

A photograph of a modern, multi-story glass office building at dusk. The building has a prominent corner with large glass windows reflecting the sky and interior lights. The word "IMPOSSIBLE" is visible on the upper part of the building's facade. A green diagonal line cuts across the bottom right of the image.

# INTERNATIONAL BUSINESS PLAN

Eden Prairie DECA  
Eden Prairie High School  
17185 Valley View Rd  
Eden Prairie,  
MN 55346  
April 08, 2025

Rohith Kothandaraman  
Ghauthamasankar Padmanaban  
Mukund Sidharth Shiva

## TABLE OF CONTENTS

<b>I. EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>II. ANALYSIS OF THE INTERNATIONAL BUSINESS SITUATION.....</b>	<b>4</b>
<b>A. Economic, governmental and legal analysis of the trading country.....</b>	<b>4</b>
1. Describe the trading country's economic system, economic information.....	4
2. Describe the trading country's governmental structure and stability.....	4
3. Describe laws and/or governmental agencies that affect your business.....	5
<b>B. Trade area and cultural analysis.....</b>	<b>6</b>
1. Geographic and demographic information.....	6
2. Analysis of the potential location.....	6
<b>III. PROBLEM.....</b>	<b>7</b>
<b>IV. CUSTOMER SEGMENTS.....</b>	<b>8</b>
<b>V. UNIQUE VALUE PROPOSITION.....</b>	<b>9</b>
<b>VI. SOLUTION.....</b>	<b>10</b>
<b>VII. CHANNELS.....</b>	<b>11</b>
<b>VIII. REVENUE STREAMS.....</b>	<b>13</b>
<b>IX. COST STRUCTURE.....</b>	<b>14</b>
<b>X. DETAILED FINANCIALS.....</b>	<b>16</b>
A. Projected income and expenses .....	16
B. Proposed plan to meet capital needs.....	17
<b>XI. KEY METRICS.....</b>	<b>18</b>
<b>XII. COMPETITIVE ADVANTAGE.....</b>	<b>18</b>
<b>XIII. CONCLUSION.....</b>	<b>20</b>
<b>XIV. BIBLIOGRAPHY.....</b>	<b>20</b>



# I. Executive Summary

## How It All Started

From a crazy kitchen experiment to a **food revolution**, Impossible Foods started when **Dr. Patrick Brown** said, "What if we could make a burger that's better for the planet?" This wasn't just another startup—it was a mission. Working out of a tiny lab, Brown and his team cracked the code on creating **plant-based meat** that tasted like the real deal. They worked and experimented, turning heads in **Silicon Valley** and catching **the eye of investors** who believed in their wild dream. Today, Impossible Foods isn't just selling burgers; they are changing how we think about food, one delicious, planet-saving bite at a time. From tech nerds to food lovers, they proved that with enough passion and science, you can **reinvent something as basic as meat**.



**Founder**

## Description of Impossible Foods



Impossible Foods is a company that offers **plant-based meat alternatives** that **look, cook, and taste like real meat**, using innovative ingredients like **soy protein** and **plant-based heme**. Impossible Foods has **19g of protein** per serving and **zero cholesterol**. Their product line includes burgers, ground beef, sausages, chicken nuggets and more, designed to **mimic real meat in taste and texture**. Prices range from **\$7.99** for a pack of five chicken patties to **\$13.99** for a 6 pack of burger patties. These versatile products aim to provide a **healthier, more nutritious, and sustainable alternative** to traditional meat, appealing to **both vegetarians and meat-lovers**.

## Problems

### Protein deficiency

India faces a critical **protein deficiency crisis**, with **80% of its population** experiencing inadequate protein intake – and **84% of that 80% are vegetarians**. With **no solution available** this is only projected to worsen.

### Ethical concerns

Due to India's growing consciousness for ethical products, **90% of Indians** are concerned about **animal welfare**, with **millions of millennials** looking for **cruelty-free and plant-based alternatives**.

### Lack of Innovation

India's food market lacks **innovation**, stifling **product diversity** and preventing the development of modern, **health-conscious nutrition solutions**.

## Solutions

### Impossible Foods Nutritional Value

Impossible Foods provides a **superior protein solution** for India, offering **19g of protein per serving**—significantly **higher than current local alternatives**—addressing the long-awaited solution to **nutritional deficiencies in India**.

### Ethical values of Impossible Foods

Impossible Foods offers a **cruelty-free protein alternative** that addresses **India's animal welfare concerns**, meeting **millennials' ethical food demands** while **preserving taste and nutrition**.

### Impossible Foods' Stand out Packaging

Impossible Foods attracts meat-eaters and vegetarians in India with **bold red packaging**. Impossible Foods, with its never-done products, would fill the gap of **innovative products** that millennials and Gen Z thought was impossible before.



## Why Expand Impossible Foods to India

India faces significant challenges that Impossible Foods could address, including **widespread protein deficiency**, **ethical concerns** regarding animal welfare, and a **lack of innovation** in the food industry. Over 80% of Indians do not meet their daily protein needs, particularly among the large vegetarian population. Additionally, with 90% of Indians expressing concern about **animal welfare**, there is a growing demand for **cruelty-free food options** leading to a large vegetarian population. Despite India's rich culinary heritage, the food sector has been **slow to innovate**, leaving many dietary needs unmet. Impossible Foods' plant-based meat alternatives can provide a **high-protein, culturally relevant solution** that aligns with **ethical values** and introduces **much-needed innovation**, making it an ideal fit for the Indian market.

The Indian market for plant-based meat is rapidly expanding

India faces widespread protein deficiency in diets

Mumbai and Bangalore are filled with many vegetarians, our primary target market

With the 5th largest economy, a stable three-branch government, and an unanswered need for a product like Impossible Foods the status quo is an unparalleled opportunity for an Impossible Foods Indian expansion.

## Customer Segments

### Demographics

- Millennials and Gen Z, aged 25-44
- Middle to upper-middle income levels, with annual incomes around ₹12-15 lakh (\$14,000-\$18,000 USD)
- Urban professionals, often with higher education

### Geographic

- Major urban centers, particularly Mumbai and Bangalore
- Cities with thriving tech industries and cultural hubs
- Hubs that adapt and welcome innovation

### Physiographic

- Health-conscious and wellness-oriented
- Environmentally aware and sustainability-focused
- Open to trying new food innovations
- Value-driven, prioritizing ethical brands

### Behavioral

- Flexitarian or vegetarian dietary preferences
- Active on social media and follow food/lifestyle influencers
- Willing to pay premium for ethical and health-conscious products

### Sample Consumer Profile

#### Mishti



- Age: 28
- Gender: Female
- Location: Bangalore, India
- Income: ₹900,000 (10,800 USD)
- Occupation: Software Engineer
- Dietary Preference: Vegetarian
- Interests: Plant based nutrition
- Purchasing Behavior: Values brands with ethical and environmental credentials

Impossible Foods' target market consists of **Gen-Z** and **Millennials**, specifically spanning the **ages 24-44**, because of their need for **protein-rich**, **ethical**, and **innovative products**. Impossible Foods would target the **urban middle-class population** in locations such as **Mumbai** and **Bangalore** where the populace is **aware of** and **excited to try new and innovative products**. Compared to products currently available to our target market, Impossible foods caters to their **values** while still having a **nutritional aspect**.

## Unique Value Proposition

### Innovative Plant-Based Products

Impossible Foods has an innovative use of **Heme**, a plant-derived molecule. This groundbreaking ingredient allows for the creation of **tasty nutritious plant-based meat**. From a consumer perspective, we find consumers **driven** to Impossible Foods over current products, as **meat based protein products** are either **unavailable** to a large **vegetarian population**, **unethically produced**, or not **environmentally friendly**.

### High in Protein

Impossible Foods' products are **nutritionally rich**, containing **19g of protein per 4 oz serving**, ensuring consumers receive **substantial protein intake from plant-based sources**. Current plant based products **fail to achieve** anything close to the **nutritional value** that consumers desire and Impossible Foods provides.

### Product Attraction

Impossible Foods positions itself as a **scientifically driven brand** appealing to **modern consumers**. Its **bold red packaging** highlights the "**craveability of meat**," attracting meat eaters, we will also add **green culturally relevant labels** to attract vegetarians, and vegans while reinforcing **strong product recognition**, **attraction**, and **credibility**, which current competitors fail to achieve.





## Channels

## Distribution Channels

## Retail

Impossible Foods will expand to **major retail stores** in **Mumbai** and **Bangalore** such as **D-mart** and **EasyDay**.

## Restaurant Partnerships

By working with the **major restaurant chains** in these areas we would allow for our product to be **integrated** into **Indian cuisine** and increase our **brand awareness**.

## E-Commerce

Impossible Foods wants to utilize **E-Commerce** such as **BlinkIT** and more, utilizing the platforms that our **target market** uses the most.

## Social Media Engagement



## Restaurant Partnerships



## Packaging



## Advertising



## Knowledge Distribution



## Our Proposal

**INVESTMENT OF**  
**\$575,000**  
**FOR 11.5% EQUITY**

Impossible Foods is asking for a **\$575,000 investment** for an **11.5% equity** in Impossible Foods India. This will result in the investor receiving dividends of the net profit from all of our above-mentioned distribution channels, starting with the **first month of sale (March)**. This investment will be used towards employee acquisition and payroll, initial materials, acquiring licenses and permits, and marketing with operation SPARK.

## Profits &amp; Expenses

Our detailed financials (page 16) indicate that our projected **gross revenue** for year one of operation is **\$2,625,000**. This is done through our sales in **retail**, **E-commerce**, and **restaurant partnerships**. Impossible Foods' total expenses for year one is **\$2,197,747**, which will go towards **marketing**, **staffing**, **cost of goods sold (COGS)**, etc. This results in a **net profit** for year one being **\$427,252**. This includes a **two-month pre-revenue ramp-up period (January and February)** where we will not be receiving any sales as we will focus on acquiring **raw materials**, **human resources**, creating **importing systems**, and **setting up operations**. As we only start selling products in **March** for year one and we are introducing a new product to a diverse market, we foresee years afterward to have a **larger amount of profit and sales**, specifically a **19% profit boost** for an annual profit of over **1.1 million dollars** by the end of year three.

## Three Year Projected Business Plan

## YEAR 1

①

- Conduct **market research** to understand **local consumer preferences**.
- Change products to **align with cultural and regional tastes** while complying with regulations.
- **Build brand awareness** and establish a **loyal customer base**.

## YEAR 2

②

- **Enhance brand positioning** by engaging with customers and **expanding distribution**.
- **Optimize profit margins** and aim for a **48% increase in brand awareness**.
- **Increase restaurant partnerships** for stronger cultural connections.

## YEAR 3

③

- **Boost profitability by 19%** through refined marketing strategies.
- **Perfect marketing efforts** based on previous insights for better engagement.
- **Establish a sustainable business model** to attract future investors.



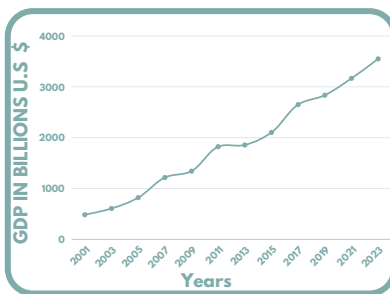
## II. ANALYSIS OF THE INTERNATIONAL BUSINESS SITUATION

### A. Economic, governmental and legal analysis of the trading country

#### 1. Economic System

India's economic landscape presents an **unparalleled opportunity** for Impossible Foods (one of the **largest** plant-based meat alternatives) to strategically enter the market. With over **350 million middle-class consumers** and a **substantial vegetarian population** that craves a **protein-rich product**, the country offers a remarkably aligned environment for plant-based meat alternatives. The growing health consciousness and environmental awareness in **urban centers**, particularly in metropolitan areas like **Mumbai** and **Bangalore**, create an ideal economic ecosystem for innovative food technologies. With India's economy growing to have the **world's fifth-largest GDP** and with a **large urban middle class**, Impossible Foods, which primarily targets urban middle-class populations, being a premium product, is the **perfect fit** for the current and projected future market of India.

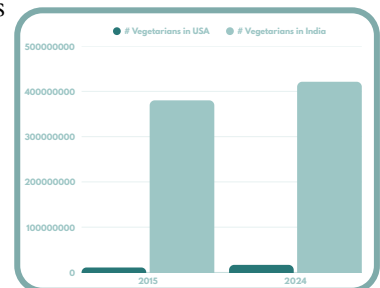
India GDP Growth Rate



India's mixed economy combines capitalism and socialism, fostering a **favorable environment** for innovative businesses. With the world's fifth-largest GDP and an annual growth rate **exceeding 6%**, India's urban middle class is projected to **surpass 600 million** in 2025. This class offers a **prime market** for premium, health-conscious products like Impossible Meat. Foreign investment is also a key factor as we look to the recent rising trends through initiatives like "Make in India," attracting over **\$70 billion** in FDI (Foreign Direct Investment) in 2023.

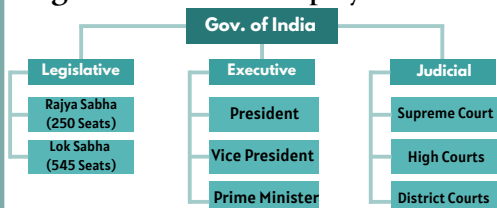
India's dietary landscape includes a **large 40% vegetarian** population and also has a growing number of flexitarians compared to the **8% of The United States** (A comparison that we will refer to multiple times throughout the project). It creates a strong demand for plant-based protein alternatives, driven by health, sustainability, and ethical concerns. The alternative protein market, which is **projected to grow at an 8%**, CAGR presents Impossible Foods with an opportunity to introduce products that align with India's health-conscious, environmentally aware consumer trends, setting the stage for sustainable growth.

INDIA VS USA



#### 2. Government Structure and Stability

India is a **federal parliamentary democratic republic** employing a three-branch government: executive, legislative, and judicial. **Narendra Modi** is currently the **prime minister** leading the executive branch, while the bicameral legislature is in charge of policy making. India's consistent **political stability** since the 1990s has created and established **strong economic growth** and has attracted over **\$49 billion** in **foreign direct investment annually**. Major reforms like the **Goods and Services Tax (GST)** have streamlined trade and enhanced the business environment. India's active role in global trade alliances further strengthens India's role as a **significant economic player** while **balancing government control** over trade and private business.



This **political and economic landscape** provides a **favorable environment** for Impossible Foods to **enter the Indian market**. A **stable government** and **consistent economic growth** offer a secure foundation for long-term business planning. A result of this stable government is the **labor market**, the labor market in India is extremely

beneficial to Impossible Foods as it allows for a **large amount of available and cheap labor**. The **significant foreign direct investment inflow** demonstrates India's **openness to international companies**, which could **benefit** Impossible Foods in **establishing operations**. Furthermore, the implementation of **GST simplifies the tax structure**, potentially **reducing operational complexities** for Impossible Foods as it navigates the Indian market.



### 3. Government Agencies and Regulations

#### Steps Needed For Impossible Foods To Enter The Indian Market

##### Enter the Indian Food Market



##### Acquire Necessary Documentation

- FSSAI certification for food safety.
- Goods and Service Tax (GST)
- Import Export Code (IEC) for trade.
- Digital Signature Certificate (DSC).
- PAN Card (Indian tax identification).



##### Register as a Foreign Company

- Obtain FDI approval and register with the Ministry of Corporate Affairs.



##### Set Up Local Manufacturing & Distribution

- Leverage "Make in India" incentives for partial local production, which could reduce costs by up to 20-30% due to tax rebates and subsidies.
- Build basic distribution and manufacturing channels
- Build partnerships for logistics and distribution networks.



##### Ensure Food Safety Compliance



- Adhere to the Food Safety and Standards Act (2006).
- Meet labeling, ingredient transparency, and quality guidelines.

##### Comply with Employment and Labor Laws

- Ensure India's Minimum Wages Act, Factories Act, and safety protocols for fair wages and safe working conditions are followed.
- Follow labor regulations from the United States Department of Labor for ethical international practices.



##### Launch in the Indian Market

- Introduce plant-based products.
- Monitor market performance and optimize operations.



### Trade Regulations

India's trade agreements, such as the **India-ASEAN Free Trade Agreement**, reduce tariffs and simplify documentation, making it easier for Impossible Foods to enter the Indian market. Programs like **Make in India** further incentivize local manufacturing, lowering production costs.

### Food Safety and Standards Act

The **Food Safety and Standards Act of 2006** ensures quality and safety in food production. Impossible Foods must comply with **FSSAI regulations** on labeling, ingredient transparency, and nutritional content. Meeting these standards will build **consumer trust** and ensure **smooth product approval**.

### Employment and Labor Laws

India's labor laws, including the **Minimum Wages Act** and **Factories Act**, mandate fair wages, legal working hours, and proper leave policies. By adhering to these laws, Impossible Foods will maintain an ethical workplace and establish itself as a responsible employer.

### Occupational Health and Safety Standards

To comply with **India's Occupational Health and Safety Act**, Impossible Foods will enforce safety protocols, train employees on hazard prevention, and ensure safe equipment use. This commitment will create a secure work environment while meeting regulatory standards.



## B. Trade Area and Cultural Analysis

### 1. Geographic:

India's major urban centers, such as **Mumbai and Delhi** represent prime targets for Impossible Foods due to their developed infrastructure and growing consumer markets. The country is home to over **5,100 towns and 380 urban agglomerations**, with approximately **36.5% (520,000,000) of the population** residing in urban areas. This concentration of potential customers in urban settings provides a strategic advantage for introducing plant-based products.

### 1. Demographic

India, with a population of over **1.3 billion**, offers a significant market for Impossible Foods, particularly given the **30–40%** vegetarian demographic that aligns with its plant-based offerings. The **millennial** generation is increasingly shifting towards organic and plant-based products, indicating a rising interest in healthier diets. The health and wellness food sector is projected to grow at **8.8% CAGR** from 2021 to 2026. This trend presents a valuable opportunity for Impossible Foods to introduce its products and address protein deficiency in India.

### Competitive Advantages:

1

#### Growing health consciousness and a need for healthier options

- A significant advantage for Impossible Foods is the pressing issue of protein deficiency in India due to a lack of plant-based products in India that focus on taste while being protein-rich.
- Over 80% of the population struggles to meet their daily protein needs.
- This presents a substantial market opportunity for plant-based protein products that can help bridge this nutritional gap.

2

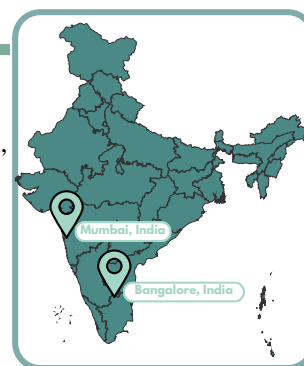
#### Impossible Foods can cater to various dietary restrictions common in India.

- Impossible Foods' products cater effectively to India's significant vegetarian population, with an estimated 30–40% of Indians following vegetarian diets.
- The company's plant-based offerings, made from simple ingredients like wheat and potato protein, contain no animal products, making them ideal for strict vegetarians.
- Impossible Foods has received halal certification, further expanding its potential customer base in the country.

### 2. Location Analysis

Impossible Foods has identified two distinct regions in India –**Mumbai and Bangalore**– as strategic locations for its distribution and manufacturing operations in India. Firstly **Mumbai**, as the country's **financial capital**, provides a **diverse consumer base** that is increasingly interested in plant-based products like Impossible Foods, supported by robust infrastructure and transportation networks that support product distribution. The city's status as a culture hub also provides many well-established restaurant chains that Impossible Foods can partner with (explained further later). Our next target location will be **Bangalore** which presents a significant opportunity due to its large urban population and rising health consciousness, which aligns with the expansion mission to **address protein deficiency through innovative food solutions**.

To establish operations in **Mumbai and Bangalore**, Impossible Foods needs to comply with several regulatory requirements. A key trade document that Impossible Foods needs to obtain is a **license from the Food Safety and Standards Authority of India (FSSAI)**, which ensures adherence to food safety and labeling standards. Additionally, the company will need to register its products with local authorities to **meet compliance regulations**. All of these steps are essential to ensure **smooth market entry** and **establish consumer trust** in the brand.



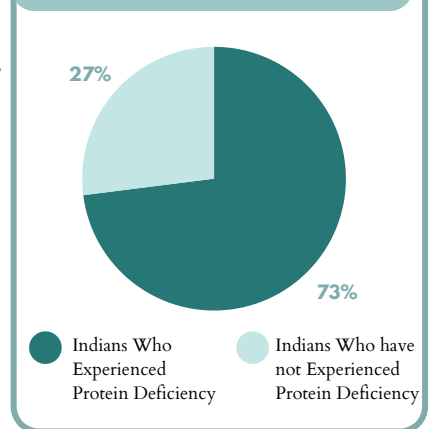


## III. Problem

### Protein Deficiency

India has a severe **protein deficiency problem**, as studies indicate that **73-80% of its population is protein deficient** compared to the studies in the US that indicates a mere **3-6%**. This issue is particularly acute within India's enormous **vegetarian population** which accounts for **30-40% of the country**; **84% of Indian vegetarian diets lack protein** while **65% of non-vegetarian diets do**. The average dietary protein intake is a paltry **0.3g/lb** of ideal body weight, a far cry from the **optimal 0.7-1g/lb**. The problem has also progressively worsened over the years, as seen from an **11% decline in rural** per capita protein consumption and a **4.1% decline in urban regions** between 1983 and 2012. In addition, protein foods contribute only **6-8%** to India's caloric consumption, compared to the **29% recommended** by nutritionists—a huge gap that indicates the need for **diet intervention** but with no solution at the ready, this has only worsened. The driving cause of this deficiency can be traced to the heavy focus on carbohydrate-rich food products as well as the lack of protein-rich vegetarian options.

Protein Deficiency Issues In India



### Ethical Values In Food Production

India is seeing a growing awareness of **animal welfare** food **production issues**. This apparent wake-up call is shown by the **90% of Indians** concerned about farm animals' food welfare. The trend is particularly high among **millennials (25-44 years)** with **60% committed** to their **moral values** such as animal cruelty-free food. This is further advanced due to the large carbon emissions found from traditional meat production. The increasing interest in plant-based foods and animal-free products is driven by increased access to information through **social media platforms, health blogs, and fitness influencers**. India is therefore witnessing a shift to more **conscious consumption** as consumers increasingly place value on brands and products that align with their moral beliefs.

### Lack Of Innovation In Products And Advertisement

The lack of new products in India significantly limits consumer choice and hampers market growth. The industry is **dominated by established companies**, which, rather than creating innovative products, rely on **established brand equity**. The advertising strategy also reflects this complacency, with the majority of brands following conventional methods that fail to resonate with **health-conscious young consumers**. All of these products fail to be either be nutritious or enticing enough to the young consumers of India (further detailed in key metrics p. 18).



Despite India's rich culinary heritage, the **absence of cutting-edge food technology** has prevented the development of products addressing specific dietary needs that remain culturally pertinent. This deficiency is **most glaring in the plant protein market**, where limited options for **protein-rich** products have resulted in **widespread deficiency**. Consequently, India's potential to become a global leader in **food technology** and **sustainable nutrition solutions** remains untapped, leaving the evolving needs of **urban consumers**, especially **millennials** and **Gen Z**, largely unmet.



## IV. Customer Segments

### Example Of Target Market

#### Sample Consumer Profile

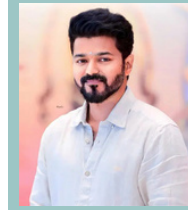
##### Mishti



- Age: 28
- Gender: Female
- Location: Bangalore, India
- Income: ₹900,000 (10,800 USD)
- Occupation: Software Engineer
- Dietary Preference: Vegetarian
- Interests: Plan based nutrition
- Purchasing Behavior: Values brands with ethical and environmental credentials

#### Sample Consumer Profile

##### Aditya



- Age: 32
- Gender: Male
- Location: Mumbai, India
- Income: ₹1,200,000 (14,400 USD)
- Occupation: Marketing Manager
- Dietary Preference: Vegetarian
- Interests: Sustainable Living
- Purchasing Behavior: Pays premium for ethical and health conscious products

### Why This Target Market?

#### Demographics

- Millennials and Gen Z, aged 25-44
- Middle to upper-middle income levels, with annual incomes around ₹12-15 lakh (\$14,000-\$18,000 USD)
- Urban professionals, often with higher education

#### Geographic

- Major urban centers, particularly Mumbai and Bangalore
- Cities with thriving tech industries and cultural hubs
- Hubs that adapt and welcome innovation

#### Physiographic

- Health-conscious and wellness-oriented
- Environmentally aware and sustainability-focused
- Open to trying new food innovations
- Value-driven, prioritizing ethical brands

#### Behavioral

- Flexitarian or vegetarian dietary preferences
- Active on social media and follow food/lifestyle influencers
- Willing to pay premium for ethical and health-conscious products

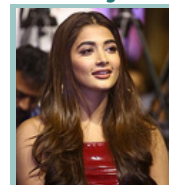
**Mumbai** and **Bangalore** are prime markets for Impossible Foods, with **millennials** and **Gen Z** comprising over one-third of urban residents and being highly interested in **sustainable, plant-based food**. With **79% of Indian consumers** appreciating eco-friendly food and **75% of experts** citing increased demand for vegan alternatives, these **tech-savvy urban hubs** are ideal for new product launches. Urban infrastructure, youth professional health consciousness, and greater awareness of **sustainable diet** provide the perfect setting for Impossible Foods to introduce plant-based alternatives that combat **protein deficiency** while maintaining an ethical and environmentally conscious.

### Sub-Target Market

To cater to a larger consumer base, we have identified a sub-target market. Although **Mumbai** and **Bangalore** have high populations of vegetarians, our surveys show that a big portion of these cities' populations are **non-vegetarians**. In **Mumbai**, approximately **60%** of the population consume non-vegetarian food, while in **Bangalore**, approximately **78%** are non-vegetarians.

#### Sample Consumer Profile

##### Pooja



- Age: 30
- Gender: Female
- Location: Bangalore, India
- Income: ₹1,500,000 (\$18,000 USD)
- Occupation: Software Engineer
- Dietary Preference: Flexitarian
- Interests: Sustainable living, technology, health and wellness
- Purchasing Behavior: Willing to pay premium for eco-friendly and nutritious products

With this data, we were able to identify our **second target market**, broadening beyond **vegetarian consumers**. By recognizing the diverse diets found within these urban hubs, Impossible Foods can introduce its **plant-based options** to seek appeal from both **vegetarians** and **non-vegetarians** seeking **sustainable, delicious, and protein-rich products**. Holistically Impossible Food's **unique value** also helps us safely assume that individuals like Pooja, Mishti, and Aditya become **consistent** consumers.



## V. Unique Value Propositions

### WHY IS IMPOSSIBLE FOODS UNIQUE

“

All products from Impossible Foods, including the Impossible Burger, are free of animal products and byproducts. This makes it a great option for vegans, vegetarians, and anyone looking to reduce their consumption of meat and animal products.

”

### Top 3 Unique Value Factors

#### Innovative Plant-Based Products

Impossible Foods stands out through its novel **use of heme**, a molecule that gives plant-based foods a distinct taste and texture. This **plant-based ingredient**, which is patented, makes it possible to create alternatives that provide a new culinary experience. Through the use of sophisticated technology, Impossible Foods has created products that provide a new perspective on plant-based protein. Due to the untraditional creation of the products, compared to that of real meat, we find a largely smaller environmental impact, again connecting with our target audience and their ethical concerns.



Amount per serving	
<b>Calories</b>	<b>230</b>
% Daily Value*	
Total Fat 13g	17%
Saturated Fat 6g	30%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 370mg	16%
Total Carbohydrate 9g	3%
Dietary Fiber 5g	18%
Total Sugars <1g	
Added Sugars 0g	0%
<b>Protein 19g</b>	<b>38%</b>
Vitamin D 0mcg	0%

**Protein 19g 38%**

Impossible Foods products are **nutritionally identical to meat** and contain **19g of protein per 4 oz serving**. The company has developed formulas that offer consumers **high-protein solutions** from plant products without any sacrifice in terms of taste. The focus on protein level enables people to meet nutritional needs while still choosing a tasty plant-based alternative. Due to the high nutritional value, Impossible Foods can be customized into existing Indian cuisine (further detailed later).

#### High in Protein

#### Product Attraction

Impossible Foods is an **innovative, science-first brand** creating **sustainable protein solutions**. Through **innovation, nutritional superiority**, and sustainability, the brand appeals to consumers seeking modern, conscientious food. Impossible Food's new rebrand adds an extra element and emphasizes the **"craveability of meat"** with **bold red packaging** that reaffirms the product's taste, cook, and more, making it as similar as possible to animal meat. By creating products that are identical to traditional meat, Impossible Foods attracts a wider market and **converts meat eaters** towards plant-based alternatives. This has created a smaller but **solid sub-target market** that has built strong product awareness and **credibility** among **vegetarians, vegans, and even meat consumers**.



## VI. Solutions

### Impossible Foods Nutritional Benefit

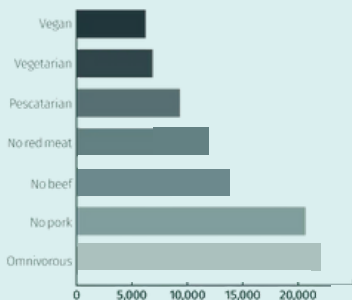
Impossible Foods' plant-based meat alternatives offer a **compelling solution** to India's **protein deficiency crisis**. They contain approximately **19g of protein per 4 oz serving**, which is similar to the conventional meat sources, offering a solution to the severe protein deficiency in Indian diets. The use of heme, a plant molecule, by the company to not only mimic the taste and texture of meat but also enhance iron absorption is solving another common nutritional deficiency. Impossible Foods' products are also supplemented with all the **vitamins and minerals** like **vitamin B12**, **zinc**, and **iron** that would be missing in most Indian diets.

Zinc	50%	Calcium 180mg	15%	Vitamin B <sub>6</sub>	20%
*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.		Iron 4.2mg	25%	Folate	20%
		Potassium 670mg	15%	Vitamin B <sub>12</sub>	130%

Moreover, the products are **cholesterol-free** and contain **lowered saturated fat** content compared to traditional meats, which are attractive to **health-conscious** consumer trends. Through the launch of **protein-rich**, culturally adaptable products that may be incorporated into traditional **Indian recipes**, Impossible Foods provides a plausible and attractive solution to address the **extensive protein gap** in Indian diets, with scope to increase overall **nutritional consumption** in both vegetarian and non-vegetarian consumers.

### Ethical Values of Impossible Foods

**Carbon Emissions of Diets**



Impossible Foods is answering India's growing **animal welfare** concerns by offering a **cruelty-free** protein alternative that directly responds to the **90%** of Indians who are worried about the ethics of meat production. By creating **plant-based meat alternatives** that decrease animal slaughter, the company provides consumers with a way to align their dietary choices with **ethical values** without compromising taste or nutrition. Impossible Foods also receives the benefit providing a diet with reduced carbon emissions catering to ethically conscious meat eaters in India. The new strategy responds to the increasing demand for **cruelty-free products**, particularly for the **60% of millennials** who want to make ethical food choices. Impossible Foods' strategy is to develop products that mimic traditional meat experiences while addressing **animal welfare**. This adds to the **cultural connection** that we strive to get with the customers in the Indian market.

### Impossible Foods' Stand out Packaging

In contrast to existing top plant protein products within India, Impossible Foods has and uses **innovative products** and **marketing**, leading to the capture of both meat consumers and vegetarians. The **red loud packaging** appeals to **meat-eaters** simulating that of real meat. For our main target market one element that we are introducing is the **green dot identifier** which is common to all vegan products in India. This provides vegetarians with a signal that the product is a **suitable replacement for meat**. This two-sided appeal strategy is connected to India's growing demand for new food products, especially in the **protein market**. Impossible Foods' approach will bridge the vacuum in **India's food technology sector** by providing an answer that captures the need to satisfy specific food diets without forfeiting cultural ties. By reaching both **meat-eaters** and **vegetarians**, Impossible Foods can capture a significant market share in India, responding to the evolving needs of urban consumers, particularly **millennials** and **Gen Z**. This can position Impossible Foods as a leader in **protein-rich products** in India, riding on the country's untapped value in **food innovation**.

The green labels indicate the products are vegetarian.

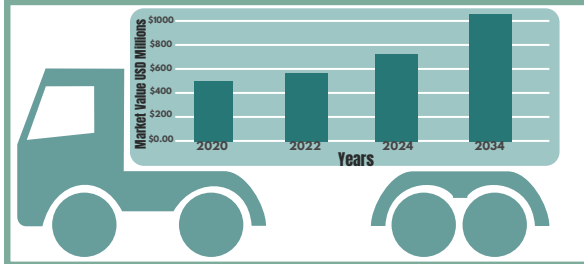




## VII. Channels

### Analysis Of Distribution Channel

#### India Plant- Based Protein Market Values



India's protein market is expanding continuously, with the **plant-based market** holding immense potential. The size of India's plant protein market stood at **733.15 million USD** in 2024 and is expected to develop at an **8% CAGR** from 2025 to 2034. This is evident from the massive population that is showing an increase in **health consciousness**, changing eating habits, and drifting away from **conventional animal-based foods**.

**Impossible Foods**, a leading plant-based meat manufacturer, is expected to thrive in India and its growing market. India also represents an immense **retail market** expected to grow to **\$2 trillion by 2032**, with an expected **500 million online shoppers by 2030** and a rapidly growing middle class. Looking to past precedents in the **USA**, Impossible Foods has successfully **expanded its retail presence** to over **3,000 grocery stores** and launched a **direct-to-consumer e-commerce platform**. Utilizing and expanding these channels will allow us to successfully cater to our **target market**.

### Distribution Channel



#### Retail

Impossible Foods will look to major **Indian retail chain stores** for expansion- including **Big Bazaar**, **Reliance Fresh**, **Spencer's**, **Nature's Basket**, and more- with the idea to strategically place products within **health-store chains** like Organic India and 24 Mantra Organic. The company will aim to position products in dedicated **plant-based sections** and alongside conventional meat in mainstream supermarkets like **D-Mart** and **Easyday** to attract both vegetarians and meat-eaters across major metropolitan areas, like our target market, **Mumbai** and **Bangalore**. Using the help of local distributors, Impossible Foods hopes to effectively reach **independent grocers** and specialty stores, so they can benefit from India's rapidly growing and diverse plant-based meat market.



#### Restaurant partnerships

Another factor of our distribution channels is our **restaurant partnerships** where we sell our product in **bulk**. With this, our product will be **integrated** into food that is already popular with our consumers which will increase our **cultural connection** and **brand recognition**.



#### E- Commerce

We plan to have **Impossible Foods** leverage India's booming **e-commerce sector** by partnering with major online platforms such as **BigBasket** and **BlinkIT**. The company plans to optimize its product listings with high-quality images and detailed nutritional information to stand out in the competitive online space. Impossible Foods will offer **bundle deals** and **subscription options** to encourage repeat purchases and customer loyalty. By utilizing **data analytics** from these e-commerce platforms, the company will tailor its marketing strategies and product offerings to meet local preferences in different regions of India. With the country's plant-based meat market showing enormous growth potential, Impossible Foods' e-commerce strategy is positioned to capture a substantial share of this expanding segment, particularly among **tech-savvy urban consumers** who can be found in places like **Mumbai** and **Bangalore** our target locations.



## Marketing Channels

- S**ocial Media Engagement
- P**ackaging
- A**dvertising
- R**estaurant Partnerships
- K**nowledge Distribution

To seamlessly integrate Impossible Foods into the Indian market we have developed “operation SPARK.” SPARK is organized into 5 sectors. These 5 sectors will allow Impossible Foods to **Gain social media engagement**, create effective packaging, advertise to the large consumer base in India, work with restaurants to create cultural connection, and remove misconceptions by distributing knowledge.

### SOCIAL

#### Goal: Social Media Engagement

Impossible Foods will focus on launching an engaging digital marketing campaign on leading Indian platforms like **Instagram** and **YouTube**. The plan will involve **influencer**, **public**, and **celebrity collaborations**. Sponsored commercials using these celebrities will emphasize the versatility of Impossible Food’s products in **traditional Indian food**. Hashtags like **#SPARKWithImpossible** will encourage people to interact with the brand and community.



### Packaging Redesign

#### Goal: Packaging

The company will **revamp** its packaging to appeal to Indian consumers by using the **green vegan sticker**, **bilingual packaging**, **culturally resonant images**, and more. The current **effective red** products will appeal to **meat consumers** and incorporating the new packaging such as the **vegan sticker** will appeal to **vegans and vegetarians**.

### Advertising Strategy

#### Goal: Advertising

Impossible Foods will implement an eye-catching **advertising strategy** using **billboards** placed in strategic **positions near gyms, health food stores, and universities** in cities like **Mumbai and Bangalore**. The advertisements will stress the health benefits and taste of Impossible foods to **attract our target market**.



Mumbai, India

### Resturant

#### Goal: Restaurant Partnerships

The company will work with **India's top restaurants and chefs** to create **region-tailored plant-based foods** that are enticing to local taste buds. By integrating its products into **traditional Indian cuisine**, Impossible Foods has a goal to not only appeal to our specific target market but most importantly create a **connection with our consumers**.

### Knowledge

#### Goal: Knowledge Distribution

Through **online channels, local events, and in-store activities**, Impossible Foods hopes to increase exposure to the **health and environmental benefits** plant-based meat provides to consumers. This initiative will combat myths about plant-based meat alternatives by highlighting that consumers can enjoy **tasty food** while opting for **healthier, environmentally friendly, and protein-rich alternatives**. This will generate not only greater visibility but also less misconception.

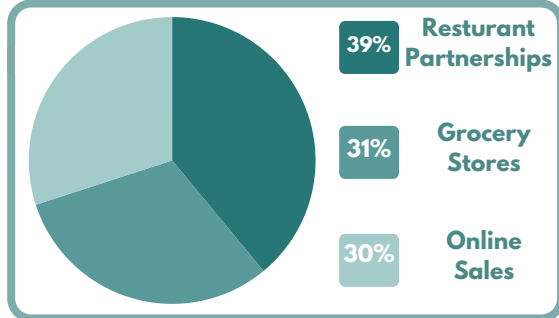


## VIII. Revenue Streams

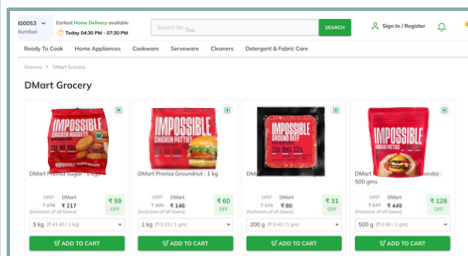
### Revenue Models

Impossible Foods (a **high value solution**) generates revenues from **diverse channels of distribution**, which include **retail grocery stores**, like D-Mart; **restaurant partnerships** (already done in **40,000 locations** across three continents); and **online sales** via delivery platforms such as BlinkIT. Impossible Foods offers diverse products, including the **Impossible Burger, Sausage, Chicken Nuggets**, and **Pork**, alternatives with prices for retail starting at **\$12.80** (which would be valued at an estimated **\$4.87** in an Indian market). Impossible Foods has also secured close to **\$2 billion in funding**, including a major **\$500 million raise in 2021**.

#### Revenue Breakdown



#### Impossible Food



In India, Impossible Foods will have **three main revenue streams: retail, e-commerce, and restaurant partnerships**. The retail strategy will **target large grocery chains and convenience stores in urban markets** such as **Mumbai, Delhi, and Bangalore**. For E-commerce, we will tap into existing online platforms, while offering subscription options to encourage repeat buyers and create a reliable revenue stream. The subscription plan will provide a regular supply of Impossible Food's products, by **creating easier access to our target market**.

In the restaurant sector, Impossible Foods will offer **bulk pricing** for institutional buyers, providing **significant discounts** for restaurants purchasing large quantities. These bulk sales will **target high-volume restaurants, hotel chains, and food service providers** allows our products to be customized creating a **cultural connection and higher appeal**. By utilizing large restaurant chains we not only integrate our products into existing Indian cuisine but also take up a large amount of revenue.

#### Cost Saving With Bulk Pricing

**\$325 → \$615 → \$1500**

Quantity	Discount
50 lbs	5% discount
100 lbs	10% discount
250 lbs	15% discount

### Life Time Values

Lifetime Value = \$2,532.40			
S x T x R			
S	Avg. Value of Sales	\$4.87	
T	# of Transactions	52	
R	Retention Time (yrs)	10 yrs	

Impossible Foods' estimated lifetime value (LTV) is **\$2,532.40**, indicating an average revenue generation from each customer over their relationship with the company to be **\$253.24 annually**. This LTV is based on an average purchase value of **\$4.87**, with customers buying Impossible products **52 times a year (weekly)**, and a retention period of 10 years.

Impossible Food's **premium LTV** is due to its **product innovation, high brand loyalty**, and increased demand for nutritious plant-based alternatives. The company plans to leverage this value to optimize customer acquisition and retention efforts, particularly as it expands its product line and lowers prices. By analyzing LTV data, Impossible Foods can optimize customer satisfaction, enhance its products to address cultural tastes, and coordinate its marketing campaigns toward long-term expansion.

The Customer Life Time value is **\$435.57**. This is estimated based on a Lifetime value calculated above which is multiplied with a profit margin of 17.2%. Although **high** compared to other protein products, we found this number to be justified as it is based on the cheaper production and labor costs in India.

#### Customer Lifetime Value = \$435.57

#### Lifetime Value x Profit Margin

PM	Profit Margin	17.2%
LTV	Lifetime Value	\$2,532.40



## IX. Cost Structure

### Customer Acquisition

Impossible Foods will invest **\$77,325 in customer acquisition costs** in its international launch in India to reach **45,000 customers** at an incredibly low **\$1.72 cost of acquisition**. The campaign leverages two primary channels: **influencer marketing** and **billboard advertising**, both of which will be used to reach and increase personal connection. By collaborating with **local influencers**, who are highly influential in India's rapidly changing online environment, and **billboard placements** across key locations in our target cities, the company will attempt to create organic brand interaction. By capitalizing on the fact that **70% of Indians** are swayed by social media influencers, Impossible Foods aims to increase its **brand awareness** and **visibility**.

Customer Acquisition Cost (YR 1)	Cost Per Unit	Unit	Total
Giveaway	\$200	50	\$10,000
Partnerships With Influencers	\$2000	20	\$40,000
Billboard Ads	\$2500	10	\$25,000
Instagram Ads	0.25/ Per Click	3,500	\$875
Facebook Ads	0.30/ Per Click	2,500	\$750
Youtube Ads	0.35/ Per Click	2,000	\$700
Customers Acquired			45,000
Total Cost			\$77,325
Customer Acquisition			\$1.72

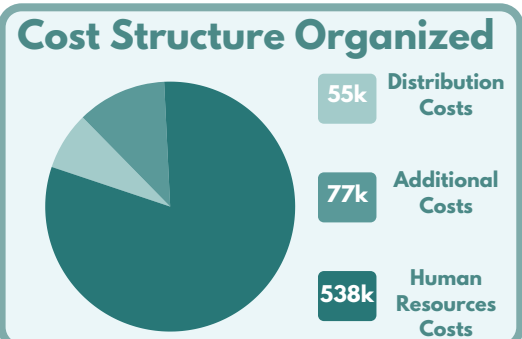
### Distribution Costs

Impossible Foods will use **third-party distributors** to deliver its plant-based meat products to Indian restaurants and retail stores. Impossible Foods will incur an expense for a **refrigerated 26-foot truck** that has a rental fee of approximately **\$580 monthly**, which will be a **total rental fee of \$6,960** for the first year without the **fuel surcharges estimated at \$10,800** for the entire year. Impossible Foods will also cover **driver expenses of \$465 per month** (e.g., lodging, food, per diem). The **total is \$23,340** to the company accounting for only a portion of the distribution costs.

For warehousing purposes, Impossible Foods will make use of an **India-based cold storage facility**. The warehouse will have a **100,000-unit capacity** for stocking Impossible Meat in a cold storage facility, for an average storage rate of roughly **\$116 per square meter** each year, would be around **\$20,880 in the first year**. A **Just-In-Case (JIC)** system will also be used by the company to stock for **sudden demand bursts**.

Packaging fees are estimated between **₹10-20 (\$0.12-0.24)** per unit. This estimate considers that the total retail price for similar products in India is around **₹200 (\$2.40)** per 200g pack, with packaging typically accounting for 5-10% of the total product cost.

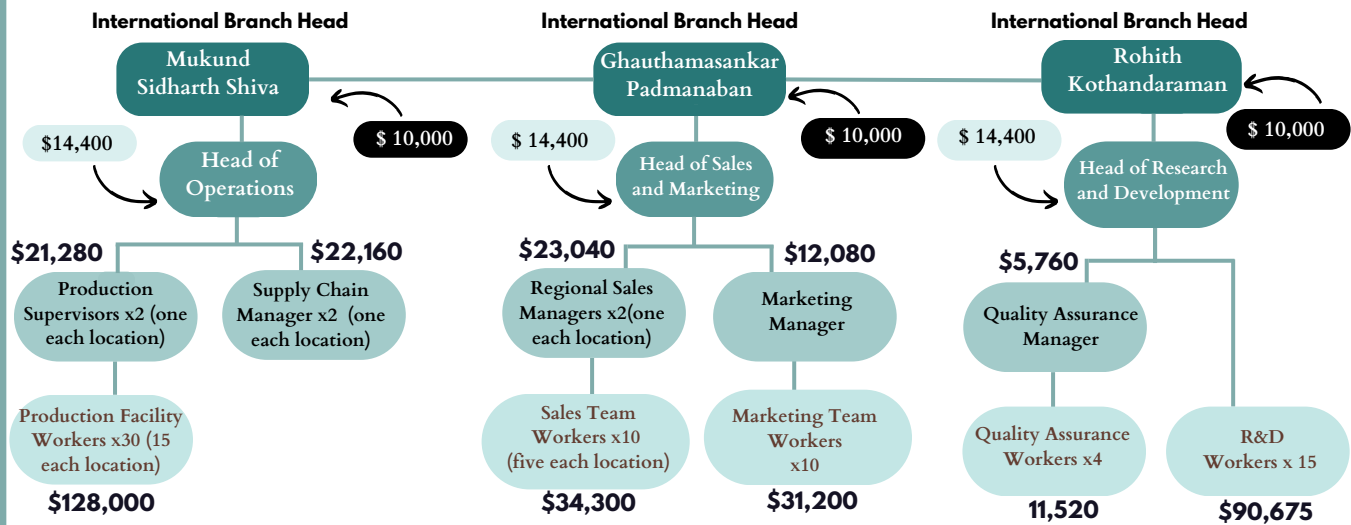
In total, Impossible Foods will have costs of **transportation, cold warehousing, packaging, and labeling** when it is distributing its products in India. These expenses are crucial investments as the company aims to capture a significant share of **India's growing meat substitutes market**.





## Human Resource Costs

### Corporate Hierarchy and Salary



Impossible Foods has established a comprehensive human resources structure for its Indian operations in Mumbai and Bangalore. The total annual payroll is **\$453,215**, distributed across three main levels: **Top-level** management, including department heads, accounts for **\$73,200**. Middle management, comprising **supervisors and managers**, totals **\$84,320**. The majority of the payroll, **\$296,695**, goes to **lower-level employees** including production workers, sales and marketing teams, quality assurance staff, and R&D scientists. The three international branch managers (Rohith Kothandaraman, Ghauthamasankar Padmanaban, and Mukund Sidharth Shiva) will all **begin** with **\$10,000** per year as starting salaries to **minimize costs**. This will be subject to growth as the Impossible Foods operation in India continues to **stabilize and grow**.

While these wages may be less than what would be expected by Americans, they are not only competitive but also higher than the average in India. Impossible Foods also offers extensive benefits, including **12% Provident Fund** and **4.75% Employee State Insurance** for full-time employees, and **6% Provident Fund** and **4.75% Employee State Insurance** for part-time employees. These benefits **align with Indian labor regulations** and industry standards. Adding benefits and salaries, the approximate overall Human Resources expense for Impossible Foods' Indian operations amounts to **\$537,858**. This **investment reflects the commitment of the company** in building an effective, motivated employee base to drive its mission in India and a favorable work culture with an emphasis on **welfare, happiness, and efficiency among the workers**.

## Additional Costs

Impossible Foods' other costs will amount to **\$166,400 annually**, such as legal and regulatory fees, business registration and licensing, market research and analysis, branding, office space and utilities, materials and inventory, and factory expenses. The investment is crucial for Impossible Foods to **establish a presence** in the Indian market, such as **research to discover consumer preferences** in India, acquiring needed workspace and facilities for employees, and **offering efficient production capability**.

Breakdown Expenses for the first year	Cost
Inventory & Supplies	\$98,000
Office Space	\$7,000
Utilities	\$2,800
Market Research & Analysis	\$18,000
Business Registration & Licensing	\$7,200
Factory	\$40,000
<b>Total Additional Costs</b>	<b>\$173,000</b>

These investments are a demonstration of Impossible Foods' commitment to adapting its plant-based meat products to the Indian market's unique demands while maintaining **operational efficiency and compliance with Indian regulations**.



## X. Detailed Financials

### A. Projected income and expenses

#### Annual Income Statement

Revenue	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Retail Sales</b>	\$0(Ramp up)	\$0(Ramp up)	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000	\$85,000	\$90,000	\$95,000	\$100,000	\$105,000	\$825,000
<b>E-Commerce</b>	\$0(RU)	\$0(RU)	\$55,000	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000	\$85,000	\$90,000	\$95,000	\$100,000	\$775,000
<b>Restaurant Partnership</b>	\$0(RU)	\$0(RU)	\$80,000	\$85,000	\$90,000	\$95,000	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000	\$125,000	\$1,025,000
<b>Total Revenue</b>	\$0(RU)	\$0(RU)	\$195,000	\$210,000	\$225,000	\$240,000	\$255,000	\$270,000	\$285,000	\$300,000	\$315,000	\$330,000	\$2,625,000
Expenses	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Insurance</b>	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$96,000
<b>Marketing</b>	\$0(RU)	\$12,000	\$10,000	\$9,000	\$8,000	\$7,500	\$7,000	\$7,000	\$7,000	\$7,500	\$8,000	\$6,325	\$89,325
<b>Shipping and Fees</b>	\$0(RU)	\$0(RU)	\$9,166	\$9,666	\$10,116	\$10,666	\$11,166	\$11,666	\$12,166	\$12,666	\$13,166	\$13,666	\$114,160
<b>Licensing permits</b>	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$8,400
<b>Staffing</b>	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$44,822	\$537,858
<b>COGS</b>	\$0(RU)	\$0(RU)	\$90,000	\$99,000	\$108,000	\$117,000	\$126,000	\$135,000	\$144,000	\$153,000	\$162,000	\$171,000	\$1,305,000
<b>Rent</b>	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$3,917	\$47,004
<b>Total Expenses</b>	\$57,439	\$69,439	\$166,605	\$175,105	\$183,605	\$192,605	\$201,605	\$211,105	\$220,605	\$230,605	\$240,605	\$248,430	\$2,197,747
<b>Net Income</b>	-\$57,439	-\$69,439	\$28,396	\$34,896	\$41,396	\$47,396	\$53,396	\$58,896	\$64,396	\$69,396	\$74,396	\$81,571	\$427,253

#### Cash Flow Projections - YR 1

Beginning Cash Balance													
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Net Investment</b>	\$575,000												
<b>Gross Revenue</b>	\$0(RU)	\$0(RU)	\$195,000	\$210,000	\$225,000	\$240,000	\$255,000	\$270,000	\$285,000	\$300,000	\$315,000	\$330,000	\$2,625,000
<b>Total Cash Inflow</b>	\$575,000	\$0(RU)	\$195,000	\$210,000	\$225,000	\$240,000	\$255,000	\$270,000	\$285,000	\$300,000	\$315,000	\$330,000	\$3,200,000
Available Cash Balance													
<b>Startup Purchase</b>	\$75,000												\$75,000
<b>Inventory</b>	\$0(RU)	\$44,000	\$48,000	\$52,000	\$56,000	\$60,000	\$64,000	\$68,000	\$72,000	\$76,000	\$80,000	\$88,000	\$708,000
<b>Payroll</b>	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$44,882	\$538,584
<b>License and Permits</b>	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$8,400
<b>Shipping and Fees</b>	\$0(RU)	\$0(RU)	\$10,166	\$10,666	\$11,166	\$11,666	\$12,166	\$12,666	\$13,166	\$13,666	\$14,166	\$15,166	\$124,660
<b>CAC</b>	\$0(RU)	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$7,030	\$77,330
<b>Depreciation</b>	\$0	\$0	\$0	\$3,000	\$3,100	\$3,200	\$3,300	\$3,400	\$3,500	\$3,600	\$3,700	\$3,800	\$30,600
<b>Investor dividends</b>	\$0(RU)	\$0(RU)	\$3,265	\$4,013	\$4,760	\$5,450	\$6,140	\$6,773	\$7,405	\$7,980	\$8,555	\$9,381	\$63,722
<b>Total Cash Outflows</b>	\$120,582	\$96,612	\$114,043	\$122,291	\$127,638	\$132,928	\$138,218	\$143,451	\$148,683	\$153,858	\$159,033	\$168,959	\$1,626,296
<b>Ending Cash Flow</b>	\$454,418	-\$96,612	\$80,957	\$87,709	\$97,362	\$107,072	\$116,782	\$126,549	\$136,317	\$146,142	\$155,967	\$161,041	\$1,573,704

#### Projected Three-Year Plan & Planned Business Growth Summery

In the first year, our primary focus will be on **extensive market research** to understand local consumer preferences and conduct **product adaptations** that comply with Indian regulations while aligning with regional tastes. This foundational work will ensure that our products resonate with Indian consumers, particularly in metro cities like **Mumbai** and **Bangalore**, where demand for **sustainable protein alternatives** is rising. The goal for this year will be to **understand our customer base** and **create brand awareness**. In the second year, we will enhance our **brand positioning** within the protein industry by engaging with customers, expanding **distribution channels**, and optimizing **profit margins**.



We anticipate these efforts to **increase brand awareness** by up to **48%**. This year, our goal will also be to increase the **number of restaurant partners** we have. This will allow us to have a stronger cultural connection and higher brand recognition. In the third year, our goal will be to **increase profitability** by **19%** through more advanced marketing tactics and improved operational efficiencies. In this three-year plan, Impossible Foods aims not only to **build a loyal customer base in India** but also craft a **sustainable business model** that will **attract future investors** and cement long-term success in this quickly evolving market.

**Impossible Foods****Year 1**

- Conduct market research to understand local consumer preferences.
- Adapt products to align with regional tastes and comply with regulations.
- Build brand awareness and establish a loyal customer base.

①

**Impossible Foods****Year 2**

- Enhance brand positioning by engaging with customers and expanding distribution.
- Optimize profit margins and aim for a 48% increase in brand awareness.
- Increase restaurant partnerships for stronger cultural connections.

②

**Impossible Foods****Year 3**

- Boost profitability by 19% through refined marketing strategies.
- Perfect marketing efforts based on previous insights for better engagement.
- Establish a sustainable business model to attract future investors.

③

## B. Proposed plan to meet capital needs

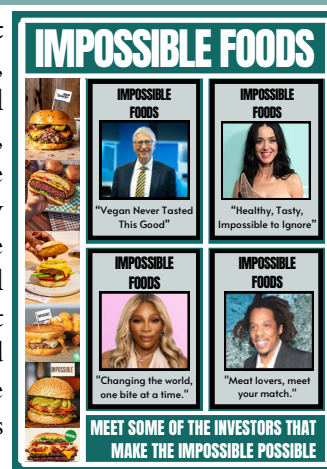
### Internal Sources



Impossible Foods generates its revenue primarily from the sale of plant-based meat to over **5,000 grocery stores** and **partnerships with large restaurant chains**. Impossible Foods entered **e-commerce in 2020** and partners with food service companies. Impossible Foods recorded over **50% retail growth in 2022** and emerged as the fastest-growing plant-based meat brand in retail. Its number one beef alternative product leads the food service category, outpacing all other plant-based products in the U.S. Its distribution extends through grocery stores, e-commerce stores, and meal kits. While exact figures aren't disclosed, estimates place the **annual revenue of Impossible Foods around \$276.4 million**, showing its **established market position** as well as a **high rate of growth** in the plant-based meat industry. This would be **replicated in India**, whose market potential as well as its rate of growth is even greater.

### External Sources

Impossible Foods has raised considerable amounts of capital and celebrity support since its founding in 2011. Impossible Foods has raised close to **\$2 billion** to date, including a **\$500 million** round in November 2021 led by **Mirae Asset Global Investments**. Impossible Foods' rapid growth has been driven by the funding, with it being the **fastest-growing plant-based meat company in retail**. The company's success has **attracted notable investors like Jay-Z, Trevor Noah, Katy Perry, Serena Williams, and Jaden Smith**. Other high-profile investors that have been in the company are **Bill Gates, Google Ventures, Temasek, and Viking Global Investors**. Impossible Foods' latest funding done in 2021 valued the company at about **\$7 billion**. The enormous investment has also **enabled Impossible Foods to expand its product line, enter new overseas markets, and solidify itself in the competitive plant-based meat sector**. Since the Indian market has much more potential and less competition, if needed, **funds for investment in the future will be easily accessible**.



## Return on Investment

Impossible Foods will be repaying the **\$575,000 investment** to the investor by offering them **11.5% equity** in Impossible Foods India. This will result in the investor receiving **11.5%** of the net profit each month starting with the first month of sale (**March**) as shown in the charts above. This includes **earnings** on the amount of **packages sold, restaurant partnerships, dividends, and any other additional sources of revenue**.



## XI. Key Metrics

Impossible Foods will regularly monitor 5 **key indicators** that will give insights into the performance and operational health of the project. This will be done by measuring the status quo as we try to progress through multiple goals set by the company. By doing so Impossible Foods can **identify and pinpoint** development opportunities, **choose and make more informed decisions**, and more.

METRIC	EQUATION	GOAL	HOW TO ACHIEVE
Market Share	$\frac{\text{Impossible Foods India Share}}{\text{Total Plant Based Protein India sales}}$	30% of market share	<ul style="list-style-type: none"> <li>Promotional activities</li> <li>Strategic restaurant partnerships</li> <li>Focus on benefits</li> <li>Third party testing</li> </ul>
Revenue Growth	$\frac{(\text{Current Sales} - \text{Previous Sales})}{\text{Current Sales}}$	6-7% increase per month	<ul style="list-style-type: none"> <li>Focuses on three main sources of sales</li> <li>Strategic restaurant partnerships</li> </ul>
Operating Margins	$\frac{\text{Profit before taxes}}{\text{Revenue}}$	25% of revenue is profit	<ul style="list-style-type: none"> <li>Reduce total expenses</li> <li>Improve pricing strategies</li> </ul>
Brand Awareness	$\frac{\text{Consumers Aware about Impossible Foods}}{\text{Total Consumers in India}}$	6% of India's population	<ul style="list-style-type: none"> <li>Hands-on events</li> <li>Community engagement</li> <li>Marketing activities</li> <li>Third party testing</li> </ul>
Customer Satisfaction Score	Average customer satisfaction scores	85% enjoyed impossible foods	<ul style="list-style-type: none"> <li>Seasonal promotions</li> <li>Personalized surveys</li> <li>Consistent product R&amp;D</li> </ul>

## XII. Competitive Advantage

### Impossible Food's Competitive Strategy

When inspecting the potential expansion and possible competitors, we initially questioned whether our target market would support a meat-based alternative to current products in the market. To address this concern, we conducted a **comprehensive survey for 100 individuals** in each of our identified target cities, **Mumbai and Bangalore** through personal contacts. To ensure our accuracy, we focused on respondents **matching our target market**. The results were **overwhelmingly positive**, even **exceeding our expectations**: As shown on the right, we found **approximately 85 percent of people knew about the protein deficiency** in their daily diet. **90 percent** have never tried a plant-based meat alternative. **97 percent** rated 1 on a scale of 1-5 saying they have no ethical concerns with plant products that imitate meat. Best of all, **93 percent** stated they would be **excited** and willing to try plant-based meat alternatives. These findings **align with India's increasing exposure to protein deficiency and the rising trend of sustainable, plant-based dining**. With 30-40% of India's population already following vegetarian diets, there's a **significant market potential** for innovative, plant-based protein solutions like Impossible Foods.





## Our Survey Questions

1  
Do you think you meet your daily protein requirements through your current diet?

2  
Have you ever tried plant-based meat alternatives?

3  
On a scale of 1-5 do you have any ethical concerns about plant products that imitate meat ?

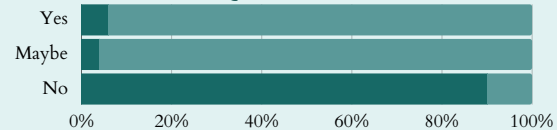
4  
Would you be willing to substitute traditional meat or parts of your diet with plant-based alternatives in your diet?

## Our Survey Results

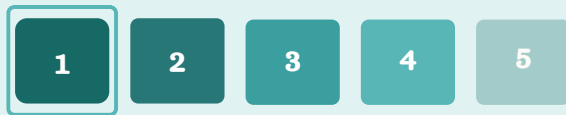
Question 1



Question 2



Question 3



Question 4



To ensure the success of Impossible Foods in the Indian market, we strived to **exceed the work of other companies** in India's protein market. We also **completed comprehensive secondary research** to generate the table below which **outlines the strengths of Impossible Foods compared to our projected main competitors**. Impossible Foods has **three main competitive advantages (Innovation, Nutritional Value, and Product Recognition)** which will allow Impossible Foods to **dominate the Indian protein market**.

Impossible Foods Competitive Advantage Breakdown				
Category	Impossible Foods	Tata Simply Better	ITC Master Chef	Blue Tribe
<b>Innovation</b>				
Plant-based Production, Reducing, Environmental impact	✓	✗	✗	✓
Appealing to both Meat eaters, vegetarians, vegans, and flexitarians	✓	✗	✗	✗
Cutting-edge R&D investment for product improvement	✓	✗	✗	✗
<b>Nutritional Value</b>				
High Protein, low-fat products suitable for health-conscious consumers	✓	✓	✗	✗
Fortified with vitamins and nutrients to meet Indian dietary needs	✓	✗	✗	✗
Free from artificial additives and harmful ingredients	✓	✗	✗	✓
<b>Product Recognition (Packaging)</b>				
Eye-Catching, eco-friendly packaging aligned with sustainability	✓	✗	✗	✗
Tailored packaging design for Indian market preferences	✓	✓	✓	✓
Strong Branding and market presence via strategic advertising	✓	✓	✓	✗

Impossible Foods' **three competitive advantages** will work interdependently to establish a **sustainable and profitable business** model in India. Our company's focus on innovation, nutritional value, and product recognition ensures that we cater to the specific needs of Indian consumers while minimizing environmental impact. Through **strategic planning, advanced food technology, and tailored branding efforts**, we aim to **maximize** returns from each function and **position** ourselves as **leaders** in the plant-based protein market. These competitive advantages enable Impossible Foods to **flourish** in the growing, competitive plant-based protein industry and contribute to a **healthier, more sustainable future** for India.



## XIII. Conclusion

### Our Ask

Key Points	Results
India's Large Market:	India's vast and diverse population offers a huge consumer base for Impossible Foods.
Rising demand for plant-proteins:	The protein rich products of Impossible Foods fills the nutritional gap present in India.
Innovative Food Technology:	The status quo lacks Innovative food technology which Impossible Foods provides.
Packaging that attracts our target market:	Eye-catching designs appeal to all dietary preferences something that the status quo lacks.
Economic system:	The economic system in India projects a 1.1 million dollar third year for Impossible Foods.

Impossible Foods is asking for a **\$575,000 investment** for an **11.5% stake** in Impossible Foods India to **expand into the Indian Market**. Impossible Foods will pay the investor **11.5% of Impossible Foods India's equity** monthly starting the **first month of sale (March)**.

**We Are Asking For**

**INVESTMENT OF  
\$575,000  
FOR 11.5% EQUITY**

This investment will be used towards hiring and training employees, raising brand awareness by marketing through the operation "SPARK," acquiring raw materials, and receiving licenses and permits. To ensure this Investment is **properly distributed and utilized**, three international branch heads (Mukund Sidharth Shiva, Rohith Kothandaraman, and Ghauthamasanker Padmanaban) will **oversee** this entire operation. Impossible Foods has the potential to not only **prosper** in the Indian market but also see **greater success** than current countries Impossible Foods is available in, such as the United States, Australia, Canada, and the United Kingdom etc. With India's market being **40% vegetarian**, **80%** of the population having a protein-deficient diet, and the current lack of innovation and ethical products, all position Impossible Foods as the perfect fit for the Indian market. With your investment, we project to boost probability by **19% giving** us an annual profit of over **1.1 million dollars** by the end of **year 3**.

**With your help, Impossible Foods India has the ability to not only be prosperous but also help millions of Indian consumers by filling in the void of ethical, nutritious, innovative, and, most importantly, needed products in India.**

## XIV. Bibliography

<https://impossiblefoods.com/media/news-releases/impossible-foods-kicks-off-marketing-campaign-featuring-new-brand-identity>  
<https://www.linkedin.com/pulse/case-study-how-impossible-foods-leveraged-digital-brand-shahzad-t0htc>  
<https://impossiblefoods.com/media/news-releases/impossible-foods-closes-usd500m-in-new-funding-amid-record-growth>  
<https://www.delish.com/food-news/a27484161/impossible-foods-celebrity-investors/>  
<https://www.cityindex.com/en-sg/news-and-analysis/impossible-foods-ipo/>  
<https://tickernerd.com/resources/ipo/impossible-foods/>  
<https://vegnews.com/vegan-celebrity-business-investors>  
<https://europe.republic.com/impossiblefoods>  
<https://www.greenmatters.com/p/impossible-foods-funding>

<https://impossiblefoods.com>  
<https://www.imarcgroup.com/india-plant-based-protein-market>  
<https://economictimes.indiatimes.com/small-biz/sme-sector/tech-fuelled-freshness-the-future-of-the-frozen-food-industry/articleshow/110928340.cms>  
<https://www.statista.com/statistics/1415242/india-plant-based-protein-demand-by-product-type/>  
<https://www.forbes.com/councils/forbesbusinesscouncil/2023/12/11/investing-in-sustainability-long-term-benefits-for-businesses/>  
<https://livekindly.com/celebrity-investors-plant-based/>  
<https://impossiblefoods.com/blog/how-to-launch-a-new-impossible-menu-item>  
<https://outsideinsight.com/insights/impossible-foods-leverages-real-time-data-for-market-expansion/>  
<https://www.zendesk.nl/customer/impossible-foods/>

