

# Case Study: Building a Zero-to-One Health & Wellness Brand with In-House Manufacturing

**Company:** NEVE LLC

**Brand:** Wild Thera

**Role:** Vice President, Business Development & Co-Founder

**Markets:** U.S. eCommerce (Amazon, Shopify), Omnichannel & International

## Context & Starting Point

NEVE LLC was launched as a **zero-to-one venture** focused on creating a new natural health and wellness brand in the U.S. market. The business was fully **bootstrapped**, requiring disciplined capital allocation and early profitability to sustain growth.

The initial go-to-market strategy prioritized **online eCommerce channels**, with plans to expand into additional marketplaces, international markets, and eventually offline retail.

## Core Challenge

The health and wellness sector is both **highly competitive and tightly regulated**. Hundreds of products compete for limited consumer attention, pricing is constrained by market expectations, and regulatory oversight from the **FDA and FTC** adds complexity.

As a self-funded operation, NEVE needed to:

- Test multiple products quickly
- Avoid large inventory commitments
- Maintain short lead times
- Iterate rapidly based on real customer feedback

Traditional third-party manufacturers could not support the flexibility, speed, or economics required.

## Strategy

The strategy centered on **finding defensible niches and controlling execution**.

Through extensive online research and national trade show analysis, a clear gap emerged in **anhydrous (water-free) balms** targeting specific health, wellness, and beauty use cases—an underserved category with limited online competition.

To support rapid testing and iteration, the decision was made to **build in-house manufacturing from scratch**, giving the company full control over formulation, production volumes, speed, cost, and compliance.

## Execution

I led the end-to-end setup of NEVE's in-house manufacturing operation, including:

- Facility selection and build-out
- Equipment sourcing
- Implementation of cGMP-compliant workflows
- State and FDA approvals and inspections

A lean team of three was hired and trained to handle manufacturing and fulfillment.

I personally oversaw:

- Ingredient sourcing to ensure quality, compliance, and margin targets
- Batch-level traceability and documentation for every production run
- Product packaging, branding, and visual design to maximize Amazon thumbnail differentiation
- Pricing strategy, bundles, promotions, and seasonal testing

By controlling manufacturing, we were able to launch new products every few months using small production runs, gather customer feedback quickly, and refine formulations in real time.

## Results & Impact

- Profitable from launch, enabling continuous self-funded growth
- Reduced packaging costs by **30%** through overseas sourcing
- Scaled into a **seven-figure operation with double-digit profitability**
- Expanded beyond Amazon and Shopify into **Walmart, Target, CVS**, and international markets
- Maintained a lean, efficient operating structure while scaling product lines

## Why This Matters

This case demonstrates:

- The ability to **build and scale a regulated consumer brand from scratch**
- Strong financial discipline required in bootstrapped environments
- Hands-on leadership across manufacturing, compliance, product, pricing, and eCommerce
- Deep market and competitor analysis to identify and exploit profitable niches

Profitability from day one created a durable, multi-year growth platform rather than a cash-burning experiment.