net sales	<b>148,602</b>	<b>155,946</b>	<b>121,008</b>	<b>102,562</b>	<b>43,774</b>	<b>56,446</b>

<sup>6</sup> Average per cover (APC), is the average amount spent by each guest at a restaurant or bar, while Average Order Value reflects average amount spent by customers per order.

Sales June 2024 (₹)						
Particulars	Gurugram	Greater Kailash 1	Breach Candy	Goa	Vasant Vihar	Bandra
Gross sales	<b>5,080,786</b>	<b>5,235,393</b>	<b>5,474,492</b>	<b>1,945,187</b>	<b>3,962,951</b>	<b>3455700</b>
Net sales	<b>4,500,991</b>	<b>4,594,669</b>	<b>4,830,251</b>	<b>1,724,268</b>	<b>3,511,183</b>	<b>3072249</b>
Total expenses in the month	<b>3,796,292</b>	<b>3,982,152</b>	<b>4,175,363</b>	<b>1,756,860</b>	<b>3,377,085</b>	<b>3509295</b>
Profit (loss)	<b>704,699</b>	<b>612,517</b>	<b>654,888</b>	<b>-32,592</b>	<b>134,098</b>	<b>-437046</b>
% Profit	<b>16</b>	<b>13</b>	<b>14</b>	<b>-2</b>	<b>4</b>	<b>-14.2</b>
Dine-in sales	<b>3,543,015</b>	<b>3,626,950</b>	<b>4,332,243</b>	<b>1,186,788</b>	<b>2,619,410</b>	<b>2387539</b>
Dine-in sales as % of total	<b>79</b>	<b>79</b>	<b>90</b>	<b>69</b>	<b>75</b>	<b>77.7</b>
Delivery sales total	<b>903,508</b>	<b>843,004</b>	<b>405,015</b>	<b>436,513</b>	<b>793,174</b>	<b>630987</b>
Swiggy sales	<b>281,457</b>	<b>235,344</b>	<b>253,210</b>	<b>252,816</b>	<b>162,001</b>	<b>321295</b>
Zomato sales	<b>622,051</b>	<b>607,660</b>	<b>151,805</b>	<b>183,697</b>	<b>631,173</b>	<b>309692</b>
APC	<b>892</b>	<b>989</b>	<b>889</b>	<b>882</b>	<b>971</b>	<b>988.18</b>
Average order value	<b>1,365</b>	<b>1,250</b>	<b>1,650</b>	<b>1,013</b>	<b>1,209</b>	<b>1314.61</b>
Retail sales	<b>54,467</b>	<b>124,714</b>	<b>92,993</b>	<b>100,965</b>	<b>91,626</b>	<b>53722</b>
Average daily net sales	<b>150,033</b>	<b>153,156</b>	<b>161,008</b>	<b>57,476</b>	<b>117,039</b>	<b>79584.63</b>

Source: Compiled by the case authors from company documents.

### EXHIBIT 2: CAFÉ GREENR PRODUCT MENU, 2016

Products offered by Café Greenr	
Coffee	Initially starting with coffee, Greenr offered a selection of coffee beverages, including signature blends.
Smoothies	Smoothies were a flagship product for Greenr, reflecting a focus on healthy and refreshing options. The smoothie category likely included a variety of flavours and nutritional profiles.
Health bar	The health bar featured a comprehensive range of items, incorporating both cold and hot beverages. This included herbal teas, specialty coffees, and other health-conscious beverages.
Plant milk	Greenr had ventured into plant-based alternatives by offering its own almond-based plant milk. This aligned with its commitment to sustainability and health.
Kombucha	Kombucha was a fermented tea beverage known for its probiotic properties.
Signature Coffee	Greenr had a unique and specially crafted signature coffee, adding a distinctive touch to its coffee selection.
Other specialty items	The product portfolio included additional specialty items aligned with the café's ethos, such as unique desserts, snacks, and seasonal offerings.
Overall	Greenr's product portfolio reflected a commitment to providing a diverse range of options that catered to health-conscious consumers, incorporating plant-based alternatives and focusing on sustainability.

Source: Compiled by the case authors from company documents.

### EXHIBIT 3: VEGETARIAN POPULATION IN MAJOR CITIES OF INDIA

City	Population (in millions), 2024	Proportion of vegetarians (%), 2018
Indore	3.4	49
Meerut	1.8	36
Delhi	33.9	30
Nagpur	3.1	22
Mumbai	21.6	18
Hyderabad	11.1	11
Chennai	12.1	6
Kolkata	15.5	4

Source: Compiled by the case authors based on population numbers from "India cities population," accessed August 20, 2024 from <https://statisticstimes.com/demographics/country/india-cities-population.php> and vegetarian numbers from Soutik Biswas, "The Myth of the Indian Vegetarian Nation," BBC, April 4, 2018, <https://www.bbc.com/news/world-asia-india-43581122>.

#### EXHIBIT 4: GREENR SAMPLE CUSTOMER FEEDBACK, 2019–2023

<p>Ron Ami S Gurugram (Gurgaon) Delicious healthy food Written September 17, 2023</p> <p>Very professional great food nearly the entire menu is vegan, and every dish on the menu is labelled with allergy notices. The ambience was very pleasant as well.*</p>
<p>Rishika K Gurugram (Gurgaon) GOOD VIBES, GREAT FOOD Written April 10, 2021</p> <p>There are some places you go just for the food and then there are places like Greenr where you go for the food and the ambience too. I am a regular here but never cared to write a review but yesterday's visit made me realize I should appreciate one of my favorite places too. To begin with their ambience is top notch. Such amazing vibes and beautiful interiors. Food here is simple, yummy and palatable. I had their Garden Vegetables Pizza which was just phenomenal. Flavorful and yum. Had their Downtown Beirut Platter which was heavenly. I could eat it again and again. I am definitely going back as always and indulging in my favorite food. I love love loveeee their salads too!†</p>
<p>Avijit R. Gurugram (Gurgaon) Healthy eats—their pastas are good too Written March 14, 2020</p> <p>I am always a tad skeptical about “healthy” vegetarian food, more so when there are fancy names and elaborate descriptions on the menu. I am deeply suspicious it's a ploy to compensate with words what the food lacks. Taste. Greenr is an exception. Please be aware that the Rays are economical with praise.</p> <p>“Love yourself” sounded narcissistic enough for me to try. A celery-cucumber-spinach-mint smoothie with pineapple and orange offset, sprinkling of pumpkin seeds. Downtown Beirut platter had several dips, pita slices and crisps to go with sweet potato falafels. The classic hummus and the red pepper &amp; walnut hummus were particularly good. The eggplant not quite. Wife's Tokyo Teriyaki Salad had nicely grilled tofu tossed in greens, celery, snow peas, pepper and broccoli with a tangy-sweet teriyaki dressing. Polished off though she is going through a phase of broccoli fatigue. I went for Shroom Balls Spaghetti. Three large fried “shrooms”—mushroom, spinach, black rice, seasoning—placed on spaghetti, spicy Neapolitan sauce with some cheese blended in, parmesan slivers. And a dash of truffle oil that you can actually smell and savour. Daughter went for Baja Black Bean Burger (she has had the hemp ones earlier). The bean patty has the company of guacamole, iceberg, papaya and chipotle mayo.</p> <p>Not bad at all.‡</p>
<p>Neel Gurugram (Gurgaon) Food with an interesting twist Written October 14, 2019</p> <p>Pleasantly surprising twists in the food options. The place has a very simple layout and is very spacious. There are great options for vegans and vegetarians. There are a whole lot of smoothies you can choose from. And the sweet potato dish is a must try!**</p>
<p>MakkD Mumbai Greenr...tastefully green! Written September 14, 2019</p> <p>Wonderful place with contemporary settings and food which one might find difficult to find otherwise, must visit place in GGN so long you like vegetarian and vegan food.††</p>
<p>Dharam Vir A Gurugram (Gurgaon) Nothing to brag about Written August 14, 2021</p> <p>The food was usual vegan, below average, the juice was too thick and off flavour. Fried items were too oily.##</p>
<p>7. Monika S – Customer Gurugram (Gurgaon) Café in Gurgaon Written September 13, 2019</p> <p>I visited this café with my friend. I was hoping to get a quick drink and snack. We ordered some cold brew which tasted like mild flavoured orange water which u finished in one minute as it was not even cold.</p> <p>Sweet potato chips are awesome and must try. Don't forget to carry your jacket as it's extreme cold inside.***</p>

Source: Compiled by the case authors from customer reviews posted on Tripadvisor, accessed January 1, 2024: \* Ron Ami S. (@Onamis), "Delicious Healthy Food," Tripadvisor, September 17, 2023, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r917011214-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r917011214-Greenr_Cafe-Gurugram_Gurgaon_District_Haryana.html); † Rishika K. (@mynomadicdiaries), "Good Vibes, Great Food," Tripadvisor, April 10, 2021, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r786225834-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r786225834-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html); ‡ Avijit R. (@Cacofonix99), "Healthy Eats—Their Pastas Are Good Too," Tripadvisor, March 15, 2020, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r750913022-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r750913022-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html); \*\* Neel (@Bluitravels), "Food with an Interesting Twist," Tripadvisor, October 14, 2019, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r718317210-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r718317210-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html); †† MakkD (@MakkD), "Greenr ... Tastefully Green!," Tripadvisor, September 14, 2019, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r709657750-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r709657750-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html); ‡‡ Dharam Vir A (@DVAhluwalia), "Nothing to Brag About," Tripadvisor, August 14, 2021, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r803805381-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r803805381-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html); \*\*\* Monika S (@monika14sharma), "Café in Gurgaon," Tripadvisor, September 13, 2019, [https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r709254084-Greenr\\_Cafe-Gurugram\\_Gurgaon\\_Gurgaon\\_District\\_Haryana.html](https://www.tripadvisor.in>ShowUserReviews-g297615-d17149975-r709254084-Greenr_Cafe-Gurugram_Gurgaon_Gurgaon_District_Haryana.html).