

GARDENIA: SETTING AND RUNNING A CUSTOMIZED GIFTING PLANT STORE IN INDIA

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If you've never experienced the joy of accomplishing more than you can imagine, plant a garden
(Brault, n.d.)- Robert Brault.

The growing trend of indoor plants and gardening created lucrative opportunity for individuals to start home-based plant nursery business and encashing on this opportunity was a Jaipur, Rajasthan-based start-up 'Gardenia' founded in the year 2018. Gardenia a family-owned business group started by its founder Rajshree Chhabra was an online plant gift store offering a wide range of indoor and outdoor plants, gardening accessories, and tools. Gardenia was inceptioned with the vision to make the concrete jungle, customers call home, a greener and more sustainable space through customized plant trays.

Positioned with the theme 'Where Gifts meet Plants' Gardenia was one-of-its-kind store that offered everything from succulents, cactus, ficus, snake plant, fittonia, poinsettia and other flowering plants in decorative trays that looked great in home, balcony, terrace and offices. The venture also provided other complimentary services like landscaping, terrace garden development, plant decor for events and corporate gifts. They provided doorstep delivery across India.

The founder at the time of launch envisioned that none of us had inherited the earth from our ancestors, but had borrowed it from our children so it was everyone's responsibility to pass it on cleaner, better and greener to the next generation.

So to build environment consciousness among customers Gardenia believed in planting a tree on behalf of the customer after every purchase. This initiative helped Gardenia to brand itself from an environmental perspective, and made their customers further happy with the purchase. (Day and Schoemaker (2006))

Satisfied with the growth of the venture in last five years Rajshree was now contemplating on future of the business and the issues she faced included: What must they do to expand and create new prospects for Gardenia? How can they ensure consistent freshness of plants and innovations in offerings to ensure repeat customers? What measures should they adopt to keep prices in check? How to grow further nationally and what can be done to enter international markets?

The Business Footprints – From Inception to Growth

It was around five year back that Rajshree felt the need to engage herself purposively as her kids were grown up and settled and she had lot of spare time at hand so she decided to try out her hand in something she enjoyed doing the most. After many days of giving her thoughts some shape she zeroed down on doing something with plants as she realized that she truly enjoyed spending time with nature.

Quoting David Hobson words *'I grow plants for many reasons: to please my eye or to please my soul, to challenge the elements or to challenge my patience, for novelty or for nostalgia, but mostly for the*

joy in seeing them grow' Rajshree shared her passion mentioning *'I am a person who wants to place a plant in every home. The way my day begins with nurturing 4000 plants at my home I wish to extend that love and care in everyone's home'.*

Rajshree said that before launching Gardenia she pondered on three aspects as she did not intend to take a hasty decision:

Assessing her passion and skill for plants and garden she carefully pondered over her love for nurturing and caring for plants and her knowledge and expertise in plant care. Additionally, she discussed at length with her near and dear ones to assess her entrepreneurial skills and commitment to ensure she was moving in the right direction.

Next, she went in for thorough market research to identify her target audience and understand customer demographics. Rajshree strategically studied demand for specific plant varieties and trends to align her venture's offerings with market preferences. Next she worked on developing a comprehensive business plan to set realistic goals.

Since Rajshree was not well versed with legal and licensing regulations before starting her home-based venture, she consulted few of her professional friends to familiarize herself with local permits required for operating this particular type of business. She ensured that she obtained the necessary licenses and certifications and adhered to zoning and environmental regulations to operate responsibly.

After carefully assessing the market challenges and opportunities Rajshree addressed the following key decisions before formally launching the venture:

Deciding on the Right Space

She designated a suitable area within her home in Jawahar Nagar, Jaipur for her plant store so that local customers can walk-in to have real feel of the product offerings. The founder mentioned *'Before choosing the location I considered factors such as lighting, temperature and ventilation to create an ideal environment for plant cultivation. I personally organized and optimized the space to maximize plant care efficiency'.*

Sourcing Plants and other Supplies

Rajshree said *'This was a crucial aspect of our business so I scouted for and established relationships with reliable plant suppliers to source a diverse range of plants. I carefully selected plant varieties that catered to our type of target customer's preference. Further I ensured steady supply of other needed items such as pots, soil, trays, miniatures, fertilizers, and gardening tools'.*

Establishing Sustainable Plant Care Practices

Rajshree said *'From the beginning I was focused on maintaining high-quality standards for our plants as they were going to be the heart of our business so I put in place right watering, feeding, and pruning techniques to maintain plant health. I had a comprehensive pest and disease management plan also in Place'.*

Rajshree further added *'After carefully considering all factors I started this brand in 2018 and currently have a team of 6 people to assist me in this business. When I began I never visualized that our scale of operations will have this much reach. Nowadays we receive orders from all over India*

and the encouraging part is that many of our customers are repeat customers. We deliver pan India through courier services'. (Keller, Parameswaran, & Jacob, 2013)

Recounting impediments during inception Rajshree stated 'When we started our main challenge was finding prospective customers and reaching out to them. Next challenge was identifying and designing varied product range at different price points so that customers had choices as per their budget. Later as our business grew and when we went online, we started to get orders from different parts of the country and it was a challenge to identify the courier services that offered services in that particular area without exceeding our shipping costs As the business grew now our challenge is to maintain inventory of every plant in order to cater to bulk orders'.

Elaborating on the challenges the founder added 'One of the biggest challenges in selling plants online is to ensure there is no damage to the plant in transit and the plant remains fresh when it reaches the customer. We have successfully addressed this by using innovative, jelly-filled soil mixes and re-useable sturdy packaging'.

Gardenia Marketing-Mix

Rajshree established her firm with a vision to reconnect urban households with nature and teach gardening to the prospects by providing plants, tools for caring and knowledge to create miniature dream gardens at home. In line with the vision following marketing-mix strategies were devised:

Identifying Target Customer

Rajshree felt that over 60% of Gardenia's site registered users belonged to the same demographic group of 23- to 38-year-olds, educated, decent income earners— popularly bracketed as the millennials.

This age group, especially in metros, according to her was transforming the face of the largely unorganised plant nursery business, by transforming how and why plants are bought. They visualized plants as a part of home decor, as a gifting item or even a spiritual connect or an emotional investment.

'Millennials are at a life stage where they are just renting a house or buying a flat, and investing in plants for their homes. It aligns with their climate change discourse and is also Instagram-worthy,' said Rajshree 'At times, it is a statement about their environmental consciousness, at other times, it is a means to relieve stress,' she added. She further felt 'Youth today wants to buy plants but tends to back off due to lack of botanical knowledge however during covid times people took refuge in nature, they got time to attend to their gardens and indulge in gardening hobby.'

Brand Logo

The venture's logo was simple yet meaningful. The word Gardenia was artistically written in green to emphasize association with nature and garden. On the alphabet 'i' instead of a dot a leaf was used for stronger association with greenery. Gardenia word was derived from the name of a flower that symbolized booming ecstasy and denoted purity, love and refinement. In sync with the name the company's mission was to spread awareness about bringing nature home and making more and more customers involved with plants in a creative and engaging way. 'Bring Home a Little Green' below the word 'Gardenia' specifically communicated the benefits a customer received from the venture. (Refer Exhibit 1).

Brand USP

Since inception Gardenia had a well defined Unique Selling Proposition (USP) for its customers which involved customized, pocket friendly plants gifting . Their website claimed '*Discover a whimsical selection of unique plants paired with magical miniatures crafted just for you. Our delightful collection will spark joy and bring a touch of nature to your home and office space*'.

Rajshree commented '*Our team aims at providing a seamless shopping experience clubbed with timely delivery and customized products*'. Gardenia's vision of creating greener spaces and making mother earth a healthier place to live had attracted huge popularity. With miniature tray gardens, as their specialty, they were committed to spread awareness about nature and create a small garden in customer's home. As part of their social responsibility Gardenia for every order placed on their website ensured to pass on a small portion of the profit towards planting trees and generating environment consciousness. Their plant trays were customized and were offered to customers in readymade format or as DIY(Do-it-yourself) kits.

Their website further reinforced their USPs in the following ways:

Magical escape promoted with the statement '*Create your own tiny wonderland with our enchanting miniatures or personalized gifts for the special ones*'.

Versatile Décor depicted '*Add delightful charm and a plant to your living space, desk, or patio*'.

Easy Maintenance highlighted '*Minimal care required to keep these tiny gardens thriving*'.

Creative Outlet explicitly stated '*Unleash your inner artist by designing and arranging your miniature gardens or DIY kits*'.

Endless Possibilities- meant '*Mix and match trays, pots, and miniatures to create your perfect plant tray*'.

Learning for kids stood for '*DIY kits are designed to encourage kids towards plants*'.

All India Delivery denoted '*Perfectly packed plants delivered at your doorstep*'.

Product-mix

'The glory of gardening: hands in the dirt, head in the sun, heart with nature. To nurture a garden is to feed not just the body, but the soul' In line with this statement Gardenia dealt in wide variety of product offerings which they categorized under Miniature Gardens, Gift Boxes, Miniatures, Pots and Planters and Gardening Tools.

Further under Miniature Gardens they had various options for their customers based on Occasion, Location, Zodiac, Festivals and Special Days (Refer Exhibit-2 &3). Under miniature gardens they also offered Fountains, Succulents and trays reflecting Calm, Peace & Wellness. Each offering had been meticulously conceived and they offered varied choices to their customers. For instance under occasion category Gardenia offered products catering to wedding, baby shower, anniversary, engagement, house warming etc. Under festivals and special days they covered various festivals like Diwali, Rakhi, Christmas, Father's Day, Mother's Day, Valentine's Day, etc.

Based on twelve zodiac they had product offerings for all different signs named as Jade Plant for Taurus/ Vrishabh Raashi, Peace Lily for Libra/Tula Raashi, Aglaonema for Leo/ Singh Raashi, Philodendron for Gemini/ Mithun Raashi, Pothos for Aquarius, Rubber Plant for Virgo/ Kanya Raashi,

Sansevieria for Scorpio/ Vrishchak Raashi, Air Plant for Sagittarius/ Dhanu Raashi, Zamia for Pisces/ Meen Raashi, Lucky Bamboo for Capricorn/ Makar Raashi, Chlorophytum for Cancer/ Kark Rashi and Haworthia for Aries.

In Lap of Nature, Buddha in Syngogium, Buddha in Forest, Awakening from the Dream, Peaceful Soul, etc. were the names given to their calm, peace & wellness category. Miniature Gardens product range highlighted in Exhibit 4.

Gift Boxes DIY for kids had Giraffes in a Tray, Forresta Plant Tray, Lake Plant Tray, Celebrations Plant Tray, Desk Name Tag with attractive names.

On their website Miniatures comprised decorative items in form of Animals and Birds, Beach Side, Fairy World, Food and Drinks, Furniture, Houses, Outdoors, People Figurines, Sand & Pebbles. They had also coined catchy names for each type of plant variety like in indoor plants they had Tribute To Womanhood, Little White Sansevieria, Lipstick Table Top Black Beauty, Snow White Aglaonema in Square White Pot and English Ivy In a Cup Smile with Aglonema while in outdoor plants they had Colorful Mehendi Gift.

On their website each plant photo was depicted with an accompanying placard highlighting plant type and watering tips during summer and winters. (Refer Exhibit-5). One of their customer endorsed their efforts by mentioning '*Impressed with their wide variety of plants and adorable gifts.*' Their products were packaged and send in nature-friendly cardboard boxes with meaningful product description (Refer Exhibit-6).

Gardenia had curated an interesting range of Plants as Corporate Gifts. They could be customized to create memorable branding experiences. Commenting on it Rajshree said '*Thoughtful gifts go a long way in nourishing a healthy relationship with team and I personally feel plants as Corporate Gifts is a great opportunity for conveying gratefulness to employees. They make an ideal choice for helping team members learn the value of consistency as these qualities are needed for both growth of an organization and a plant.*'

Recently the brand also ventured into marketing Gift Cards by telling their customers to gift a Gardenia Jaipur gift card which can be redeemed on the company's website with no additional processing fees.

Pricing Strategy

Initially Gardenia products pricing strategy was not well drafted however going forward pricing was properly done after taking into account production, material and labor cost. Company's products were offered in price range of 300 to 4000 rupees. The range of miniature gardens –calm, peace & wellness category started from 875 rupees to 3950 rupees. Succulents were available from 450 to 2250 rupees. Based on zodiac their products were offered at rupees 750. Their miniatures for decoration started from rupees 20 only. Their pricing strategy goes well with their customers as one customer had remarked '*Beautiful collection with reasonable price.*'

Rajshree said that '*while pricing our products we took into account the cost to procure the plant and the tray, as well as the costs associated with marketing it. Since we were offering several different plant gifts, we considered utilizing a variety of price points. This helped us in broadening our customer base as well as encouraged our current customers to price up.*'

Since they were primarily focussing on online distribution channel they established convenient payment methods for their customers.

Gardenia had well drafted shipping, packaging and delivery instructions which were explicitly stated on their website and they charged flat 200 rupees for shipping.

Deciding Placement

'One vital aspect of marketing our plant trays successfully was selecting proper placement for them. There were several effective ways to market and sell our plants. We started by creating an online presence through our website and other social media platforms, showcasing our plant offerings, and engaging with potential customers' said Rajshree. For this they also referred to the target customer they had already identified. Based on that they tried finding answers to few pertinent questions like Where would their customer shop? Would the customer be searching for customized plant trays online, or will they prefer shopping at a large home store? Or would they prefer a small unorganized retail store for a product their type.

Rajshree quoted that rather than opting for large home stores who preferred buying from established players, she created a small display store at home and went in for their own online store in order to build their own loyal customer base.

Gardenia created an attractive website that had pages telling people about their product range, gifting options, home delivery services, prices, discounts, terms and conditions, privacy policy and so on (Keller, Parameswaran, & Jacob, 2013). Other thing that they ensured on their website was defining the plant gifts in detail by describing the specific value and qualities of the plants. Beside the obvious Gardenia also attempted to highlight the unique features that the plants offered. Under their Main menu section they attractively covered their product range. (Refer Exhibit 7).

'Since our major channel for sale was online, we strategically worked on preparing our marketing material make our plants look visually appealing and compelling with accurate descriptions of each category and our attractively designed business cards to accompany our gift trays when we shipped them.' said Rajshree.

Gardenia products are shipped to cities like Bengaluru, Hyderabad, Delhi, Mumbai, Jaipur, Chennai, and Ahmedabad. The brand in near future also planned to go on board with other selling partners such as Myntra & Nykaa.

Creating Promotion

'Once our miniature gift trays were placed on our website, it was time for us to promote it. As with placement, our promotion was also determined by our intended target audience. We tried knowing their interests and opinions particularly what did they watch? Where did they spend their time? We were basically interested in exploring the right advertising medium and make our plants known by any means. We worked on making our website more attractive and interactive to build our buyer's interest in shopping with us' said Rajshree.

Rajshree further added *'We knew that having a successful digital presence will boost our business so we extensively used Facebook and Instagram to drive sales. Our Instagram was full of photos that matched the brand's aesthetic, as well as engaging quotes for our target customers. We ran a lot of advertisements, product and endorsement campaigns on social media to let our customers know*

what are new arrivals and what they can look out for from us. We also ensured good presence across all ecommerce portals'. (See Exhibit 8).

Gardenia promoted their plants as a great gift item for individuals as well as corporates.. They also promoted their plants as an ideal gift for special occasions like Christmas, Raksha Bandhan, Anniversary, Diwali, Holi, , Karwa Chauth, Valentine's Day, Women's Day and Mother's Day.

Rajshree stated, *'We have been working constantly to develop a wide range of plant trays over the past six months and soon will start selling them all over India assuring damage-free shipping. We will soon be investing in digital marketing and traditional print media marketing as well'*

Gardenia also plans creating video advertisement on Facebook, to rope in potential buyers by showing them the process of procuring and growing a plant. This way prospective buyers will understand and appreciate the value of the product and will show more interest in purchasing the plants.

With 15.4k followers on Instagram and a rating of 4.9 on Google Gardenia plans tapping digital media effectively for enhanced reach.

Customer Experience Management

'I ordered for my mother's 50th birthday and she is loving it. You guys had patience to understand my requirements and thank you so much for customizations. My all time favorite gifting site now.' wrote one customer while another one noted *'Absolutely loved it!!! Beautiful plants, great packaging and delivered on time'*.

Two of their repeat customers said *'I can't believe how amazing our experience with this fabulous small business has been. Their dedication to our satisfaction blew our minds. We're customers for life!'*and *'Perfect indoor plant for my desk, looks beautiful. Thanks team'*.

'My 8 year old assembled the DIY kit in just 10 minutes by following the instructions, happy with the purchase.' wrote another happy customer.

Commenting on the positive reviews Rajshree stated *'We hope to bring a smile on our customer faces with every product of ours'*.

Industry Overview

According to Statista (2025), the revenue in the Lawn & Garden market in India stood at INR US\$15.73bn and is estimated to grow by 4.38% annually (CAGR 2025-2029 as depicted below.



Figure I : Lawn & Garden - Revenue

Considering the population figures, the per person revenue in India is INR US\$10.81 in 2025.

When compared globally, USA generated the highest revenue in this market, with a total of INR US\$133bn in 2024.

Siddhant Bhalinge, founder and chief executive officer of another reputed start-up, Ugao.com had once remarked “The plant and home gardening industry is estimated to grow at a CAGR of 50% and reach a market size of \$4 Billion by 2025 in India, thus holding great potential for growth.”

India's growth in lawn and garden market was driven by a booming economy, growing middle class and increasing urbanization, creating a significant demand for landscaping services and gardening products.

Major Players

Following are the key players in online plant nursery in India:

Ferns N Petals (FNP)

A flower and gifts retailer started by Vikaas Gutgutia in 1994 today the brand owns 194 outlets in 74 cities nationwide and delivers to more than 155 countries. It is the single and largest organized flower retailer in India dealing in indoor plants, outdoor plants, cakes, chocolates, fresh cut flowers, flower basket, artificial flowers and many more (Ferns N Petals, n.d.).

Nurserylive

Established in 2014 and headquartered in Pune, Maharashtra it is an online platform that offers a vast collection of aquatic plants, aromatic plants, avenue trees, bamboos, succulents, seeds, gardening tools, and fertilizers. They also extend gardening advice and tips for beginners (Nurserylive, 2025).

Ugao

The Pune, Maharashtra based startup Ugao.com, owned and operated by Ugao Agritech Pvt Ltd. was started as a subsidiary of Bhalinge's 137-year-old family company Namdeo Umaji Agritech. Siddhant, who hailed from a family business of seeds and agriculture, was equipped with rich experience in the field of plants, plant care and kitchen gardening. Ugao is an e-commerce platform that offers a diverse range of plants, seeds, gardening tools, and organic fertilizers. They provide delivery services across major cities in India (Ugao, 2025).

Plantsguru

Founded in 2014 and headquartered in Pune they offer Natural plants, artificial plants, Flowering plants, Avenue Trees, Aquatic Plants, Aromatic Plants, Cactus & Succulents, Ferns, Indoor Plants, Landscape Plants, Bamboo, vegetable & flower seeds, ceramic pots, designer pots (Plantsguru, 2025).

MyBageecha

Headquartered in Ahmedabad MyBageecha is an online plant nursery that specializes in indoor plants, succulents, and bonsai plants. They also design products which can be used in everyday life with nature. Some of their unique offering include Preserved Tabletops, Moss Frames, Stationary and Necklaces (MyBageecha, 2025).

Future Plans

Expansion into New Markets

With evolving consumer pattern, increasing response and rising demand from Tier 2 markers, Gardenia looks forward at capturing the growing market potential in the upcoming markets of India. The portal will now reach out to consumers across cities like Nagpur, Surat, Nashik, Kochi, Noida, Ghaziabad, Nashik, and Indore amongst others.

Enhancing Product Portfolio

Impressed by noteworthy growth of brand 'fernsnpetals' Rajshree is thinking over expanding Gardenia's business model to include combinations of plants with cakes, cards, flowers, chocolates and other such gifts.

Building Customer Relationships

Gardenia aims to develop exceptional customer service and personalized advice to establish strong customer relationships. Rajshree considers hosting workshops to generate awareness and educate customers on plant care. They also plan to implement loyalty programs to encourage repeat business and word-of-mouth marketing.

The Dilemma

Gardenia was at a decisive stage of growth, and the brand's future was largely dependent on the decision Rajshree would take to drive growth going forward. As a savvy business owner she was determined to maximize value, growth and profitability, for her miniature garden start-up.

The questions that she faced included: What must she do to expand and create new prospects for the venture? How to expedite procuring and delivery of plants in case of bulk orders? What measures should be adopted to expand in other product categories? What will be the pros and cons of expanding further nationally and internationally?

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Exhibit 1- Gardenia Logo



Source: Provided by the Company

Exhibit 2- Gardenia Product Category- Wedding Occasion



Plant Name : Sansevieria/Snake Plant

Ambience : Indoors/ Semi-shade

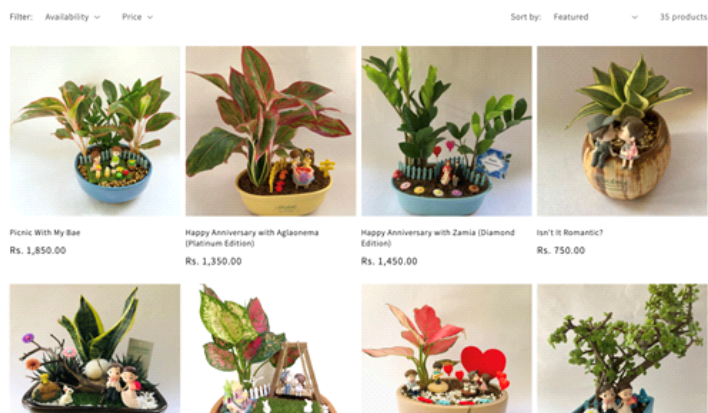
Planter : Ceramic round shaped pot of about 4.5" with a ceramic plate

Snake plant is a type of algae native to west Africa. It's lucky for Scorpions. This tray celebrates two people getting engaged & exchanging vows for a lifetime together.

Source: Provided by the Company

Exhibit 3- Gardenia Product Category- Anniversary Occasion

Anniversary



Source: <https://gardeniajaipur.com/>

Exhibit 4- Gardenia Product Category- Calm, Peace & Wellness



Plant Name: Jade

Ambience: Outdoors

Planter: Ceramic oval shaped pot of about 6"

Buddha practiced asceticism, taking refuge under the bodhi tree in Bodh Gaya village, to find the meaning of existence. He meditated for years to finally gain enlightenment- the answer that the cause of suffering is greed, selfishness and stupidity. Get rid of these negative emotions makes one happy.

Source: Provided by the Company

Exhibit 5- Gardenia Product Placard highlighting Plant Type and Watering Tips



Source: Provided by the Company

Exhibit 6- Gardenia Product Packaging

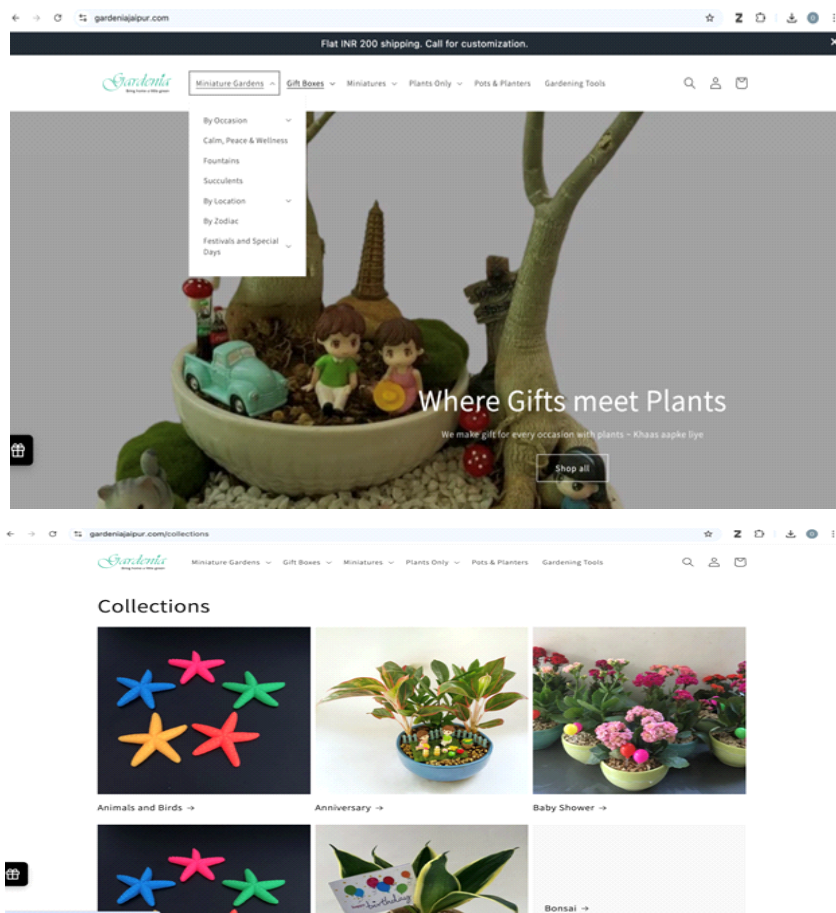


Everything you need to build your own plant tray and make it look like a tiny forest! Try this kit to cultivate some love for plants in your heart, which in return will make our home planet a better place to live in.

A perfect gift box and an enchanting experience. Choose your plant here with the box or buy any indoor/outdoor plant of your choice from a nearby nursery and decorate the tray using your own creativity.



Exhibit 7- Gardenia Webpage



Source: <https://gardeniajaipur.com/>

Exhibit 8- Gardenia Social Media Promotion through Instagram

