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## 2. Introduction

### 5.a About the Topic:

India has the world's 3rd largest Internet user base, which crossed the 200 million mark recently. Better connectivity, booming economy and higher spending power helped the Indian e-retailing market to grow from \$600 million two years ago to \$2.3 billion. We are at a similar inflection point as China was 10 years ago. This is just the beginning. The e-retailing market is expected to reach \$32 Billion by 2020. According to Matrix Partners, many 'Billion dollar e-commerce companies' are expected to be created in India by then. As of Q1 2015, three Indian Startup e-retailing companies, Flipkart, Snapdeal and Paytm (One97), have managed to enter the Billion-Dollar club. Notably, these 3 and the other big domestic and foreign players, namely eBay and Amazon, follow a horizontal marketplace model.<sup>1</sup>

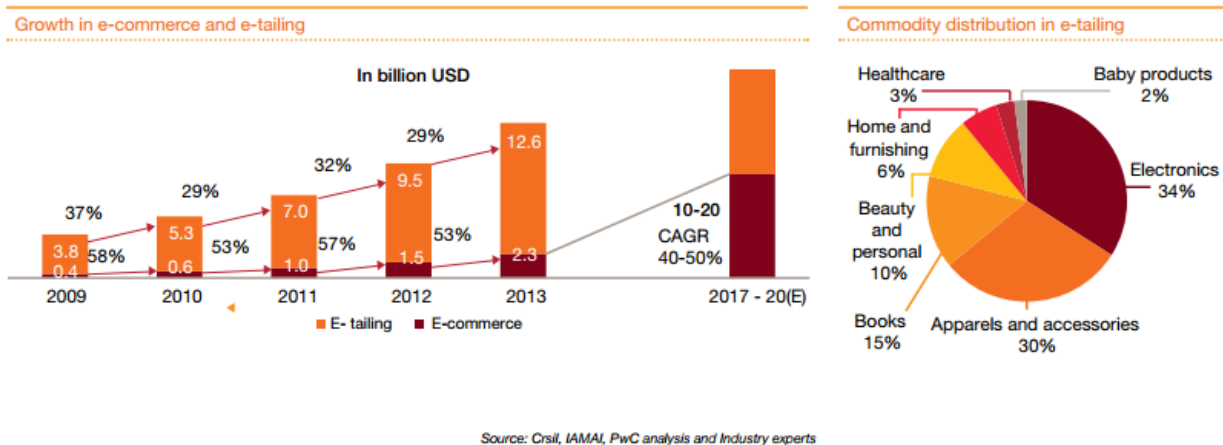


Figure 1: Internet and Mobile Association of India research report, PwC Analysis

One of the biggest pain points of e-tailing websites is customer acquisition. Before they can even worry about converting a visitor to a customer, they have to think about how they can get that visitor on the site. As competition amongst them heats up and it is hard to distinguish from each other in terms of products and user experience and on top of it new players are emerging with each passing day. Yet there are only few brands in this segment that are constantly gaining business and are favored by the consumer. With the above background in mind, this research has been

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<sup>1</sup> Source: (Ghosh, 2015)

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conducted to gain an insight into what are the business drivers that are giving those preferred brands the competitive edge. The objective is to explore the factors which consumer look for, the competitive profile of the brand and understanding how it is faring as compared to its foreign competitors. The findings of this report should help the selected E-Retailers to determine which area to focus on to improve their competency and what drives consumer towards the business. This would also allow them to add or remove services/features which are important in the buying decision process. This study however does not aim to identify or predict the success or failure of internet ventures.

## 5.b Literature Review

Below are few of the reports and research work prepared by researchers and organizations, related to the topic:

**World Economic Forum (2014)** in their Global Competitiveness Report presents a detailed profile for each of the economies competitiveness, as well as an extensive section of data tables with global rankings based on 12 factors which are: Institutions, Infrastructure, Macroeconomic environment, Health and primary education, Higher education and training, Goods market efficiency, Labor market efficiency, Financial market development, Technological readiness, Market size, Business sophistication, R&D Innovation. This Report is one of the flagship publications of World Economic Forum's Global Competitiveness and Benchmarking Network, which produces a number of related research studies aimed at supporting countries in their transformation efforts and raising awareness about the need to adopt holistic and integrated frameworks for understanding complex phenomena such as competitiveness or global risks. For 35 years, this Report has shed light on the key factors and their mechanisms and interrelations that determine economic growth and the level of present and future prosperity in a country. In doing so the Report has aims to build a shared understanding of the main strengths and weaknesses of each of the economies covered, so that stakeholders can work together on shaping economic agendas that can address challenges and create enhanced opportunities. In their latest report in 2014 India was ranked 71<sup>st</sup> on Global Competitive Index.

**Deloitte and US Council on Competitiveness (2013)** in their annual report on Global Manufacturing Competitiveness Index present their findings to better understand the trends creating a hyper-competitive global manufacturing environment. The report examines the highly complex forces driving the future of manufacturing and many of the structural changes reshaping the global economy. It talks about different factors that drive the manufacturing sectors like Economic, Trade, Financial and Tax systems, Physical infrastructure, Government investments in manufacturing, innovation, Legal and regulatory system, Healthcare system, Talent-driven innovation, Cost and availability of labor and materials, Energy cost and policies, Supplier network, Local market attractiveness. These factors are divided into input and output indicators. Based on these input and output indicators different economies are analyzed and ranked according

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to their ability to compete on the global scale in Manufacturing sector. In their report in 2013 India had the competitive score of 7.65 out of 10.

**Economist Intelligence Unit and Business Software Alliance (2011)** in their report benchmark 66 countries on a series of indicators. Factors like R&D Environment, Legal Environment, Human Capital, Support for IT Industry Development, Inward FDI and IT Infrastructure are taken as the pillars to base the competitive index upon. Different countries are analyzed based on these factors and comprehensive report which showcases the ranking is presented. In summary, this report offers a critical and timely jumping-off point for both developed and emerging economies as they make strategic investments and enact public policies designed to spur post-industrial era manufacturing growth and the economic benefits that result. This study examines the highly complex forces driving the future of manufacturing and many of the structural changes reshaping the global economy. This report also showcases proper understanding of the breadth of manufacturing in enacting essential policies to improve standards of living and be more competitive in the long term.

**Dawn and Kar (2011)** in their paper “E-Tailing in India: Its issues, opportunities and effective strategies for growth and development” have provided detailed comparison between traditional retail and e-tailing in India. They have also list some major problem that e-tailing companies usually face like controlling customer data, problems with payment system, handling returns, delivering the goods cost effectively. They have also talked in their paper about the opportunity that the companies can leverage on and also presented the key point that companies needs to address five points while making a strategy. The key points are: (i) prompt delivery, (ii) supply chain, (iii) demand nature, (iv) reverse logistics, and (v) accuracy.

**Joshi and Upadhyay (2013)** in their paper on “e-Retailing in India” do the behavioral study of the consumer of Delhi-NCR, Chandigarh and Lucknow on their satisfaction level from a e-retailing website. They shortlisted 15 websites and survey was conducted to see which website was most preferred. These websites were rated on the basis of Browsing experience and visual appeal, Search experience, Range and availability of products, Comprehensiveness of information, Comparison facility, Terms and conditions, Shopping cart, Payment process, Delivery, Refund, Return/Replacement, Customer care. The results showed that Flipkart was the most recommended website where Tradeus was at the lowest spot.

## 5.c Rational of the Study

In India e-commerce industry is still at its infancy but the sector is growing by almost 35% CAGR from. However, e-retail in both its forms; online retail and market place, has become the fastest-growing segment, increasing its share from 10% in 2009 to an estimated 18% in 2013. If this robust growth continues over the next few years, the size of the e-retail industry is poised to be 10 to 20 billion USD by 2017-2020. With such growth potential and opportunity, the competition is likely to heat up. With 13 e-retailing firms shutting down their operation in 2013<sup>2</sup> and around 10 in 2014<sup>3</sup>

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<sup>2</sup>(K, 2013)

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surviving is becoming difficult. With more number of companies coming up and catering to the same market the reason it is becoming hard for firms to maintain the customers and it has become imperative to lay success on innovation and demand anticipation.

All the studies described before were key drivers in determining how economies or firms were doing and what chances they had for survival in the competitive environment. Not only this but they also provided insights on what organizations and economies must do or improve upon in order to grow. This study will not only provide comprehensive report on the present scenario of the e-retailing industry but will also shed some light on the areas that the company needs to work upon in order to become more competitive than its competitor.

## 5.d Objectives

### Primary Research Objective

To determine which e-tailing brand is most preferred by the Indian consumer and what are the attributes and factor which make them more preferable than their brands.

### Secondary Research Objectives

1. To determine what are the factors affecting the consumers in e-retailer industry
2. To determine how much far away are Indian e-retailers from their foreign competitors.
3. To determine the factors that decision process of a consumer.

Secondary Research was based on researches done by World Economic Forum, Deloitte and articles from newspaper and journals.

## 5.e Research Methodology

The research was administered online during a 10 day period in March 2015. Separate questionnaire were contracted for consumers and employee. The questionnaire for consumer comprised of 9 questions which measured responses for different factors

The questions measuring respondent attitudes used Likert Scale (1-5), 8 statements were given to respondents to measure their attitudes towards online buying and their perception about e-retailing firms and their growth potential. The methods used for survey was questionnaire with respondents filling out the responses themselves through online survey on SurveyMonkey.com.

The factors were studied with the help of the following techniques:

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<sup>3</sup> (Balakrishnan, 2014)

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**WEIGHTED AVERAGE:** The weighted mean is similar to an arithmetic mean (the most common type of average) where instead of each of the data points contributing equally to the final average, some data points contribute more than others. The notion of weighted mean plays a role in descriptive statistics and also occurs in a more general form in several other areas of mathematics.<sup>4</sup>

## 5.f Limitations of the Study

The research study is limited to the region of Delhi-NCR. This research also limited the number of players in the e-tailing segment. The research is concentrated to gather data on the e-retailer which are either based out of India or get most of their revenue from India. Data is also taken from employee about the organization they are working in because of which it might be biased.

## 5.g Scope for Future Research

Future research can focus on getting more number of respondents to minimize the error component. Scope can also be increased in terms of including more judgment factors and organizations.

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<sup>4</sup> (Weighted Average)

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### 3. Conceptual Framework

Competitiveness is defined as the set of institutions, policies, and factors that determine the level of productivity. The level of productivity, in turn, sets the level of prosperity. The productivity level also determines the rates of return on investments, which in turn the fundamental drivers of growth rates. In other words, a more competitive organization is one that is likely to grow faster over time. The concept of competitiveness thus involves static and dynamic components. Many determinants drive productivity and competitiveness. Understanding the factors such as education and training, technological progress, macroeconomic stability, good governance, firm sophistication, and market efficiency, is a very important task<sup>5</sup>. The components are grouped into 12 pillars of competitiveness:

- 1. Time:** This is one of the key factors in online shopping. E-commerce is driven because of the transition time it saves of the consumer. Now days in fact paced scenario consumer what to explore swiftly and get the experiences of the purchases as soon as possible.
- 2. Trust:** Partly driven through your marketing, e-retailing success grows as you build a solid reputation and establish credibility. A secure website, which includes clear symbols of security commitments, is part of online credibility. Statements of commitment to guaranteed satisfaction can also put online shoppers at ease. Rapid responses to customer services inquiries and complaints help you build long-term relationships. The most important backdrop of e-tailing is that customer cannot feel what he is paying for thereby leaving some doubt in mind whenever purchasing, which makes him reluctant to buy expensive products. If an e-retailing firm can deliver on its promises and produce what the customer is expecting in terms of quality, look and feel they can make a customer feel secure and prepare him for more expensive experience.
- 3. Website experience:** To make money online, you have to make it as easy for your customers to buy. Easy navigation, clear headers, correct spelling and a visually pleasing look all contribute to a site that people visit and stick around to explore. Links that take users to sales pages contribute to converting visitors into customers. You also want a clear shopping cart or buying process spelled out to get the sale when the customer is ready. The average cost of downtime for an ecommerce website is an estimated \$4700/minute. There's nothing more critical than website time and performance during peak periods. It's not just outages that can be devastating. Slow loading pages at any point of the shopping journey (not just the home page, and especially the checkout process) can turn shoppers away.<sup>6</sup>

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<sup>5</sup> (Klaus Schwab, 2014)

<sup>6</sup> (Bustos, 2014)

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- 4. Responsiveness:** The companies that are doing e-Commerce well, they're doing customer service really well. They're focused on making customers happy and be proactive rather than reactive. They start to drive customer acquisition down and increase sales once customer service is figured out! Take care of your existing customers before acquiring new customers. There are a lot of firms in e-Commerce that get caught up in pure user acquisition, spending too much money on marketing, and almost ignoring their existing customers, and almost forgetting about them. If we build our brand around customer expectation, customers will come from all different places, and demographics. Each comes into the sales cycle with different expectations and needs. If e-retailers can build their brand around what your segment wants, things start to work out really well, really quickly.
  
  - 5. Technology:** Whether their goals are to increase conversion rates, attract more buyers through social media, improve the checkout experience of their sites or support cross-channel shopping experiences for their customers, e-retailers of all sizes need the right technology tools and services to keep their web sites running smoothly. With 4 out of 13 e-retailing firm in 2013<sup>7</sup> and 6 out 14 firms in 2014<sup>8</sup> closing down their business because of the technical reasons, having a strong technical competitive advantage is not only something that helps in reducing cost but also helps in better interaction with the customer. Investments in more competitive technology resulting in better-designed retail web sites that make the path to purchase easier for consumers are mission-critical objectives for all retailers.<sup>9</sup>

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<sup>7</sup> (K, 2013)

<sup>8</sup> (Balakrishnan, 2014)

<sup>9</sup> (E-Commerce Technology Guide, 2013)



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## 4. Findings

Findings for different factors of Competitiveness are below:

### 1. Flipkart

#### a. Time ( $W_t$ ):

	1	2	3	4	5
<b>Website was easy to navigate and I was able to locate the product easily</b>	<b>2.99%</b> 2	<b>4.48%</b> 3	<b>10.45%</b> 7	<b>35.82%</b> 24	<b>46.27%</b> 31

Weighted Average ( $W_1$ ) =  $0.029+0.089+0.313+1.432+2.313 = 4.176$

<b>Number of days taken by the company to deliver the product was inline with what I expected</b>	<b>3.03%</b> 2	<b>4.55%</b> 3	<b>15.15%</b> 10	<b>21.21%</b> 14	<b>56.06%</b> 37
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Weighted Average ( $W_2$ ) =  $0.0303+0.091+0.4545+0.8484+2.803 = 4.2272$

$$W_t = W_1 + W_2 = 8.4032$$

b. Trust ( $W_{tr}$ )

The product delivered was as viewed on the website	4.55% 3	1.52% 1	10.61% 7	28.79% 19	54.55% 36
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$$W_{tr} = 0.0455 + 0.0304 + 0.3183 + 1.1516 + 2.7275 = 4.2733$$

c. Website experience ( $W_w$ )

I was happy with the variety of product offered	1.54% 1	1.54% 1	12.31% 8	36.92% 24	47.69% 31
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$$W_3 = 0.0154 + 0.0308 + 0.3693 + 1.4768 + 2.3845 = 4.2768$$

Payment was relatively simple and there were no hiccups	6.25% 4	4.69% 3	6.25% 4	28.13% 18	54.69% 35
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$$W_4 = 0.0625 + 0.0938 + 0.1875 + 1.1252 + 2.7345 = 4.2035$$

$$W_w = W_3 + W_4 = 8.4803$$

d. Responsiveness ( $W_r$ )

They are able to keep up with my changing demands	1.52% 1	12.12% 8	21.21% 14	24.24% 16	40.91% 27
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$$W_5 = 0.0152 + 0.2424 + 0.6363 + 0.9696 + 2.0455 = 3.909$$

Customer representative was able to solve my complaints and queries to my satisfaction	4.55% 3	7.58% 5	22.73% 15	33.33% 22	31.82% 21
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$$W_6 = 0.0455 + 0.1516 + 0.6819 + 1.3332 + 1.591 = 3.8032$$

$W_r = W_5 + W_6 = 7.7122$
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e. Technology ( $W_{tech}$ )

Availability of advanced technology	0	0	16.66% 2	33.33% 4	50% 6
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$$W_7 = 0.4998 + 1.3332 + 2.5 = 4.333$$

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<b>They are able to keep up with technological advancement</b>	<b>1.59%</b> 1	<b>6.35%</b> 4	<b>19.05%</b> 12	<b>36.51%</b> 23	<b>36.51%</b> 23
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$$W_8 = 0.0159 + 0.127 + 0.5715 + 1.4604 + 1.8255 = 4.0003$$

$W_{\text{tech}} = W_7 + W_8 = 8.3333$
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## 2. Snapdeal

a. Time ( $W_t$ ):

	1	2	3	4	5
Website was easy to navigate and I was able to locate the product easily	2.04% 1	10.20% 5	14.29% 7	44.90% 22	28.57% 14

Weighted Average ( $W_1$ ) =  $0.0204+0.204+0.4287+1.796+1.4285 = 3.8776$

Number of days taken by the company to deliver the product was inline with what I expected	4.08% 2	12.24% 6	24.49% 12	36.73% 18	22.45% 11
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Weighted Average ( $W_2$ ) =  $0.0408+0.2448+0.7347+1.4692+1.1225 = 3.612$

$$W_t = W_1 + W_2 = 7.4896$$

b. Trust ( $W_{tr}$ )

The product delivered was as viewed on the website	4.08% 2	8.16% 4	22.45% 11	46.94% 23	18.37% 9
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$$W_{tr} = 0.0408 + 0.1632 + 0.6735 + 1.8776 + 0.9185 = 3.6736$$

c. Website experience ( $W_w$ )

I was happy with the variety of product offered	2.00% 1	10.00% 5	16.00% 8	54.00% 27	18.00% 9
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$$W_3 = 0.02 + 0.2 + 0.48 + 2.16 + 0.9 = 3.76$$

Payment was relatively simple and there were no hiccups	4.08% 2	6.12% 3	22.45% 11	40.82% 20	26.53% 13
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$$W_4 = 0.0408 + 0.1224 + 0.6735 + 1.6328 + 1.3265 = 3.796$$

$$W_w = W_3 + W_4 = 7.556$$

d. Responsiveness ( $W_r$ )

<b>They are able to keep up with my changing demands</b>	<b>8.16%</b> 4	<b>12.24%</b> 6	<b>24.49%</b> 12	<b>32.65%</b> 16	<b>22.45%</b> 11
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$$W_5 = 0.08160 + 0.2448 + 0.7347 + 1.306 + 1.1225 = 3.4896$$

<b>Customer representative was able to solve my complaints and queries to my satisfaction</b>	<b>4.08%</b> 2	<b>12.24%</b> 6	<b>30.61%</b> 15	<b>40.82%</b> 20	<b>12.24%</b> 6
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$$W_6 = 0.0408 + 0.2448 + 0.9183 + 1.6328 + 0.612 = 3.4487$$

$W_r = W_5 + W_6 = 6.9383$
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e. Technology ( $W_{tech}$ )

<b>Availability of advanced technology</b>	<b>0</b>	<b>0</b>	<b>20%</b> 2	<b>70%</b> 7	<b>10%</b> 1
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$$W_7 = 0.6 + 2.8 + 0.5 = 3.9$$

<b>They are able to keep up with technological advancement</b>	<b>2.04%</b> 1	<b>4.08%</b> 2	<b>34.69%</b> 17	<b>42.86%</b> 21	<b>16.33%</b> 8
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$$W_8 = 0.0204 + 0.0816 + 1.0407 + 1.7144 + 0.8165 = 3.6736$$

$W_{\text{tech}} = W_7 + W_8 = 7.5736$
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### 3. Jabong

a. Time ( $W_t$ ):

	1	2	3	4	5
Website was easy to navigate and I was able to locate the product easily	5.13% 2	12.82% 5	12.82% 5	41.03% 16	28.21% 11

$$\text{Weighted Average } (W_1) = 0.0513 + 0.2564 + 0.3846 + 1.6412 + 1.4105 = 3.744$$

Number of days taken by the company to deliver the product was inline with what I expected	5.13% 2	5.13% 2	23.08% 9	41.03% 16	25.64% 10
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$$\text{Weighted Average } (W_2) = 0.0513 + 0.1026 + 0.6924 + 1.6412 + 1.282 = 3.7695$$

$W_t = W_1 + W_2 = 7.5135$
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b. Trust ( $W_{tr}$ )

The product delivered was as viewed on the website	10.26% 4	10.26% 4	23.08% 9	17.95% 7	38.46% 15
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$$W_{tr} = 0.1026 + 0.2052 + 0.6924 + 0.718 + 1.923 = 3.6412$$

c. Website experience ( $W_w$ )

I was happy with the variety of product offered	2.56% 1	7.69% 3	23.08% 9	33.33% 13	33.33% 13
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$$W_3 = 0.0256 + 0.1538 + 0.6924 + 1.3332 + 1.665 = 3.87$$

Payment was relatively simple and there were no hiccups	7.89% 3	5.26% 2	34.21% 13	21.05% 8	31.58% 12
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$$W_4 = 0.0789 + 0.1052 + 1.0263 + 0.842 + 1.579 = 3.6314$$

$$W_w = W_3 + W_4 = 7.504$$

d. Responsiveness ( $W_r$ )

They are able to keep up with my changing demands	2.56% 1	12.82% 5	30.77% 12	33.33% 13	20.51% 8
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$$W_5 = 0.0256 + 0.2564 + 0.9231 + 1.3332 + 1.0255 = 3.5638$$

<b>Customer representative was able to solve my complaints and queries to my satisfaction</b>	5.13% 2	7.69% 3	46.15% 18	28.21% 11	12.82% 5
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$$W_6 = 0.0513 + 0.1538 + 1.3845 + 1.1284 + 0.6425 = 3.3605$$

$W_r = W_6 + W_5 = 6.9243$
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e. Technology ( $W_{tech}$ )

<b>Availability of advanced technology</b>	20% 2	0	0	40% 4	40% 4
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$$W_7 = 0.2 + 1.6 + 2 = 3.8$$

<b>They are able to keep up with technological advancement</b>	5.26% 2	0.00% 0	26.32% 10	44.74% 17	23.68% 9
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$$W_8 = 0.0526 + 0.7896 + 1.7896 + 1.184 = 3.8158$$

$W_{tech} = W_7 + W_8 = 7.6158$
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## 4. Shopclues

### a. Time ( $W_t$ ):

	1	2	3	4	5
Website was easy to navigate and I was able to locate the product easily	6.25% 2	15.63% 5	25.00% 8	40.63% 13	12.50% 4

Weighted Average ( $W_1$ ) =  $0.0625+0.3126+0.75+1.6252+0.625 = 3.3753$

Number of days taken by the company to deliver the product was inline with what I expected	13.79% 4	13.79% 4	37.93% 11	24.14% 7	10.34% 3
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Weighted Average ( $W_2$ ) =  $0.1379+0.2758+1.1379+0.9656+0.517 = 3.0342$

$$W_t = W_1 + W_2 = 6.4095$$

### b. Trust

The product delivered was as viewed on the website	13.33% 4	36.67% 11	26.67% 8	20.00% 6	3.33% 1
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$$W_{tr} = 0.1333+0.7334+0.8001+0.8+0.1665 = 2.6333$$

c. Website experience

I was happy with the variety of product offered	3.23% 1	25.81% 8	51.61% 16	16.13% 5	3.23% 1
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$$W_3 = 0.0323 + 0.5162 + 1.5483 + 0.6452 + 0.1615 = 2.9035$$

Payment was relatively simple and there were no hiccups	6.67% 2	20.00% 6	36.67% 11	20.00% 6	16.67% 5
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$$W_4 = 0.0667 + 0.4 + 1.1001 + 0.8 + 0.8335 = 3.2003$$

$W_w = W_3 + W_4 = 6.1038$
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d. Responsiveness

They are able to keep up with my changing demands	10.00% 3	13.33% 4	46.67% 14	16.67% 5	13.33% 4
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$$W_5 = 0.1 + 0.2666 + 1.4001 + 0.6668 + 0.6665 = 3.1$$

Customer representative was able to solve my complaints and queries to my satisfaction	6.90% 2	24.14% 7	48.28% 14	6.90% 2	13.79% 4
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$$W_6 = 0.069 + 0.4828 + 1.4484 + 0.276 + 0.6895 = 2.9657$$

$W_r = W_5 + W_6 = 6.0657$
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e. Technology ( $W_{tech}$ )

Availability of advanced technology	0	10% 1	20% 2	40% 4	30% 3
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$$W_7 = 0.2 + 0.6 + 1.6 + 1.5 = 3.9$$

They are able to keep up with technological advancement	0.00% 0	33.33% 10	26.67% 8	33.33% 10	6.67% 2
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$$W_8 = 0.6666 + 0.8001 + 1.3332 + 0.3335 = 3.1334$$

$W_{tech} = W_7 + W_8 = 7.0334$
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## 5. Infibeam

### a. Time (W<sub>t</sub>):

	1	2	3	4	5
Website was easy to navigate and I was able to locate the product easily	7.14% 2	10.71% 3	21.43% 6	21.43% 6	39.29% 11

Weighted Average (W<sub>1</sub>) = 0.0714+0.2142+0.6429+0.8572+1.9645 = 3.7502

Number of days taken by the company to deliver the product was inline with what I expected	7.69% 2	11.54% 3	34.62% 9	26.92% 7	19.23% 5
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Weighted Average (W<sub>2</sub>) = 0.0769+0.2308+1.0386+1.0768+0.9615 = 3.3846

$$W_t = W_1 + W_2 = 7.1348$$

### b. Trust

The product delivered was as viewed on the website	0.00% 0	22.22% 6	25.93% 7	29.63% 8	22.22% 6
--	------------	-------------	-------------	-------------	-------------

$$W_{tr} = 0 + 0.4444 + 0.7779 + 1.1852 + 1.111 = 3.5185$$

c. Website experience

I was happy with the variety of product offered	7.41% 2	7.41% 2	25.93% 7	44.44% 12	14.81% 4
---	------------	------------	-------------	--------------	-------------

$$W_3 = 0.0741 + 0.1482 + 0.7779 + 1.7776 + 0.7405 = 3.5183$$

Payment was relatively simple and there were no hiccups	3.70% 1	33.33% 9	14.81% 4	33.33% 9	14.81% 4
---	------------	-------------	-------------	-------------	-------------

$$W_4 = 0.037 + 0.6666 + 0.4443 + 1.3332 + 0.7405 = 3.2216$$

$$W_w = W_3 + W_4 = 6.7399$$

d. Responsiveness

They are able to keep up with my changing demands	3.70% 1	11.11% 3	29.63% 8	40.74% 11	14.81% 4
---	------------	-------------	-------------	--------------	-------------

$$W_5 = 0.037 + 0.2222 + 0.8889 + 1.6296 + 0.7405 = 3.5182$$



<b>Customer representative was able to solve my complaints and queries to my satisfaction</b>	<b>0.00%</b> 0	<b>14.81%</b> 4	<b>40.74%</b> 11	<b>25.93%</b> 7	<b>18.52%</b> 5
---	-------------------	--------------------	---------------------	--------------------	--------------------

$$W_6 = 0 + 0.2962 + 1.2222 + 1.0372 + 0.926 = 3.4816$$

$W_r = W_5 + W_6 = 6.9998$
----------------------------

e.

f. Technology ( $W_{tech}$ )

<b>Availability of advanced technology</b>	<b>0</b>	<b>0</b>	<b>50%</b> 6	<b>33.33%</b> 4	<b>16.66%</b> 2
--	----------	----------	-----------------	--------------------	--------------------

$$W_7 = 1.5 + 1.3332 + 0.833 = 3.6662$$

<b>They are able to keep up with technological advancement</b>	<b>0.00%</b> 0	<b>11.11%</b> 3	<b>37.04%</b> 10	<b>48.15%</b> 13	<b>3.70%</b> 1
--	-------------------	--------------------	---------------------	---------------------	-------------------

$$W_8 = 0.2222 + 1.1112 + 1.926 + 0.185 = 3.4444$$

$W_{tech} = W_7 + W_8 = 7.1106$
---------------------------------

## 6. Fashion and You

### a. Time ( $W_t$ ):

Website was easy to navigate and I was able to locate the product easily	0.00% 0	7.14% 2	28.57% 8	39.29% 11	25.00% 7
--	------------	------------	-------------	--------------	-------------

$$\text{Weighted Average } (W_1) = 0.1428 + 0.8571 + .5716 + 1.25 = 3.8215$$

Number of days taken by the company to deliver the product was inline with what I expected	7.41% 2	22.22% 6	11.11% 3	51.85% 14	7.41% 2
--	------------	-------------	-------------	--------------	------------

$$\text{Weighted Average } (W_2) = 0.0714 + 0.4444 + 0.3333 + 2.074 + 0.3705 = 3.2936$$

$$W_t = W_1 + W_2 = 7.1151$$

### b. Trust

The product delivered was as viewed on the website	0.00% 0	14.81% 4	14.81% 4	59.26% 16	11.11% 3
--	------------	-------------	-------------	--------------	-------------

$$W_{tr} = 0.2962 + 0.4443 + 2.3716 + 0.5555 = 3.6676$$

c. Website experience

I was happy with the variety of product offered	7.41% 2	14.81% 4	29.63% 8	40.74% 11	7.41% 2
---	------------	-------------	-------------	--------------	------------

$$W_3 = 0.0741 + 0.2962 + 0.8889 + 1.6296 + 0.3705 = 3.2593$$

Payment was relatively simple and there were no hiccups	3.70% 1	7.41% 2	37.04% 10	44.44% 12	7.41% 2
---	------------	------------	--------------	--------------	------------

$$W_4 = 0.037 + 0.1482 + 1.1112 + 1.7776 + 0.3705 = 3.4445$$

$$W_w = W_3 + W_4 = 6.7038$$

d. Responsiveness

They are able to keep up with my changing demands	11.11% 3	11.11% 3	33.33% 9	33.33% 9	11.11% 3
---	-------------	-------------	-------------	-------------	-------------

$$W_5 = 0.1111 + 0.2222 + 0.999 + 1.3332 + 0.5555 = 3.221$$

<b>Customer representative was able to solve my complaints and queries to my satisfaction</b>	<b>0.00%</b> 0	<b>18.52%</b> 5	<b>48.15%</b> 13	<b>29.63%</b> 8	<b>3.70%</b> 1
---	-------------------	--------------------	---------------------	--------------------	-------------------

$$W_6 = 0 + 0.3704 + 1.4445 + 1.185 + 0.185 = 3.1851$$

$W_r = W_5 + W_6 = 6.4061$
----------------------------

e. Technology ( $W_{tech}$ )

<b>Availability of advanced technology</b>	<b>0</b>	<b>0</b>	<b>15.38%</b> 2	<b>69.23%</b> 9	<b>15.38%</b> 2
--	----------	----------	--------------------	--------------------	--------------------

$$W_7 = 0.4614 + 2.7692 + 0.769 = 3.9996$$

<b>They are able to keep up with technological advancement</b>	<b>0.00%</b> 0	<b>0.00%</b> 0	<b>51.85%</b> 14	<b>37.04%</b> 10	<b>11.11%</b> 3
--	-------------------	-------------------	---------------------	---------------------	--------------------

$$W_8 = 1.5555 + 1.4816 + 0.5555 = 3.5926$$

$W_{tech} = W_7 + W_8 = 7.5922$
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## Summary:

Factors/ Company	$W_t$	$W_{tr}$	$W_w$	$W_r$	$W_{tech}$	Score
<b>Flipkart</b>	8.4032	4.2733	8.4803	7.7122	8.3333	37.2023
<b>Snapdeal</b>	7.4896	3.6736	7.556	6.9383	7.5736	33.2311
<b>Jabong</b>	7.5135	3.6412	7.504	6.9243	7.6158	33.1988
<b>Shopclues</b>	6.4095	2.6333	6.1038	6.0657	7.0334	28.2457
<b>Infibeam</b>	7.1348	3.5185	6.7399	6.9998	7.1106	31.5036
<b>Fashion and You</b>	7.1151	3.66	6.7038	6.4061	7.5922	31.4772

---

## 5. Results

### Competitive Index:

<b>Company</b>	<b>Ranking</b>	<b>Score</b>
Flipkart	1	37.2023
Snapdeal	2	33.2311
Jabong	3	33.1988
Infibeam	4	31.5036
Fashion and You	5	31.4772
Shopclues	6	28.2457

After doing the analysis the research showed that Flipkart was the most competitive among 6 taken organizations. Flipkart was also the most recommended sites of the 6 by the respondent. Snapdeal was at second with score of 33.2311 and was closely followed by Jabong showing how both firms were in stiff competition with each other. Infibeam was at number 4 with composite score of 31.5036. Shopclues came in last with score of 28.2457. Shopclues had a low trust score of 2.6333.

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## 6. Conclusion

### 1. Time

1	Flipkart	8.4032
2	Jabong	7.4896
3	Snapdeal	7.5135
4	Infibeam	6.4095
5	Fashion and You	7.1348
6	Shopclues	7.1151

**Timely delivery and easily accessibility of website was something that every e-retailer firm scored high in. Being the crux of business it was something that e-retailers have to build upon**

### 2. Trust

1	Flipkart	4.2733
2	Snapdeal	3.6736
3	Fashion and You	3.6412
4	Jabong	2.6333
5	Infibeam	3.5185
6	Shopclues	3.66

**It is very difficult for e-retailer to attain but Flipkart was able to score well in this too with almost gainer 1 index point over it's nearest competitor, Snapdeal**

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### 3. Website Experience

1	Flipkart	8.4803
2	Snapdeal	7.556
3	Jabong	7.504
4	Infibeam	6.1038
5	Fashion and You	6.7399
6	Shopclues	6.7038

**Site experience is what engages the consumer and effects the buying decision. Flipkart again scored highly in this. Other e-retailer were also able to perform well on this parameter.**

### 4. Responsiveness

1	Flipkart	7.7122
2	Infibeam	6.9383
3	Snapdeal	6.9243
4	Jabong	6.0657
5	Fashion and You	6.9998
6	Shopclues	6.4061

Flipkart was the most responsive firm tending to their customers faster than their competitors. Flipkart was followed by Infibeam with Snapdeal closely following in their gap



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## 5. Technology

1	Flipkart	8.3333
2	Jabong	7.5736
3	Fashion and You	7.6158
4	Snapdeal	7.0334
5	Infibeam	7.1106
6	Shopclues	7.5922

Flipkart was the high rated firm in terms of technical advancement. All the e-retailer followed the suit closely.

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# Annexures

# Annexure 1: Questionnaire

## For Customer

**\*1. Age**

- 5-15
- 16-25
- 26-35
- 36-45
- 46 or above

**\*2. What is your gender?**

- Female
- Male

**\*3. Service of which of the following sites have you used**

- Flipkart
- Snapdeal
- Jabong
- Shopclues
- Infibeam
- Fashion and You

Other (please specify only 1, if any)

**4. Recall your buying experience and indicate the level of agreement with the statement. (1-Strongly Disagree, 2-Somewhat Disagree, 3-Neither Agree or Disagree, 4-Somewhat Agree, 5-Strongly Agree)**

	Flipkart	Snapdeal	Jabong	Shopclues	Infibeam	Fashion and You	Other (one you specified)
Website was easy to navigate and I was able to locate the product easily	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I was happy with the variety of product offered	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
They are able to keep up with my changing demands	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
They are able to keep up with technological advancement	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Payment was relatively simple and there were no hiccups	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
The product delivered was as viewed on the website	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Customer representative was able to solve my complaints and queries to my satisfaction	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of days taken by the company to deliver the product was inline with what I expected	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**5. Overall, how would you rate the following e-commerce firms in ascending order (1 being most preferred)**

Flipkart	<input type="text"/>
Snapdeal	<input type="text"/>
Jabong	<input type="text"/>
Shopclues	<input type="text"/>
Infibeam	<input type="text"/>
Fashion and You	<input type="text"/>
Other (one which you specified)	<input type="text"/>

## For Employees

**\*1. Company Name**

**2. Number of years in the company**

- 0-2  
 3-5  
 6-8  
 8 and above

**\*3. Do you think employees are aligned with mission and vision of the company ?**

**\*4. How do you rate different components of business environment of your company as compared to the industry standard ?**

	Excellent (No need to concern at all)	Good (Doesn't require any attention in future)	Satisfactory (No need to concern at present but will need attention in future)	Poor (Doesn't require urgent attention but needs attention in future)	Very Poor (Needs urgent attention)
Presence of quality infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of talent/labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of talent in office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of advanced technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence of raw material supplier and other related industrial clusters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of logistics partners and other service providers required to run the business smoothly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence of sophistication in firm management, marketing strategies, management practices and effective management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence of industry body (Supportive, effective in convincing government to make supportive policies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality control measure (Technical assistance, government support and ease of getting certification)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training facilities and training centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*5. What do you feel about the different component of the business environment, mentioned in the table, of your company in the context of next three years ?**

	Will improve	No change	Will decline
Presence of quality infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of talent/labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of talent in office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of advanced technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence of raw material supplier and other related industrial clusters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence of sophistication in firm management, marketing strategies, management practices and effective management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality control measure (Technical assistance, government support and ease of getting certification)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training facilities and training centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

---

## Annexure 2: Calculations

### For Weighted Average

a. Time (W<sub>1</sub>):

	1	2	3	4	5
<b>Website was easy to navigate and I was able to locate the product easily</b>	<b>2.99%</b>	<b>4.48%</b>	<b>10.45%</b>	<b>35.82%</b>	<b>46.27%</b>
	2	3	7	24	31

Number of respondents – 67

Number of respondents gave a score of 1 on the statement – 2

Therefore,  $(2/67) * 100 = 2.99 \%$

Similarly we will get; 4.48 %, 10.45%, 35.82%, 46.27%

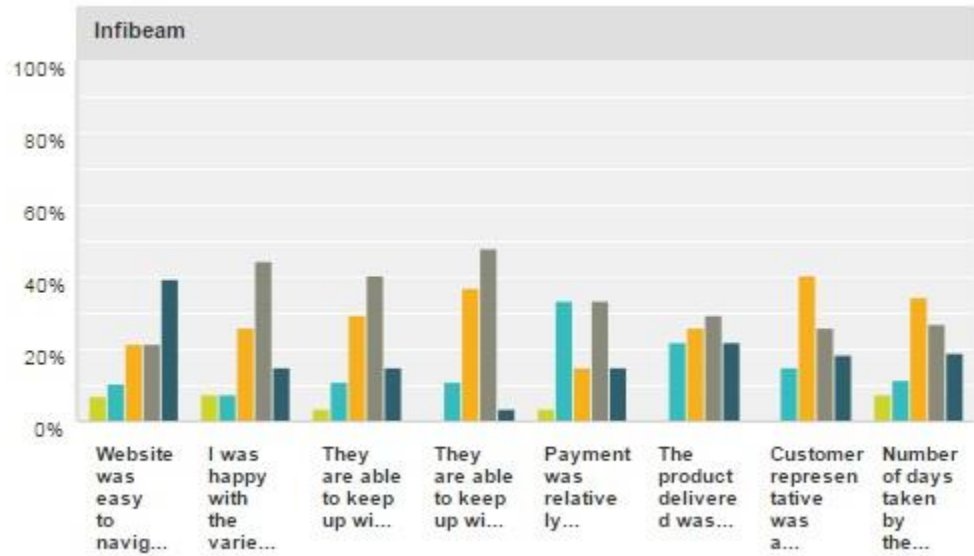
Weighted Average (W<sub>1</sub>) =  $0.029+0.089+0.313+1.432+2.313 = 4.176$

To calculate a weighted average with percentages, each category value must first be multiplied by its percentage. Then all of these new values must be added together.

In this example, we must multiply the score by the % of the respondents that have given that score we will get the worth of level of satisfaction towards the final score. Thus, the overall calculation would be:

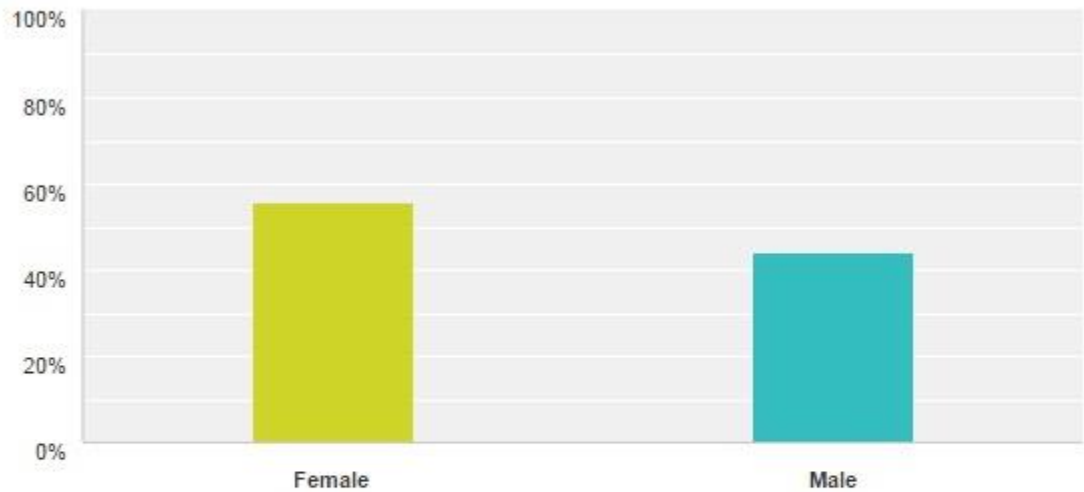
$$\begin{aligned} &= (1 * .0299) + (2 * .25) + (3 * .25) + (4 * .10) + (5 * .04627) \\ &= 0.029+0.089+0.313+1.432+2.313 \\ &= 4.176 \end{aligned}$$

## Annexure 3: Graphs and Reports

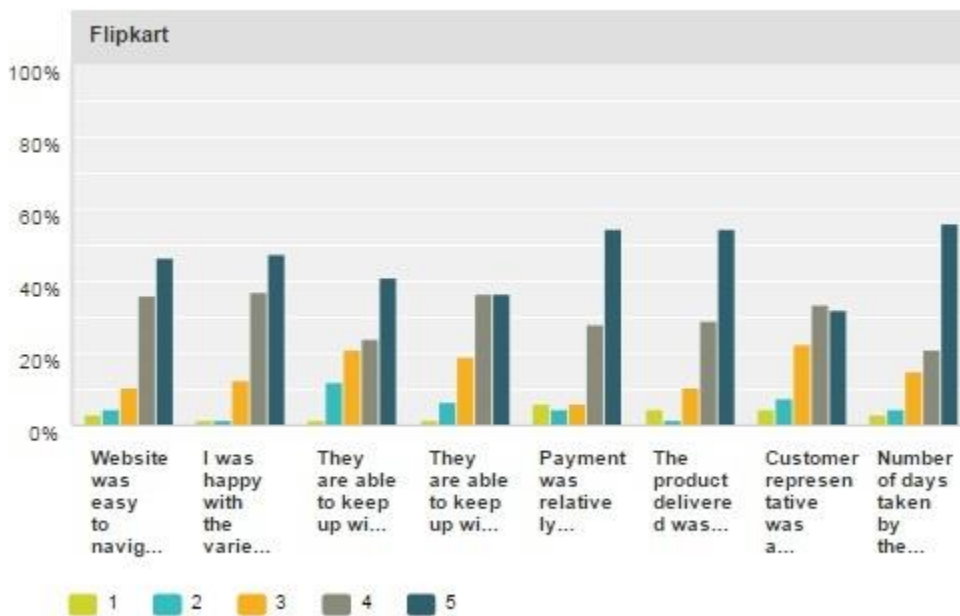


## What is your gender?

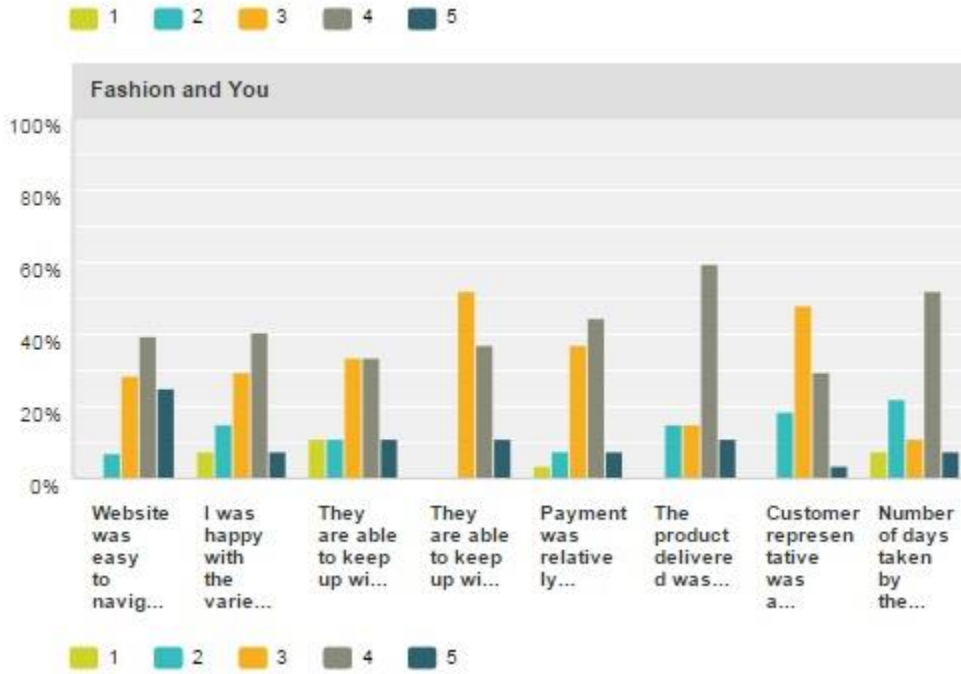
Answered: 68 Skipped: 0



Answer Choices	Responses
Female	55.88% 38
Male	44.12% 30
Total	68

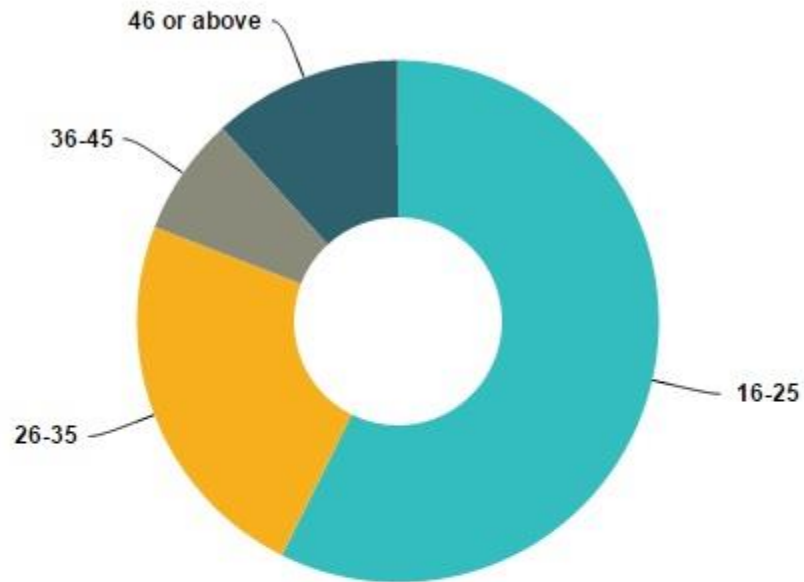




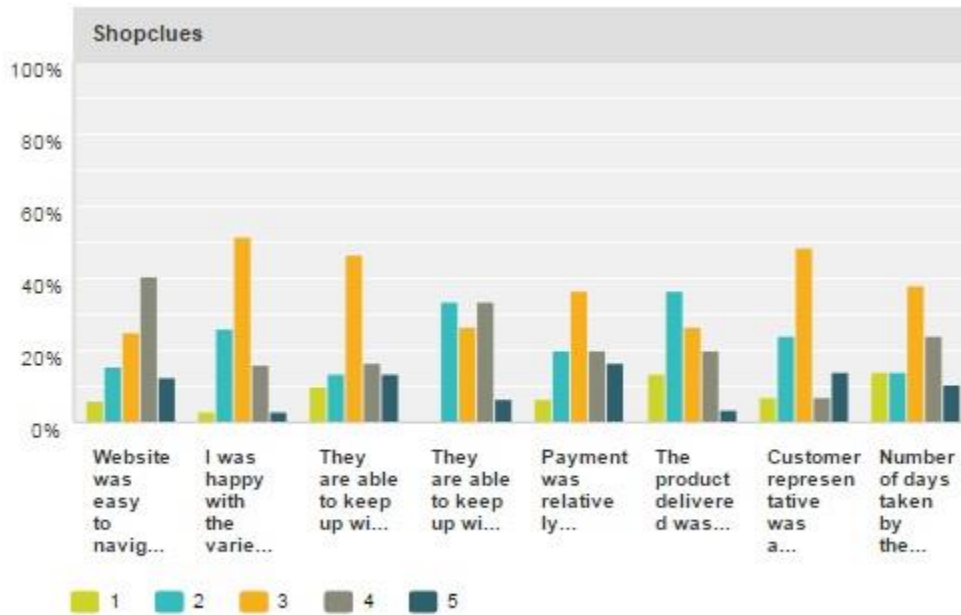
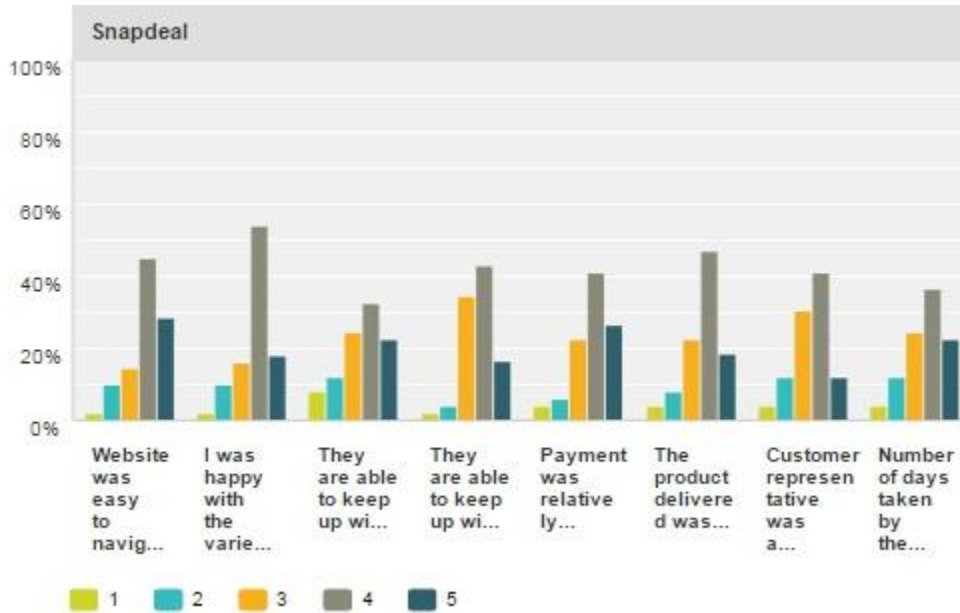


## Age

Answered: 68 Skipped: 0

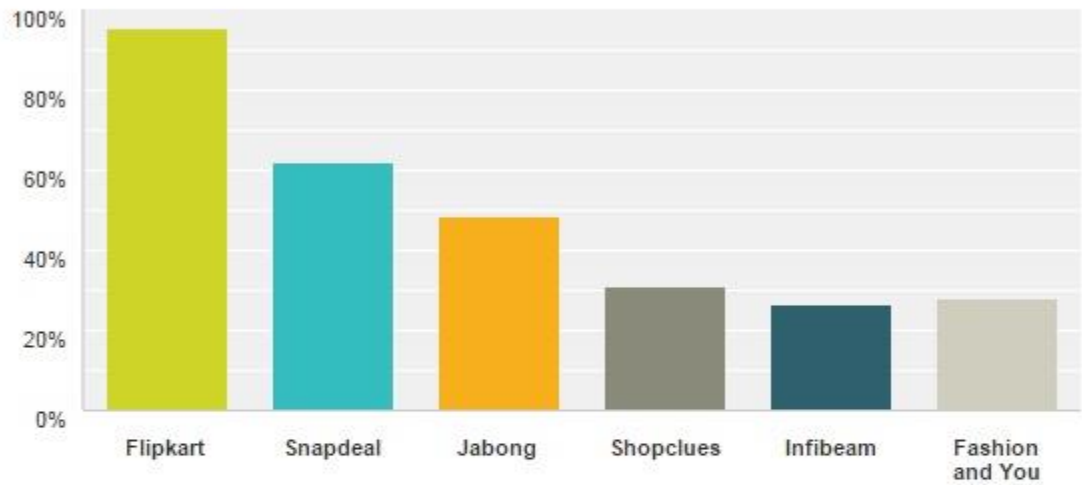


Answer Choices	Responses
5-15	0.00% 0
16-25	57.35% 39
26-35	23.53% 16
36-45	7.35% 5
46 or above	11.76% 8
Total	68



## Service of which of the following sites have you used

Answered: 68 Skipped: 0



Answer Choices	Responses
▼ Flipkart	95.59% 65
▼ Snapdeal	61.76% 42
▼ Jabong	48.53% 33
▼ Shopclues	30.88% 21
▼ Infibeam	26.47% 18
▼ Fashion and You	27.94% 19
Total Respondents: 68	

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**Overall, how would you rate the following e-commerce firms in ascending order (1 being most preferred)**

Answered: 66 Skipped: 2

Answer Choices	Responses	Responses
Flipkart	Responses	100.00% 66
Snapdeal	Responses	95.45% 63
Jabong	Responses	93.94% 62
Shopclues	Responses	80.30% 53
Infibeam	Responses	78.79% 52
Fashion and You	Responses	75.76% 50
Other (one which you specified)	Responses	25.76% 17