

BUSINESS PLAN

FreshBox India

Delivering Healthy. Delivered Monthly.

A direct-to-consumer health subscription service
delivering curated wellness boxes to urban Indian households.

PREPARED BY

Arjun Mehta, Co-founder & CEO

Priya Sharma, Co-founder & COO

DATE

April 2026

CONTACT

contact@freshboxindia.com

Bengaluru, Karnataka, India

Table of Contents

Placeholder for table of contents 0

SECTION 01

Executive Summary

FreshBox India is a Bengaluru-based direct-to-consumer subscription service delivering curated boxes of healthy snacks and wellness products to urban Indian households every month. We make it easy for busy professionals to eat and live better — without spending hours shopping or researching.

The Opportunity

India's health and wellness market is growing rapidly, driven by rising incomes, increasing health awareness, and a growing urban middle class. However, discovering and purchasing high-quality healthy products remains fragmented and inconvenient. Customers must navigate dozens of apps, brands, and stores with no reliable curation. FreshBox solves this by delivering a personalised box of vetted products to their doorstep every month.

The Business

Customers subscribe online at ₹999 per month. Each box contains 8–10 curated items — protein bars, herbal teas, healthy snacks, superfoods, and personal care essentials — all sourced from verified Indian health brands. Subscribers can customise their preferences and cancel at any time.

Key Metrics at a Glance

| | | | |
|--|--|--|---|
| ₹999 Monthly Subscription Price <i>Cancel anytime</i> | ₹60L Year 1 Revenue Target <i>500 subscribers</i> | Month 8 Projected Break-Even <i>246 subscribers</i> | ₹15L Seed Funding Sought <i>12% equity offered</i> |
|--|--|--|---|

The Team

FreshBox India is co-founded by Arjun Mehta (5 years in FMCG supply chain at Marico Limited) and Priya Sharma (4 years in growth marketing at a Bengaluru D2C startup, scaling a subscriber base from 20,000 to 200,000). Together, they bring the operational and marketing expertise required to launch and scale a subscription commerce business in India.

Funding Request

We are seeking ₹15 lakhs in seed funding to cover initial inventory, technology development, and marketing for the first six months of operations. This investment will bring us to break-even, at which point the business becomes self-sustaining from subscription revenue. We are offering 12% equity in exchange for the full ₹15 lakh investment.

SECTION 02

Company Description

| Field | Details |
|-----------------|--|
| Company Name | FreshBox India Private Limited |
| Founded | March 2026 |
| Legal Structure | Private Limited Company (registered under the Companies Act, 2013) |
| Headquarters | Koramangala, Bengaluru, Karnataka |
| Business Model | Direct-to-consumer subscription (B2C) |
| Industry | Health and Wellness / E-commerce / Subscription Retail |
| Website | www.freshboxindia.com (launching June 2026) |

Mission Statement

"To make healthy living effortless for every busy Indian household — one curated box at a time."

Vision

To become India's most trusted health subscription brand, serving 50,000 households across 10 cities by 2029.

What Makes Us Different

FreshBox India is not just a snack box. Every item in every box is:

- Sourced exclusively from Indian health and wellness brands
- Reviewed and tested by a panel of certified nutritionists before inclusion
- Selected based on each subscriber's dietary preferences and health goals
- Accompanied by a printed card explaining the brand, ingredient sourcing, and nutritional benefits

Unlike generic gift boxes or bulk snack packs, FreshBox is curated, personalised, and educational. We are not simply delivering products — we are helping people build a healthier daily routine.

SECTION 03

Market Analysis

Industry Overview

India's health and wellness industry is one of the fastest-growing consumer segments in the country. Rising disposable incomes, greater awareness of lifestyle diseases, and a post-pandemic shift towards preventive health are all driving consistent growth. The organised health food market in India is estimated at **₹18,000 crore** and growing at approximately 20% per year.

Subscription box commerce, though relatively new in India, is gaining significant traction. Urban millennials and Gen Z consumers are increasingly comfortable with subscription-based purchases, driven by familiarity with services such as Netflix, Spotify, and Amazon Prime. This shift creates a strong foundation for subscription commerce in adjacent categories such as health and wellness.

Target Market

Our primary target customers are:

- **Age:** 25 to 40 years old
- **Location:** Tier-1 cities initially — Bengaluru, Mumbai, Delhi NCR, Hyderabad, Pune
- **Occupation:** Urban working professionals, dual-income households, young families
- **Income:** Monthly household income of **₹75,000** and above
- **Mindset:** Health-conscious, time-poor, willing to pay a premium for convenience and quality
- **Behaviour:** Already purchases health products online; follows wellness content on Instagram and YouTube

Our secondary target market includes corporate wellness programmes, where companies purchase FreshBox subscriptions as an employee benefit — a segment we plan to enter in Year 2.

Market Sizing — TAM, SAM, and SOM

| Market | Size | Description |
|--------------------------------------|-----------------------|--|
| TAM (Total Addressable Market) | ₹18,000 Cr | India's total organised health food and wellness product market |
| SAM (Serviceable Addressable Market) | ₹2,400 Cr | Health-conscious urban consumers in Tier-1 cities willing to spend online |
| SOM (Serviceable Obtainable Market) | ₹60 L (Year 1) | 500 paying subscribers at ₹999/month across Bengaluru — our Year 1 target |

SECTION 04

Competitive Analysis

The subscription box space in India is still relatively early-stage, which represents a significant opportunity. However, FreshBox India faces competition from several directions.

Direct Competitors

| Competitor | Type | Strength | Weakness |
|-------------------------|---------------------------------------|---|---|
| Happilo | Health snack brand (non-subscription) | Strong brand recognition, wide distribution | No personalisation, no subscription model |
| The Wellness Tribe | Subscription wellness box | Established customer base in urban metros | Limited personalisation; primarily gifting-focused |
| Amazon Subscribe & Save | Subscription commerce platform | Massive reach, trusted delivery network | No curation, no health specialisation, no brand story |

Our Competitive Advantage

- **Personalisation:** Every box is customised based on subscriber health goals. No competitor currently offers this at our price point.
- **India-first sourcing:** We exclusively feature Indian health brands, creating a differentiated offering aligned with the 'Vocal for Local' movement.
- **Nutritionist-verified curation:** Every product is reviewed before inclusion, giving customers genuine confidence in what they are consuming.
- **Education layer:** Each box includes a printed card explaining why each product was chosen and how to use it — a layer of value no marketplace can replicate.

SWOT Analysis

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Founding team with FMCG and D2C expertise • Strong supplier relationships already in place • Personalisation technology built in-house • Clear and differentiated brand identity | <ul style="list-style-type: none"> • No existing customer base or brand recognition • Dependency on third-party logistics • Limited runway — funding needed to reach break-even • Small initial team; founders wear many hats |
| Opportunities | Threats |

- Growing health awareness post-pandemic
- Corporate wellness market largely untapped
- Potential to expand into NRI diaspora globally
- Brand partnership and white-label opportunities
- Established brands may launch subscription products
- Rising last-mile delivery costs
- Customer churn is a major risk in subscription models
- GST complexities on certain specialty products

SECTION 05

Products and Services

The Problem

Urban Indian professionals want to eat and live healthier, but face a consistent barrier: discovery. There are hundreds of emerging health food brands in India, but finding the best ones requires extensive research, navigating unreliable reviews, and purchasing minimum quantities from multiple apps or stores.

As a result, most people default to familiar mass-market products — even when they genuinely want to make healthier choices. The problem is not motivation. It is friction.

Our Solution

FreshBox India removes that friction. Every month, subscribers receive a box of 8–10 vetted, healthy products — curated specifically for their dietary preferences and health goals, sourced from Indian health brands, and delivered to their door.

What's in the Box

| Category | Example Products | Why We Include It |
|----------------------------|---|---|
| Protein and Energy Snacks | Millet bars, protein laddoos, roasted chickpeas | Replaces unhealthy office snacking with nutritious alternatives |
| Herbal and Wellness Drinks | Ayurvedic kadha mix, turmeric latte, hibiscus tea | Supports immunity and hydration with natural Indian ingredients |
| Gut Health and Digestive | Probiotic supplements, digestive jeera mix | Addresses the rising consumer demand for gut health products |
| Skin and Personal Care | Ubtan face pack, rosehip serum, lip balm | Clean beauty from Indian brands, free from harmful chemicals |
| Mindfulness | Aromatherapy candle, sleep tea, journal prompts | Supports mental well-being alongside physical health |

Pricing

- **Monthly subscription:** ₹999/month — cancel at any time; products worth ₹1,800+
- **Quarterly plan:** ₹2,799 for 3 months (saves ₹198)
- **Annual plan:** ₹9,999 for 12 months (saves ₹1,189)
- **Gift subscription:** ₹999 per box for one-time gifting, with no recurring commitment

Planned Future Products

- **FreshBox Kids** — a children's healthy snack and activity box (Year 2)
- **FreshBox Corporate** — bulk subscriptions for corporate employee wellness programmes (Year 2)
- **FreshBox Lite** — a smaller, lower-cost ₹599 box for Tier-2 city expansion (Year 3)

SECTION 06

Marketing and Sales Strategy

Positioning

FreshBox India is positioned as a **premium but accessible** health subscription — aspirational enough to feel like a treat, but at a price point that fits a regular monthly budget. Our tagline, *"Delivering Healthy. Delivered Monthly"*, communicates both the product and the promise.

Phase 1 — Launch (Months 1–3): Build the First 100 Subscribers

The first 100 subscribers are the hardest — and the most important. They will become our community, our reviewers, and our word-of-mouth engine.

- **Influencer seeding:** Send complimentary boxes to 50 micro-influencers (10k–100k followers) in health, fitness, and lifestyle niches on Instagram and YouTube
- **Founder-led content:** Arjun and Priya will document the FreshBox journey on Instagram Reels and YouTube Shorts, building a personal brand alongside the business brand
- **WhatsApp community:** Launch a private 'FreshBox Health Circle' WhatsApp group offering early access to subscribers and building community around healthy living
- **Early-bird discount:** First 100 subscribers receive ₹200 off their first box, creating urgency to join early

Phase 2 — Growth (Months 4–8): Scale to 300 Subscribers

- **Referral programme:** Every subscriber receives a unique referral link. When a friend subscribes, both receive ₹200 credit — a proven low-cost acquisition channel
- **Instagram and Facebook Ads:** Targeted paid social campaigns aimed at health-conscious professionals in Bengaluru, Mumbai, and Delhi NCR
- **SEO content marketing:** Weekly blog posts and YouTube videos on healthy living topics to build organic search traffic
- **Marketplace listings:** List the gift subscription on Flipkart and Amazon as a premium gifting product

Phase 3 — Consolidation (Months 9–12): Reach 500 Subscribers

- Introduce the quarterly and annual plan to reduce churn and improve cash flow predictability
- Launch corporate wellness partnerships — pitch to HR teams at Bengaluru technology companies
- Weekly email newsletter: health tips, recipe ideas, and brand spotlights to build retention

Customer Acquisition and Retention Targets

| Metric | Year 1 Target | Year 2 Target |
|--|---------------|---------------|
| Total Paying Subscribers (end of year) | 500 | 2,000 |

| Metric | Year 1 Target | Year 2 Target |
|---------------------------------------|----------------------|-------------------------------|
| Monthly Churn Rate Target | Less than 8% | Less than 6% |
| Customer Acquisition Cost (CAC) | ■350 per subscriber | ■250 (improved via referrals) |
| Average Customer Lifetime Value (CLV) | ■7,990 (8-month avg) | ■11,990 (12-month avg) |

SECTION 07

Operations Plan

Location

Year 1 operations will be managed from a rented co-working space in Koramangala, Bengaluru (approximately ₹12,000/month), combined with a small leased warehouse unit (400 sq ft, ₹18,000/month) for inventory storage and box packing.

Sourcing and Supply Chain

- Source products directly from 20–30 Indian health and wellness brands on 30-day credit terms
- All products tested and approved by our nutritionist consultant before inclusion
- Maintain a minimum 6-week inventory buffer to avoid stock-outs due to supplier delays
- Custom-branded mailer box (the unboxing experience is a key brand differentiator) sourced from an eco-friendly packaging supplier in Bengaluru

Fulfilment and Delivery

- Boxes are packed and dispatched on the 1st of every month
- Delivery partner: Delhivery for pan-India shipping (negotiated rate of ₹65–₹90 per box)
- Delivery timeline: 2–4 working days for metro cities; 5–7 days for Tier-2
- Automated shipping notification and tracking via SMS and email

Technology Stack

- **Website and subscription management:** Shopify with the Seal Subscriptions app
- **Payment gateway:** Razorpay (supports UPI, cards, net banking, and EMI)
- **CRM and email marketing:** Klaviyo for subscriber communication and retention flows
- **Accounting:** Zoho Books with GST-compliant invoicing

Monthly Operations Calendar

| Dates | Activity |
|-----------|---|
| 1st–5th | Confirm subscriber list and collect payments for the month |
| 5th–12th | Finalise box curation, place inventory orders with suppliers |
| 12th–18th | Receive all inventory, quality check, and begin packing boxes |
| 18th–22nd | All boxes packed, labelled, and handed over to delivery partner |
| 22nd–30th | Delivery window, customer support, and subscriber feedback collection |

SECTION 08

Management Team

Arjun Mehta — Co-Founder and Chief Executive Officer

| | |
|------------------|--|
| Background | 5 years at Marico Limited in supply chain and brand partnerships (Saffola Health Foods division) |
| Education | MBA (Marketing), IIM Ahmedabad, 2019 |
| Role at FreshBox | Product curation, supplier relationships, finance, and investor relations |
| Equity | 42.5% |

Priya Sharma — Co-Founder and Chief Operating Officer

| | |
|------------------|---|
| Background | 4 years at Nua (D2C women's health brand) as Head of Growth — scaled the brand from 20,000 to 200,000 subscribers |
| Education | B.Tech (Computer Science), NIT Trichy, 2018; Certified Digital Marketer, Google |
| Role at FreshBox | Marketing, technology, customer experience, and operations |
| Equity | 42.5% |

Adviser

Dr Meenakshi Iyer — Certified Nutritionist (10 years' experience; former consultant to Nestlé India and Britannia). Advisory role in product curation and brand credibility. Compensated with a 1% equity stake.

Planned Hires

| Month | Role | Responsibilities | Monthly Salary |
|----------|-------------------------------|---|----------------|
| Month 3 | Operations Executive | Manages packing, inventory, and dispatch logistics | ■25,000 |
| Month 6 | Content and Community Manager | Manages social media, email marketing, and subscriber community | ■30,000 |
| Month 10 | Customer Success Executive | Handles subscriber queries, refunds, and retention | ■22,000 |

SECTION 09

Financial Plan and Projections

Startup Costs

| Item | Amount | Notes |
|--|------------------|------------------|
| Company registration and legal (Pvt Ltd + GST) | ■25,000 | One-time |
| Website development (Shopify + custom design) | ■80,000 | One-time |
| Initial inventory — first 3 months' stock (100 boxes/month) | ■3,50,000 | Working capital |
| Custom packaging design and first production run (1,000 boxes) | ■1,20,000 | One-time + stock |
| Marketing launch (influencer seeding + social ads, Months 1–3) | ■2,00,000 | Launch budget |
| Warehouse deposit and setup (2 months' deposit) | ■36,000 | Refundable |
| Equipment — packing tables, shelving, label printer | ■45,000 | One-time |
| Technology tools (Klaviyo, Razorpay setup, accounting) | ■30,000 | Annual |
| Contingency buffer (10%) | ■68,600 | Reserve |
| TOTAL STARTUP COSTS | ■7,54,600 | |

3-Year Revenue Projections

| Metric | Year 1 | Year 2 | Year 3 |
|--------------------------------------|-----------------|--------------|-----------------|
| Avg Active Subscribers (monthly) | 210 | 1,200 | 3,500 |
| Revenue per Subscriber (avg monthly) | ■999 | ■1,020 | ■1,050 |
| Total Annual Revenue | ■25.2 L | ■1.47 Cr | ■4.41 Cr |
| Cost of Goods Sold (COGS — 45%) | ■11.3 L | ■66.2 L | ■1.98 Cr |
| Gross Profit | ■13.9 L | ■81 L | ■2.43 Cr |
| Operating Expenses | ■18.4 L | ■52 L | ■98 L |
| Net Profit / (Loss) | (■4.5 L) | ■29 L | ■1.45 Cr |

Note: Year 1 ends in a net loss of ■4.5 lakhs as a result of upfront marketing and infrastructure investment. The business reaches profitability in Year 2 as subscriber volume grows and fixed costs are spread across a larger base.

Break-Even Analysis

How We Reach Break-Even

Monthly fixed costs: approximately **₹1,35,000** (salaries, rent, software, and logistics overhead).

Gross margin per box: **55%** on each **₹999** subscription = **₹549** contribution per subscriber per month.

Break-even calculation: $₹1,35,000 \div ₹549 = 246$ **active subscribers**.

Based on growth projections, we expect to reach 246 subscribers by **Month 8**, making this our break-even point.

Funding Request

We are seeking ₹15 lakhs in seed funding, offering 12% equity.

Inventory and packaging (Months 1–6): ₹7,00,000

Marketing and subscriber acquisition (influencer seeding, paid ads): ₹4,00,000

Technology and operations setup: ₹2,00,000

Working capital reserve: ₹2,00,000

We are open to both equity investment and convertible notes. This funding will carry us to break-even, at which point the business becomes self-sustaining.

SECTION 10

Appendix

The following supporting documents are available upon request:

- CVs of Arjun Mehta and Priya Sharma
- Nutritionist advisory agreement with Dr Meenakshi Iyer
- Letter of intent from 3 supplier brands (Yoga Bar, True Elements, Saffola)
- Full 3-year financial model with monthly assumptions (Excel spreadsheet)
- Market research sources and data bibliography
- FreshBox packaging design mock-ups and box photography
- Company registration certificate (CIN: U74999KA2026PTC123456 — illustrative only)