Major Project Report on

SUPPLY CHAIN MANAGEMENT PRACTICES IN Q-COMMERCE INDUSTRY – A CASE STUDY OF ZEPTO

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CERTIFICATE

This is to certify that the dissertation report titled **"SUPPLY CHAIN MANAGEMENT PRACTICES IN Q-COMMERCE INDUSTRY – A CASE STUDY OF ZEPTO"** is a project carried out by **Ms. Vartika Uprety** of **EMBA 2023-24** and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfillment of the requirement for the award of the Degree of Master of Business Administration – Executive.

Signature of Guide
(DSM)

Place:

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DECLARATION

I, **Vartika Uprety**, student of **EMBA 2023-24** of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi – 42, hereby declare that the dissertation report being submitted on the "Supply Chain Management Practices in Q-Commerce Industry – A Case Study of Zepto" is being submitted for attainment of Degree of Master of Business Administration - Executive and is an original work conducted by me.

The data and information submitted in the report is true to the best of my knowledge.

This project report has not been submitted to any other University, for attainment of any type of degree.

Place : Noida   **VARTIKA UPRETY**

Date :

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My sincere thanks to Dr. Vikas Gupta, who was my guide and my mentor during this project, for providing me with the opportunity to do this dissertation under his guidance and expertise.

I also extend my gratitude to my parents, who provided me the much-needed encouragement and moral support.

VARTIKA UPRETY

EXECUTIVE SUMMARY

A supply chain is a network between customers, the manufacturers, and the suppliers which involves exchange of activities between these parties such as purchase, logistics and transportation, production and distribution.

There is a general notion that the supply chain starts with the procurement of raw materials, but if we see the supply chain starts with the "customers". If there is no customer, there will be no demand and if there is no demand there will be no production of the good / service.

Both the product as well as the service have a supply chain. The methodology may differ slightly, but the concept of supply chain remains the same for both types of industries.

We can broadly look at the objective of an effective supply chain from three aspects:

- For a Customer: Acts as a medium to fulfill customers need/requirements

- For a Manufacturer: Acts a medium to procure raw material, make a quality product, and transport it to the supplier / customer.

- For a Supplier: Acts as a medium to procure finished good from supplier and sell the product to the customer/end consumer.

The supply chain for every industry is different and works differently. In this paper, we are focused on exploring the supply chain of the Q-Commerce industry.

The Q-commerce industry, also referred to as the quick commerce industry, is one of the most trending industries which has recently grown by leaps and bounces after the COVID-19 Pandemic in India.

There is always high demand for daily need products from this industry and the consumers find this industry an essential and integral asset of their day-to-day livelihood.

On the other hand, this industry faces a lot of challenges as well as they have to fulfill the quick and changing demands of their customers and thus, I believe that it can be labelled as a "convenience" based industry as well i.e. they have changed the way a customer used to behave earlier for buying small daily need products and how now at present the customer has become so much dependent on this industry for buying daily need products.

CONTENTS

CHAPTER-1 : INTRODUCTION

INTRODUCTION

The Q-commerce industry is a trending industry now-a-days with quick customer demand fulfillment concept at the customers doorstep. The industry uses new technologies like artificial intelligence to gather customer information, understand customer behavior and buying patterns and identify those areas with highest demands, so as to setup their dark stores. With all these aspects its Q-commerce industry has been dynamic, because of which its supply chain has also been complex in nature.

By saying complex supply chain, it is meant that there are multiple levels to the supply chain, various distribution channels, demand fluctuations, inventory and warehousing management at different levels etc.,

To deal with a complex supply chain it is necessary to have a lean and agile (leagile) supply chain, to optimize performance and gain competitive advantage.

To discuss more about the supply chain practices of Q-commerce industry, one of the most trending brands i.e. "Zepto" has been chosen as a case to study.

This paper focuses on the supply chain of Q-commerce industry and what management practices are adopted by such brands like Zepto in managing such a complex supply chain.

During the research study it was observed that very few articles and papers have been written on complex global supply chain of Q-commerce industry outside India but not much has been discussed on supply chain management practices, the marketing strategies adopted by Q-commerce Industry in India and how does companies like Zepto does super-fast delivery in 10minutes, what supply chain mechanism do they have, how do they gain a competitive edge, what marketing / promotional strategies do they adopt, which has been the focal point of this research.

The scope of this research paper is to cover various aspects of supply chain and management, the practices, marketing, and communication strategies used by Q-commerce brand like Zepto and the business model used by them along with the business challenges they may face if the supply chain is ineffective.

The limitation to this research is lack of proper response from delivery agents, who because of time constraints and other constraints, could not contribute much to the questions asked.

The research objectives of this paper is to understand the following aspects:

1. Understand the concepts of a supply chain.

2. Identify the type of supply chain of a Q-commerce industry.

3. Understand the supply chain management practices / approaches adopted by the Q-commerce industry.

4. Understand the practices related to supply chain management which help Q-commerce brands like Zepto, get a competitive advantage.

5. Explore the effectiveness of supply chain management practices which are adopted by Q-commerce brand like Zepto, so as to seize a good amount of market share.

6. Understand the consumer behaviour towards Q-commerce Industry by discussing around brand like Zepto.

SUPPLY CHAIN MANAGEMENT

"Management" refers to controlling or organizing things.

A supply chain management refers to managing flow of goods (raw material, work-in-progress, finished goods)/ products/ services, data, finances, and distribution channels.

Having an efficient as well as an effective supply chain is vital because of the following reasons:

1) To reduce operational costs
2) To increase efficiency
3) To improve customer satisfaction
4) To increase competitive / strategic advantage
5) To manage inventory and related costs
6) To improve management's decision-making ability
7) Globalization

Let us try to elaborate each of the above aspects:

- Operational costs and efficiency can be reduced by an effective supply chain management system by optimizing its production, inventory, and transportation. It can further be optimized by minimizing wastages and reducing overhead expenses.

- Customer satisfaction can be enhanced by fulfilling customer needs, wants at the correct time, to the right customer and at a valid place.

- An efficient and effective supply chain management system will always give any business a competitive edge. Having a competitive advantage allows businesses to quickly meet the fluctuating market as well customer demands. It also allows businesses to become flexible and adapt to new

trending changes & innovations and mould itself according to the changing environment.

- Inventory and costs related to inventory such as holding cost, carrying cost, ordering cost, stockout costs can be balanced with an efficient supply chain management system.

- Management's decision-making capability is enhanced with optimized processes and strategies.

- Improves scope for more globalization and to reach out to more target audience.

A supply chain management is a set of strategic management activities which involves the acquisition as well as the transformation of unprocessed material to a processed product and to ensure on time delivery of the finished product to the end customer.
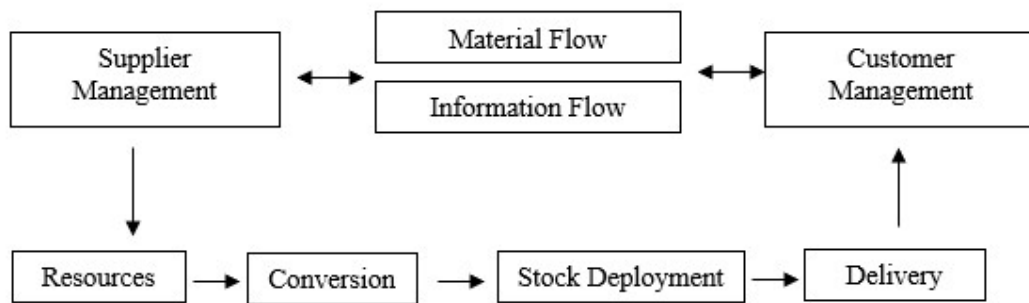

Fig-I : Basic Supply Chain Management System

The industry environment varies for different types of industries.

For example, the industry environment of the Q-Commerce Industry is very dynamic because of which its supply chain management is also quite complex in nature.

Let us see the basic supply chain management system of a Q-Commerce Industry

Fig-II : Basic Supply Chain Management System of a Q-Commerce Industry

After having understood the concepts of supply chain and its management, and having a glimpse of the supply chain management system followed by the Q-Commerce Industry, it is now time to take a dive into various other aspects such as what supply chain management practices or approaches are adopted by the Q-Commerce Industry? How does the practices related to supply chain management help a brand in this industry to get a competitive advantage? How, with an effective supply chain management practice a Q-Commerce brand can capture a good share of market?

(Adebayo, Tolulope. (2017). An Econometric Analysis in Retail Supply Chain Management: Sales Forecasting, Inventory Benchmarking and Supply Chain Optimization.)

CHAPTER-2: LITERATURE REVIEW

INTRODUCTION

The start of online food service industry coined the term "Q-commerce". Q-commerce was never linked with buying daily need items or grocery items. For the daily need items, the only thing that would come to a consumer's mind would be "shops" or "retail grocery stores/outlets". Never did anyone thought that these daily need items could be delivered at the doorsteps to them within the blink of an eye.

Recently, after the pandemic hit many parts of the world the Q-commerce industry for the grocery items was born. Until COVID-19 the focus was more towards e-commerce and specifically talking, in India the Q-commerce industry was not much known and accepted.

The introduction to Q-commerce industry in buying daily need items was new to the Indian audiences.

The acceptance rate of this industry was a little gradual, but as it grabbed attention the industry grew with a boom.

During the literature study for the subject works, it was found that not much papers have been written on the Q-commerce industry in India and not many have researched on this Industry.

One of the research papers which has done research on Q-commerce industry but for other countries, excluding India. The researchers suggested that people in those foreign countries saw people facing issues related to security/privacy within this sector as the companies operating on this model used to fetch a lot of information from the users, which used to lead to lot of data piracy.

Another research analysed that post COVID-19 Pandemic, the consumer behaviour took a drastic U-turn. It was observed that earlier the consumer was not much convenience centric but now-a-days due to the introduction of this Q-commerce industry and getting products delivered at a stone throw away

distance and time, the consumers have reliant on this type of business model and are turning to be convenience centric.

Even though the product or service is provided at a rate higher than what is being sold outside, still they are preferring to buy it, as it is convenient and easy for them. Customers are assured that these app-based brands are just one click away from them, which in both turns have made customers less active but on the other hand also fulfils there last-minute needs, by overcoming there anxiety.

Another research analysed that Q-commerce is a type of E-commerce but the primary difference between the two is that one gets only limited items over Q-commerce platforms but gets a buffet of items at E-commerce platforms and states that E-commerce as a platform is better than Q-commerce due to the availability of variety of products. Contradictory to this another researcher claims that Q-commerce is better than E-commerce as it saves time, even if customer the has to pay a higher penny for the opportunity cost these brands are charging.

Thus, there are different theories, views and research made on Q-commerce worldwide, but during the literature review of other papers, it was found that not much research has been done in the Indian Context of Q-commerce Industry and how brands available in India like Zepto, are gaining popularity and becoming the market leaders in this sector.

This paper has been formulated to gain an insight on the same.

(Dr. Ch. Munendar Reddy (2023) Study on Emerging Business Trend : Q-commerce ; Gauri Ranjekar, Debjit (2023) Risk of Q-commerce : Business Models & Infrastructure Requirements ; Faraz Ahmed, Najla Shafighi(2022) Growth of Q-commerce Industry in South Asia : Challenges and Opportunities)

INSIGHTS OF Q-COMMERCE INDUSTRY

The Q-commerce industry specifically in the grocery industry market and specifically in India has grown recently.

During the COVID-19 pandemic, a drastic change in the consumer's behavior has been observed and studies have shown following change in consumer's behavior:

- Consumers have become less active.
- Consumers started preferring things delivered at their doorsteps.
- Consumers started avoiding the hustle of long queues.
- Consumers started to prefer staying in the house rather than shopping around.
- Consumer buying pattern changed.
- Consumers became more anxious.

In India to be specific, the above-mentioned worries or concerns related to a consumer's behavior were seen as an opportunity by companies like Zepto, Grofers, Zomato, Big Basket, Swiggy and many others, who thought of overcoming these concerns by focusing on the "daily need items" segment and drew their focus on creating models which can fulfill these "daily need requirement" of their customers withing the blink of their eye and as per their convenience and at their doorstep.

Out of all the players listed above, for the purpose of research Zepto has been chosen as it is one of the most trending player now-a-days, as it is gaining popularity due to its unique selling preposition of delivering within 10 mins and has the fastest record of delivering within 8 minutes 47 seconds, which reflects on how well managed supply chain management practices they have adopted.

SUPPLY CHAIN OF ZEPTO

Zepto's supply chain can be understood by looking at various factors they have focused on for making it efficient. These factors includes the concept of :

- Dark Store
- Super Quick Packaging
- Delivery Agents familiarity with their locality

Let us try to discuss each of the above-mentioned critical factors.

THE "DARK STORE" CONCEPT

The "Dark Store" sounds like the title of some horror movie, but surprisingly it is not the case. It is something that has been developed by the Q-commerce grocery delivering brands like Zepto to fulfill the quick demands of their customers.

Unlike the local stores a dark store is a store that a customer will not tend to see or notice quickly across the roads and is a type of hidden store, which acts like a small brick and mortar warehouse.

Dark stores are usually built in the basement of an existing building, so that it is less visible to people around.

To decide the location of a dark store, first the target city/region is selected. Then each location has a 1-1.5 km delivery radius around it and the right sites are narrowed down using spatial analytics like Snowflake Data Marketplace (i.e. an online store where people can buy data) and CARTO Data Observatory (i.e. it is a location intelligence platform) which includes:

- Demographics
- Income
- Consumer Segments
- Purchasing Patters

- Population Density
- Housing Units

After this, using a spatial index the expansion manager can find multiple locations across the city for opening a dark store.

Zepto uses the same methodology in deciding the location of opening a dark store. They have a hyperlocal warehousing model which ensures that the products are always delivered to customers at just a stone's throw away distance.
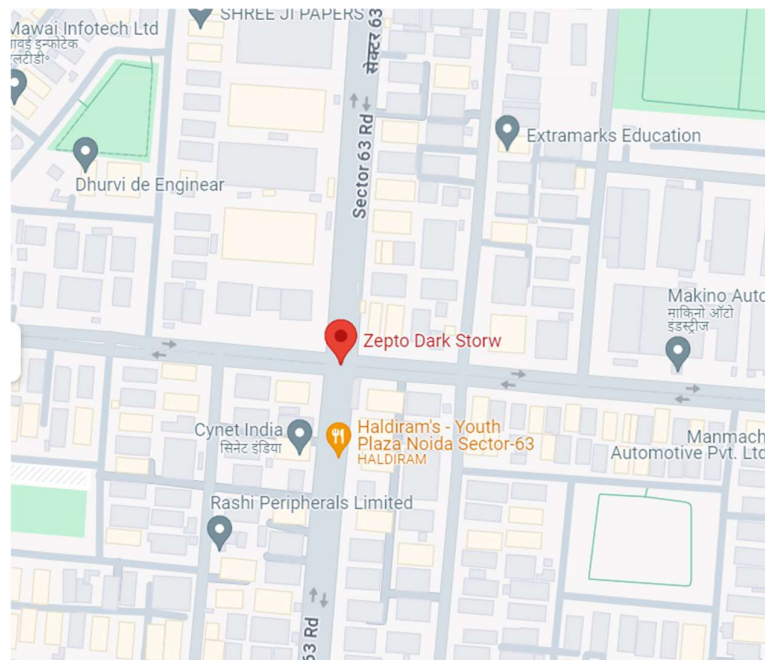

Fig-III : Dark Store Location of Zepto

They also use smart routing algorithms which help them identify the optimal route to reach the customer's location in the least possible time.

Operational efficiency is the game which Zepto plays with. They have a well-structured dark store which helps representatives inside the dark stores to work quickly and in a manner that they take only a minute to dispatch the products to the delivery agents.

Zepto knows very well that items like fruits, vegetables or dairy products are

most frequently consumed products and that is why they have placed it near the entrance area.
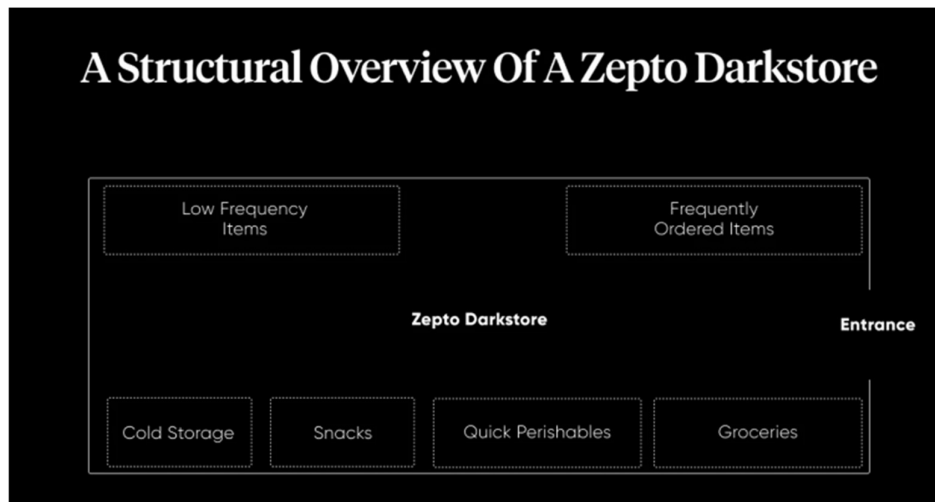

Fig-IV : Structural Overview of Zepto Dark Store

Similarly, they have identified the pattern that, after the grocery items come perishable items, snacks and at last comes the cold storage items and have thus strategically placed them towards the end. They have adopted this concept from Mc Donalds.

SUPER QUICK PACKAGING TECHNIQUE

Many of us wonder how Zepto manages to deliver so quickly. One of the prime reasons for the same is its super quick packaging technique.

In this technique what they do is, they have a person designated as a "picker" who is placed inside the dark store. His job is to quickly pick up those products the customer is putting in the mobile app's basket.

Now, whenever a customer is online Zepto assigns a designated picker to that customer and the picker then quickly picks up the item and puts it in a physical basket available with him.

If the customer removes any item, then the picker is also quick enough to remove it from the physical basket he is carrying for that particular customer inside the dark store.

Once the order is placed by the customer on his/her mobile app, the same information is transmitted to the device available with the picker and he quickly bills everything and gives it to the assigned delivery agent.

Fig-V : Supply Chain of Zepto

Another feature that picker's device has is a "store map" facility. This map is about the store and the picker uses it to see where the item he is searching for can be located.

This makes Zepto a kingpin on operational efficiency as they ensure that the entire order is picked by the picker and handed over to the delivery agent in 60-90 seconds and not more than that. This indicates that entire focus of "timely delivery" is on "last mile delivery", which eases pressure on the delivery agent.

Some people have this misconception that it is the delivery agent who is driving fast and risking his life to deliver quickly, however, same is not the case, it is the efficient supply chain policy that Zepto has adopted which helps them focus on last mile delivery and deliver to customer in less than 10 mins!

Another feature of Zepto is that its dark stores always have the delivery agents ready on their toes and they are standing outside the dark stores. In this manner Zepto saves time in assigning a delivery agent and is able to deliver so quickly.

Food delivery apps or travel based apps on the other hand are not so fast in delivering the service because the maximum amount of time they take is in assigning a delivery agent which is hired by a third party and not by them.

Zepto made an effective use of technology by giving tablets or electronic devices to its "pickers" and thereby reducing the time in searching for a product manually.

DELIVERY AGENT's FAMILIARITY WITH THEIR LOCALITY

The human factor is one of the biggest factors, which Zepto uses as an advantage. Zepto has its dark stores located in close proximity to its customer and has algorithms to find out the optimized route.

The delivery agents per dark store remain the same as he is assigned for that location only. Now once the delivery agent is the same and the routes, he is travelling our same, then automatically the delivery agent becomes familiar with the routes.

Along with this another thing that needs to be focused on is the "time calculation framework" of Zepto.

The first two aspects, i.e the time required to assign a delivery partner to the order and the time required for the assigned delivery partner to reach the dark stores are eliminated by Zepto in their business model.
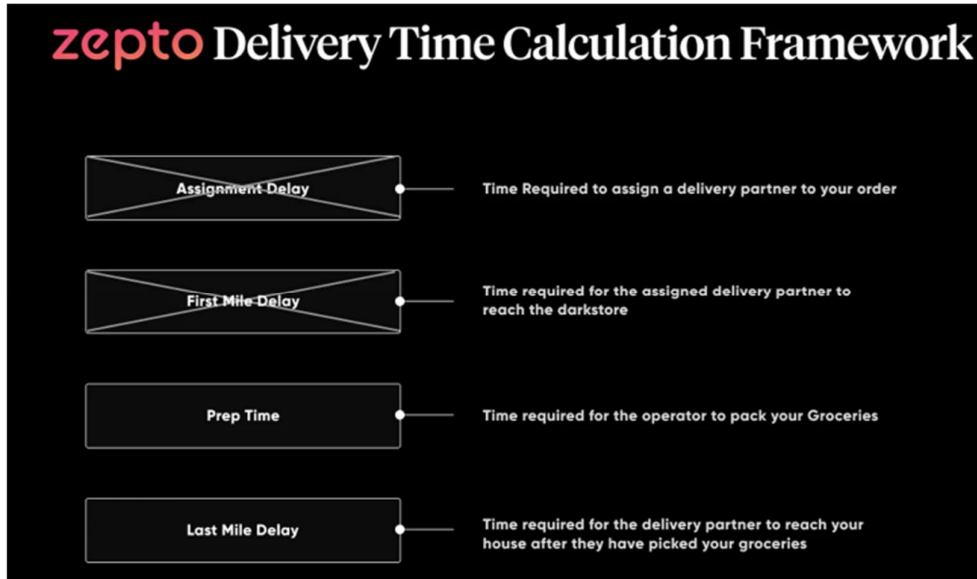
Fig-VI : Zepto Delivery Time Calculation Framework

By having an efficient supply chain management system, they are able to eliminate the assignment delay as well as the first mile delay and are thus able to focus only on the prep time cycle phase and the last mile delay phase.

Zepto plays around only these two stages and is thus able to delivery so quickly.

OTHER ASPECTS OF ZEPTO's SERVICE
There are many other aspects of the services provided by Zepto, which helps them retain valued customers.

a) Real Time Tracking
Zepto has inculcated a user-friendly real time tracking system, which helps the customer from order initiation to order packing to order receiving at his end.

Customers tend to see a real time tracking of the order that they have placed with all the promotional activities running in the background. The tracking system is quite innovative and existing for the customers and keeps them engaged over the screen.

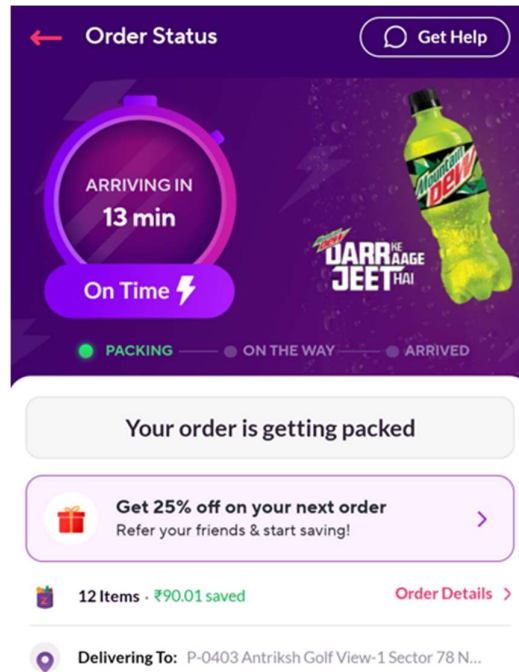A snapshot of live real time tracking can be seen below:

Fig-VII : Real Time Tracking at Zepto

b) **Transparency**

Another aspect to Zepto's supply chain is they are transparent with the customers, which helps customer gain confidence over them and helps reduce customers anxiety levels as well.

With all their activities such as order packaging, to delivery executive been assigned, Zepto lets its customer stay up to date with their orders.

Fig-VIII : Transparency System of Zepto

c) Marketing / Promotional Strategies

Zepto blends speed, savings, and technology innovation seamlessly. They use occasion as opportunity quite well. Examples, When Holi was around they promoted all products related to the specific occasion like appliances, holi special items, post holi care items, holi pooja related items and etc.,.

They quite well understand the customers last minute needs and wants and accordingly target their audience.

They play around with the packaging part as well to promote themselves in a better and effective manner. Zepto uses eco friendly paper bags and keeps updating its packaging content so as to keep the customers motivated and excited.

Fig-IX : Promotional Strategy of Zepto

Even if there are two different occasions, Zepto knows very well how to handle and promote themselves in both the events.
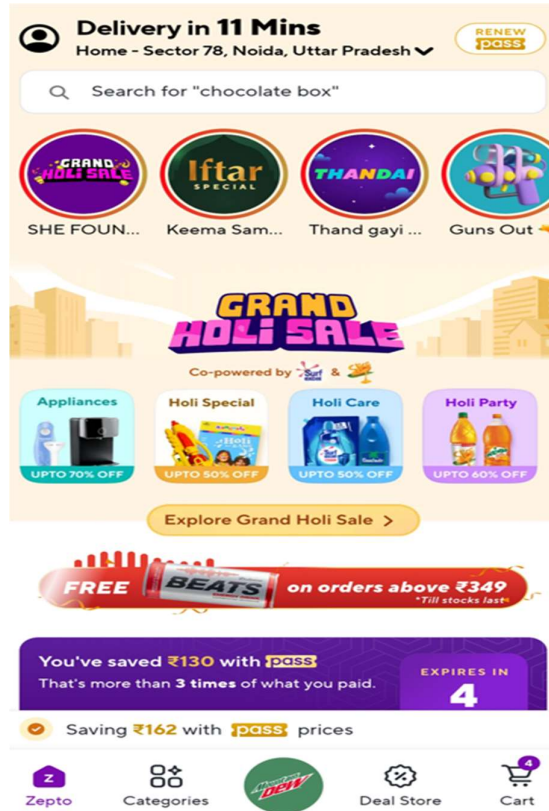
Fig-X : Marketing Strategy of Zepto

Recently Zepto launched "Zepto Pass Members" , where in they provide discounts and offers to special customers. But the delivery time or duration remains same for both a normal customer as well as a person having membership.

Fig XI : Promotional Strategy of Zepto

The notification strategy that Zepto uses is also quite attractive and catchy. It portraits love and affection, which attracts a customer and eventually the customer lands up in exploring the notification.
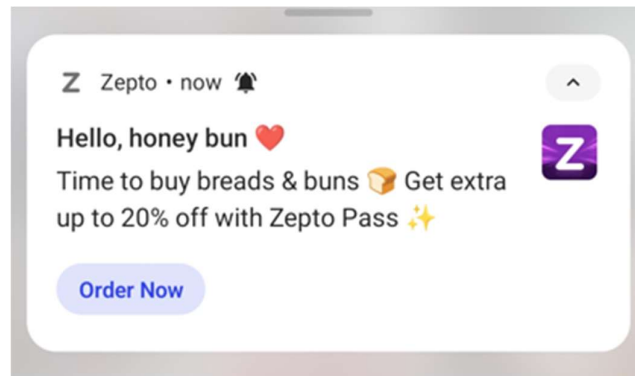
Fig XII : Promotional Strategy of Zepto

They claim to deliver in 10 minutes with their tag line "Groceries delivered in 10 minutes". They proudly call them the "last minute delivery apps for customers last minute needs". They recorded the fastest maiden delivery at 8 minutes 47 seconds.

With all these effective marketing and promotion strategy Zepto wants to make the 10-minute delivery thing a "new normal" and the "buzz word" in the town.

Earlier the primary USP of Zepto was "free shipping with no delivery charges." However, with the recent incoming of new competitors they have also started charging delivery fees but not as high as their competitors like Blinkit or Big Basket.

All these marketing and promotion strategies are what Zepto uses to attract and retain customers and has been quite successful in doing so.

d) Weight Constraint Mechanism

Zepto is a Q-commerce company and definitely has some constraints as well. One of them being the "Weight Constraint".

A customer cannot order more than 20 kgs over Zepto Application, as the delivery agents have e-bicycle which cannot lift much weight and if they add on more weight then it would be difficult for them to drive in a reasonable speed as well.
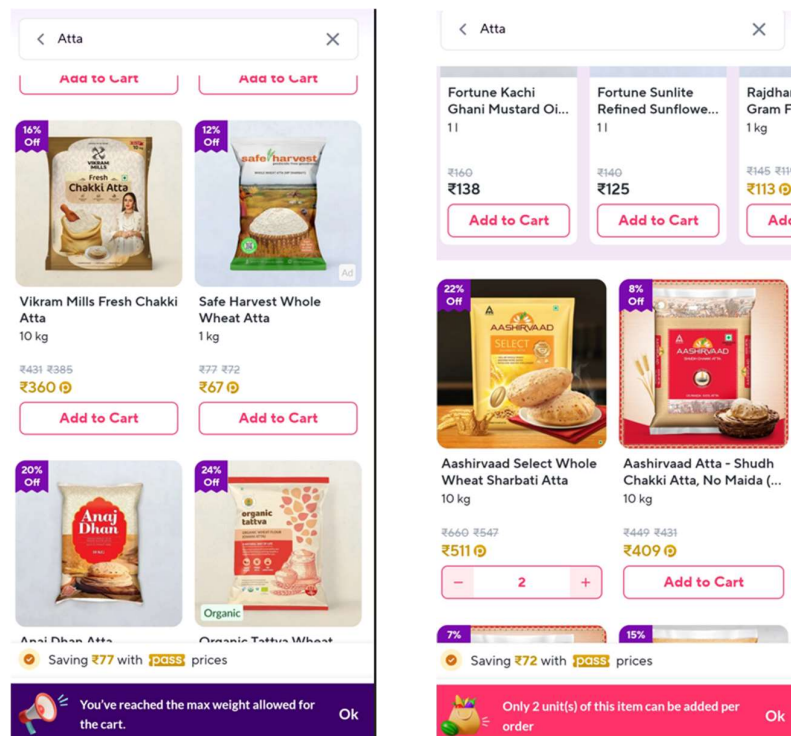
Thus Zepto provides a limit of 20kg that can be ordered.

Fig XIII : Weight Constraint of Zepto

e) Payment Methods

Zepto provides all modes of payment, be it cash on delivery, online payment like UPI, Net Banking or Debit/Credit Card usage.

Even if you have opted for cash on delivery still you can use UPI as a
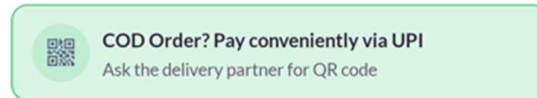
payment interface for making the transaction.

Fig XIV : Payment Method at Zepto

f) Grievances / Feedback

Zepto has very good user-friendly feedback system. Aa a loyal customer I have faced hardly one or two issues with the quality of perishable orders like milk, but apart from that I have never faced any quality or service related issue.

Their feedback mechanism is quite fast and smooth and the customer does not has to wait much longer for his query to get addressed.
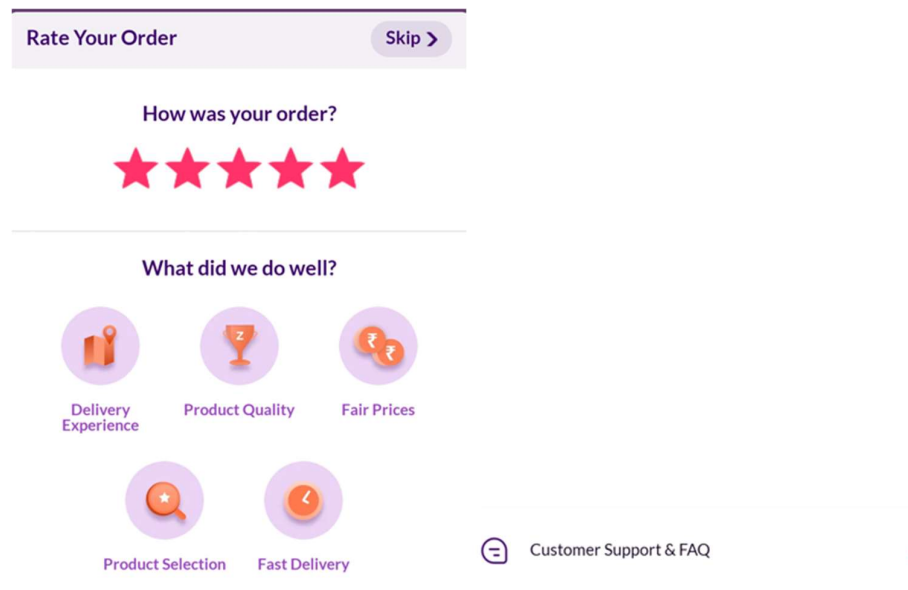

Fig XV : Grievance / Feedback Mechanism at Zepto

(Source : The photographs have been extracted from Zepto's Official Mobile Application.)

CHAPTER-3: RESEARCH METHODOLOGY

RESEARCH METHODOLGY

In the present-day scenario when the competition amongst different companies has become very severe, aggressive and lucrative sales and promotion techniques have become the call of the day to survive in the Industry, the subject topic has been so chosen to portray the influence of social media in building customer relationship management within a small medium sized enterprise.

Undersigned collected primary data by interviewing delivery agents of Zepto and circulated questionnaire in the form of a google form amongst the people who are working, shopaholics, Gen-X, Millennial Generation and Gen-Z population.

The questionnaire is based on 5-point Likert scale ranking method, wherein all the questions have been given a rating in the scale of 1 to 5, where each of the numbers represent the following:

1: Strongly disagree
2: Disagree
3: Neutral
4: Agree
5: Strongly agree

At the start of questionnaire, demographic data of respondents was recorded such as their name, email id, age and gender, so that during the study the audience can be segregated on these bases.

A Likert scale is a psychometric scale which is commonly used in research, for study purposes that employs a set of questions, which are then analyzed, for further detailed study. It can either be a 3 point, 5point or 7-point Likert Scale. It is used to gauge respondents' opinions or feeling or thought processes. It is a qualitative type of scaling survey, which uses quantitative values/range to

arrive at the conclusion.

Secondary data was also used for carrying out the study. Research papers, articles from websites such as google scholar and internet has been used.

SAMPLE SIZE

For the research purpose we have interviewed delivery agents and floated questionnaires amongst the people who are working, shopaholics, Gen-X, Millennial Generation and Gen-Z.

LIMITATION OF STUDY

The analysis for this research got restricted as only 55 respondents participated in the market survey and not much of the data could be gathered to carry out study on a larger scale. Also, the delivery agents were not much cooperative in providing answers to the questions, as they had other deliveries assigned as well and as it is Q-commerce platform, they had to be quick on their toes in reporting back to the dark store manager.

CHAPTER-4 : DATA ANALYSIS

FINDINGS

About 70.91% of the total prospect population are women and around 47.3% were Gen-X. Our findings are based on the questionnaire which was framed around the objective of the study and following was inferred from each objective:

Objective-1: Understand the concept supply chain.

Analysis: The questionnaire started with asking questions about Zepto as a brand and then in correlation with this people were asked questions related to supply chain, which indicated that the majority "understands" the concepts of supply chain. Thus, it could be inferred that the Gen-X are much more aware about the concepts of supply chain as compared to Boomers-II or Gen-Z.

Objective-2: Identify the type of supply chain of a Q-commerce industry

Analysis: A question was put across whether the target audience has late delivery (more than 10 mins) from Zepto. And it was inferred that the majority of respondents i.e. 32.7% of the population "strongly disagreed". Which indicated that Q-commerce brands have a sorted supply chain system and are thus able to deliver so effectively and efficiently.

Objective-3: Understand the supply chain management practices / approaches adopted by the Q-commerce industry.

Analysis: Around 34.5% of the population "strongly disagreed" that they faced any late delivery issues with Zepto and around 34.5% of the population was "neutral" on their views. However, looking at the majority of "strongly disagreed" population, it indicates that with the concept of Dark Stores that Zepto has initiated has enabled them to manage and adopt one of the most effective of creating an efficient supply chain management system.

Objective-4: Understand the practices related to supply chain management which help Q-commerce brands like Zepto, get a competitive advantage.

Analysis: Zepto's concept of dark store, super quick packaging and delivery agents' familiarity with their locality has made them gain a competitive advantage. The majority of people around 36.4% "strongly agrees" on the same that Zepto's effective supply chain management gives them a competitive advantage.

Objective-5: Explore the effectiveness of supply chain management practices which are adopted by Q-commerce brand like Zepto, so as to seize a good amount of market share.

Analysis: On an average majority of people, around 25% "strongly agrees" that an effective supply chain helps a Q-commerce brands like Zepto gain competitive advantage from their competitors like Blinkit, Big Basket and Amazon Fresh, which in turn helps them seize a good amount of market share.

Objective-6: Understand the consumer behaviour towards Q-commerce Industry by discussing around brand like Zepto.

Analysis: Majority of people around 38.2% "strongly agrees" that they identify Zepto as an established brand. The majority of the population around 49.1% "strongly agrees" that they have ordered from Zepto, which shows their presence in the market and awareness amongst its customers. Also, when choosing between Zepto over their competitors like Blinkit, Big Basket and Amazon Fresh, the majority of the population "agrees" of choosing Zepto over its competitors.

CHAPTER-5 : RECOMMENDATIONS

RECOMMENDATIONS

The concepts and strategies used by Zepto like dark store, super quick packaging and delivery agents' familiarity with their locality has made them have an effective supply chain management practice, because of which they are able to fulfil customers last minute delivery needs. In terms of standing out against their competitors, Zepto in a very short span has shown a good growth trajectory.

However, in order to sustain more in the markets I would recommend that Zpeto should make use of augmented reality which can make their customers have an altogether new experience.

They have recently started selling jewelry, cosmetics, kids toys as well so they can now look into selling in some other category as well like electrical appliances etc. This will open a new horizon for them.

During the survey it was seen that the majority of the population was from metropolitan cities, so I would recommend that Zepto should also target small cities and some urban areas as well, to increase its presence. And also, as it is "strongly agreed" by 40% of the population, Zepto should also try to expand globally. They can rope in celebrities or influencers to adopt promotional marketing strategies.

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ANNEXURE

INTERVIEW QUESTIONS FOR DELIVERY AGENTS

S.No.	Description	Respond (Yes/No)
1	Can you let us know the location of dark store?	
2	Do you have to rash drive, so as to deliver the order quickly?	
3	Are you allowed to enter the dark store?	
4	Are you always present near the dark store location?	
5	Can you disclose your salary?	
6	Do you get casual leaves?	
7	Are you hired by Zepto or a Third Party?	

QUESTIONNAIRE FOR OTHER AUDIENCE

PART-A:

NAME				
EMAIL ID				
GENDER		MALE	FEMALE	
AGE		< 25 years	25-40 years	> 40 years
LOCALITY				

PART-B:

RANKING LEVELS	DESCRIPTION
1	STRONGLY DISAGREE
2	DISAGREE
3	NEUTRAL
4	AGREE
5	STRONGLY AGREE

PART-C: QUESTIONNARIE

S.No.	Description	1	2	3	4	5
	Identifying Zepto as a brand & Analyzing its Supply Chain					
1	"Do you recognize Zepto as an established brand"					
2	"Have you ever ordered from Zepto"					
3	"Have you ever experienced late delivery (more than 10 mins) from Zepto"					
4	"Have you ever faced any issue with Zepto's					

S.No.	Description	1	2	3	4	5
	Delivery/Product Service"					
5	"Do you think Zepto's effective supply chain system gives them a competitive advantage"					
6	"Do you think Zepto should adapt more promotional strategies"					
7	"Do you think Zepto should expand its global presence"					
	Zepto's Competitive Positioning	1	2	3	4	5
1	"Would you prefer Blinkit over Zepto"					
2	"Would you prefer Big Basket over Zepto"					
3	"Would you prefer Amazon Fresh over Zepto"					

GENERAL RESPONSE OF DELIVERY AGENTS

S.No.	Description	Respond (Yes/No)
1	Can you let us know the location of dark store?	No
2	Do you have to rash drive, so as to deliver the order quickly?	No
3	Are you allowed to enter the dark store?	No
4	Are you always present near the dark store location?	Yes
5	Can you disclose your salary?	No
6	Do you get casual leaves?	Yes
7	Are you hired by Zepto or a Third Party?	Hired byZepto

REPONSE OF OTHER AUDIENCE

GENDER
55 responses
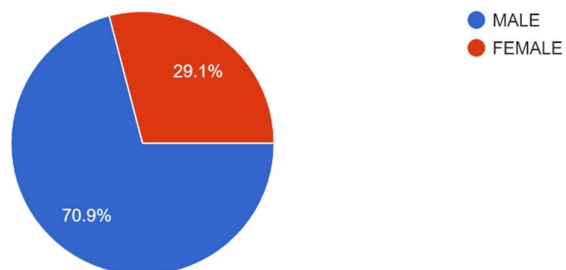
AGE
55 responses

LOCALITY
55 responses

Bar chart with categories: Allahabad, East Delhi, Ghar ke pass, KOLKATA, Mumbai, Noida, Prayagraj, Sector 62 NOIDA, Uttar Pradesh, n...

Values shown: 1 (1.8%), 5 (9.1%), 1 (1.8%), 2 (3.6%), 10 (18.2%), 1 (1.8%), 11 (20%), 1 (1.8%), 2 (3.6%), 2 (3.6%), 1 (1.8%), 2 (3.6%), 1 (1.8%)
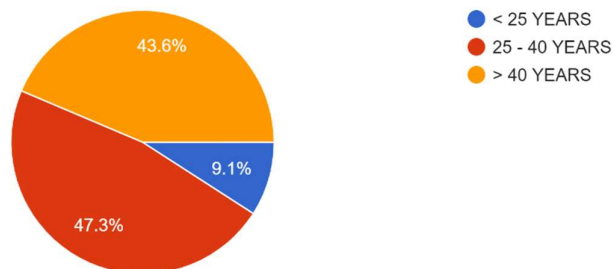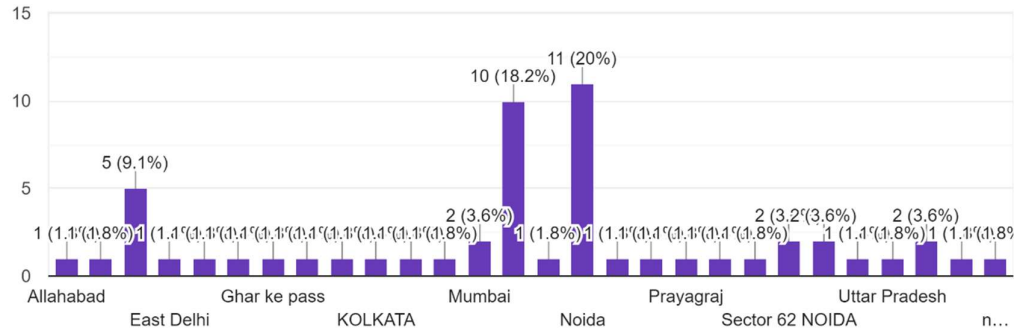
Do you recognize Zepto as an established brand?
55 responses

Rating	Count
1	0 (0%)
2	2 (3.6%)
3	11 (20%)
4	21 (38.2%)
5	21 (38.2%)
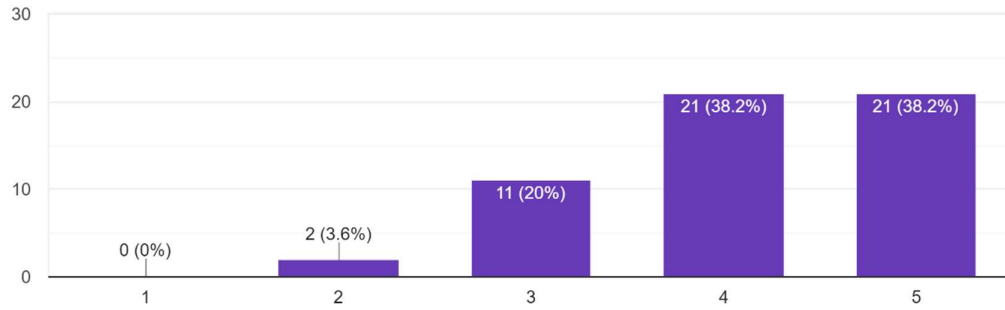
Have you ever ordered from Zepto?
55 responses

Rating	Count
1	13 (23.6%)
2	0 (0%)
3	5 (9.1%)
4	10 (18.2%)
5	27 (49.1%)
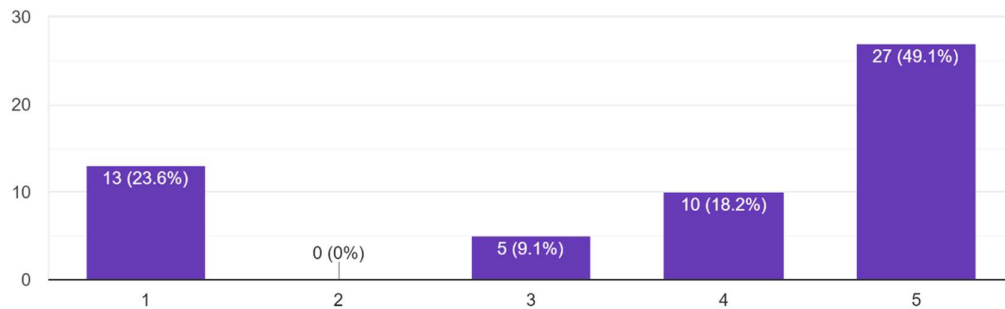
Have you ever experienced late delivery (more than 10 mins) from Zepto?

55 responses
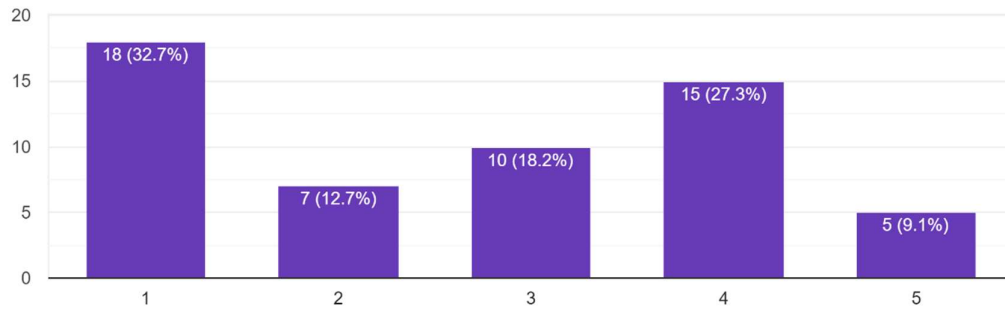
Have you ever faced any issue with Zepto's Delivery/Product Service ?
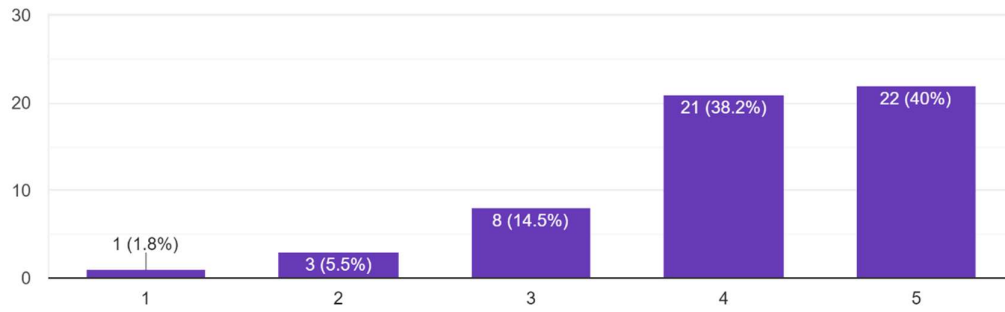
55 responses
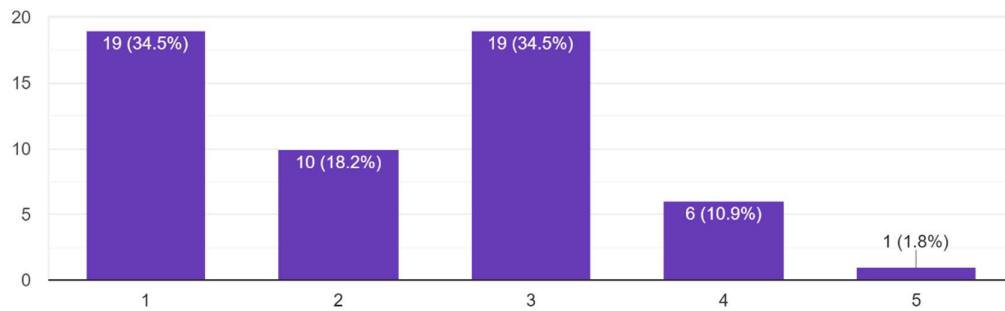
Do you think Zepto's effective supply chain system gives them a competitive advantage?
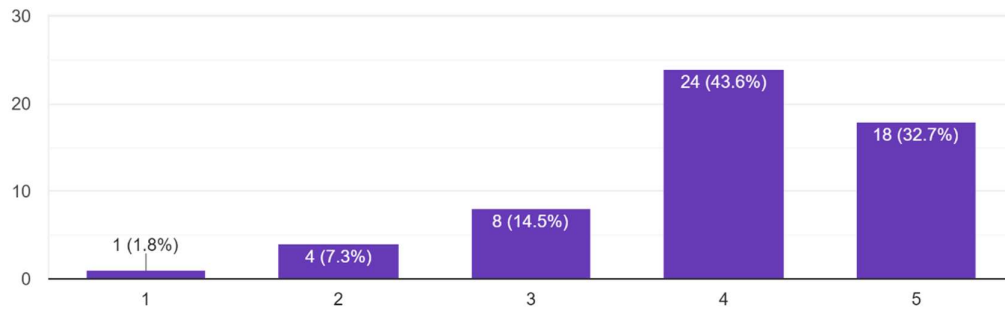
55 responses
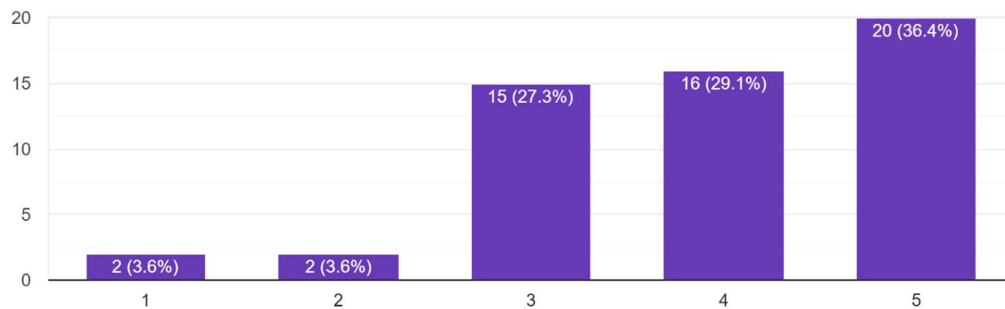
Do you think Zepto should adapt more promotional strategies?
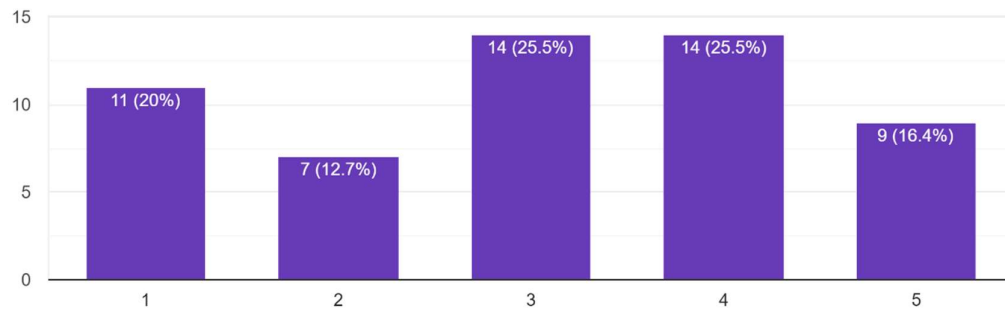55 responses

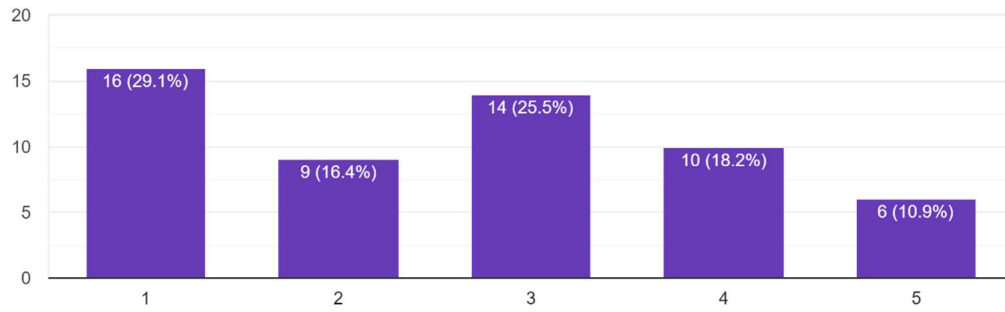Do you think Zepto should expand its global presence?
55 responses

Would you prefer Blinkit over Zepto?
55 responses

Would you prefer Big Basket over Zepto?

55 responses

Would you prefer Amazon Fresh over Zepto?

55 responses