MRP.3

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EXECUTIVE SUMMARY

It is easy to imagine that the convenience of having groceries, snacks or household items delivered to your door within 10-30 minutes is a reality for millions of Indian consumers without them realizing it. Quick commerce startups like Blinkit, Zepto and Swiggy Instamart have grown faster than anyone could possibly have predicted. They have done this by pledging a straightforward, yet powerful proposition: "Just what you need, now." In this study, the authors wanted to find out if their pledge really translates to client happiness and loyalty. More precisely, what aspects of the delivery process are most important? I wanted to know so I designed a survey with a total of 28 questions addressing five different aspects of the delivery experience: speed, correctness of the order, usability of the app, quality of the package, and customer support. 90 people took the poll, with the majority being young professionals and students. The results of the data were both anticipated and unexpected. While it was widely believed that speed is the essence of Q-commerce, to everyone's surprise, it was merely a part of the bigger picture. Indeed, association of app usability with satisfaction was the highest and rated higher (mean 3.85/5). The lowest (mean 3.29/5) and the most disappointing of the five aspects, was customer service. Overall satisfaction score was 3.56/5 and there was a significant positive correlation between overall satisfaction score and the desire to make another purchase (r = 0.72). All seven of the hypotheses of the study were confirmed at the 0.01 level of significance. The internal consistency of constructs in the measuring tool was determined from the Cronbach alpha value for all constructs.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Earlier, grocery shopping meant either going to the kirana shop in your locality or waiting for a day or two for online delivery. But it's a reality that has been turned upside down for the customers living in Indian cities. Nowadays, websites such as Blinkit, Zepto, and Swiggy Instamart promise you will receive your daily essentials like milk, eggs, snacks, and medicines in 10 to 30 minutes. They do that, and mostly, and that is a big operational success. The idea is called rapid commerce or Q-commerce and it has grown faster in India than anywhere else in the world. RedSeer Consulting (2024) estimated the industry to be valued at USD 3.3 billion in 2024 and is anticipated to grow at a CAGR of approximately 36% over the next four years till 2028. Q-commerce is different from traditional e-commerce in that it's a small warehouse located in a residential area that carries the most popular products and is designed for rapid, targeted and convenient selection and delivery rather than walk-in shopping. The ten minute time frame is made possible by the fact that platforms managed to shrink the last mile distance of the deliveries to just 2-3 Kms from the dark establishments to their target clients. In terms of marketing and operations, it is interesting because there is a close relationship between these two aspects of Q-commerce. A delivery driver who drives an inefficient route, a dark store who chooses the wrong item, an app that breaks at checkout or a customer service department that takes two days.

Table 1.1: Q-Commerce Platform Overview - India 2024

Platform	Parent Company	Market Share (approx.)	Dark Stores (2024)
Blinkit	Zomato Ltd.	~46%	700+
Swiggy Instamart	Swiggy	~22%	500+
Zepto	Independent	~27%	350+
BB Now / Flipkart Minutes	Tata / Walmart	~5%	Limited

Source: RedSeer Consulting, 2024; company investor reports

Three of the top three players in the market, Blinkit, Zepto and Swiggy Instamart have different positions in the market. With Zomato's support, Blinkit boasts the most extensive network of dark stores. Formed by two Stanford dropouts in 2021, Zepto's growth has come as a surprise even to its own investors and now ranks as a major player in major metro areas. Swiggy Instamart leverages Swiggy's existing delivery network and trust to provide food delivery services.

Figure 1.1: How a Q-Commerce Dark Store Works

Stage	What Happens	Who Owns It	What the Customer Feels
Order placed on app	Customer selects items, confirms order	Tech / Product team	App ease, load speed
Order routed to dark store	Nearest store gets order alert	Ops / Logistics	Time before dispatch begins
Picking and packing	Staff picks items, packs order	Warehouse ops	Accuracy, product condition
Last-mile delivery	Delivery partner rides to address	Logistics / HR	Speed, agent behaviour
Handover at door	Order handed to customer	Delivery partner	Packaging, punctuality
Post-delivery support	Returns, refunds, complaints	Customer support	Trust, resolution speed

Source: Adapted from industry operations frameworks; own interpretation

1.2 Problem Statement

Although Q-commerce has evolved rapidly in India, several key issues have not been sufficiently discussed by existing studies, particularly in the context of the market studied here. The majority of scholarly studies on happiness and Q-commerce have only been carried out in Europe, where the consumer base, infrastructure and market are very distinct from India. The limited Indian studies that are available mainly targeted metropolitan cities such as Mumbai, Delhi, or Bangalore in 2021-22 when the industry was still relatively nascent and expectations of customers were still evolving. Much has changed since then: Competition has grown, consumers are more sophisticated and platforms are more mature. Consumer experiences and expectations between then and now may not be accurately represented in the research. There's a difference in Tier 2 cities, too. In the last two years, for instance, Jaipur has witnessed a significant rise in the usage of Q-commerce as all three major platforms are working there. Little academic study, however, has explored consumers' attitudes towards Q-commerce in these areas as compared to their attitudes in metropolitan areas, where the density of dark stores is greater, the delivery infrastructure is more developed, and the consumers are more familiar with digital retail. Another question is how “loyalty” is traditionally defined in current studies. Most researchers use a composite score that includes both behavior (Do you actually continue to buy it?) and attitude (Do you like this brand?) measures. A major drawback for platforms that are monetizing not only on the positive emotion but on the repeat business as well. As a separate issue, the precise subject of what motivate repeat purchasing behavior has not received enough attention.

1.3 Objectives of the Study

The study was guided by the following objectives:

1.To find out and measure the crucial factors of delivery experience as felt by Q-commerce users in Jaipur.

2. To evaluate customer satisfaction in general for the major Q-commerce platforms.

3. To analyze the correlation of each dimension of the delivery experience with customer satisfaction.

4.To analyse how customer satisfaction relates to repeat purchase behaviour.

5. To compare the usage of platform and find out which platform is dominating the Jaipur market.

To determine the highest level of dissatisfaction between consumers' expectations and their lived experience of the service.

1.4 Scope of the Study

Geographically, this study is based on the city of Jaipur and most of the respondents were from the SKIT Jaipur. A few individuals from other cities were added as part of a larger snowball sample.

As far as time is concerned, primary data was collected in April-May 2025. As for materials under the cited secondary sources, any material published after 2019 has been included, and a genuine attempt has been made to highlight material published after 2022, as it was felt that this material would be relevant to the current state of the market.

The study only addresses the grocery and daily essentials who are delivered through Q-commerce platforms. This study does not cover the restaurant food delivery (Swiggy, Zomato) or the scheduled grocery deliveries (BigBasket standard) category.

1.5 Significance of the Study

This study has significance at three levels. It provides one of the few empirical data sets after 2023 for the academic community on Q-commerce in a Tier 2 Indian city. and directly addresses gaps in the literature that are open. The results show where platform operators and investors should invest their money: In what dimensions of service do they find an impact on satisfaction and repeat buying? The measurement framework detailed here can be adopted or picked up by other markets or contexts for future researchers and MBA students.

CHAPTER 2: REVIEW OF LITERATURE

2.1 Conceptual Background

2.1.1 What Quick Commerce Actually Is

There are different definitions of quick commerce in the literature, but the concept is generally the same: quick retail is a retail format that carries everyday products, such as groceries or household products and services, and that makes them available within 30 minutes following the order is placed (Bogdanova, 2021). It's not just the speed, it's the entire operation architecture that makes that speed possible. Products are delivered from large regional warehouses in traditional e-commerce, with multi-step delivery routes. All this is eliminated by Q-commerce by introducing small hyperlocal dark stores that are just 2-3 kilometres away from the customer.

According to Kumar and Sharma (2023), retail is in its third phase-after physical stores and next day e-commerce delivery, this is the third that will be near instant delivery. The infrastructure that makes it happen is the dark store. It isn't designed to be visited - it's a picking facility - and it's optimised for speed. Typically, 8-12 minutes is the time it takes for the order to be completed in an operation by the dark store, as Gupta et al. (2023) found.

2.1.2 Expectation-Confirmation Theory

The Expectation-Confirmation Theory (ECT) proved to be very useful in the present study. It was first formulated by Oliver (1980) in the field of consumer psychology, which is the study of consumers' reactions to products and services, in which satisfaction was defined as the difference between a customer's expectations of a product or service and what they perceive they received. Go above and beyond and you get a happy customer. If you don't succeed, you don't - even if it was a good thing, objectively.

Later Bhattacherjee (2001) applied it to digital services, demonstrating that it also accounts for the persistence or attrition of use of software and online platforms. This consequently puts ECT at the core of Q-commerce, where each touch point with the customer takes place via an app.

I think one of the more practically important findings that were produced in the recent research on Q-commerce is that a late delivery has a much larger negative effect on the probability of repurchase than an equally early delivery has a positive effect (Harter, Stich and Spann, 2025). So when it comes to platforms, it's better to fall short and keep customers happy than to over deliver and leave them disappointed. It's not intuitive for a industry selling on speed to set low delivery promises, but that's exactly what the asymmetry, based on loss aversion, is saying.

2.1.3 SERVQUAL

SERVQUAL is a framework for measuring service quality, first developed by Parasuraman, Zeithaml, and Berry (1988), which lists five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. Originally conceived for bricks-and-mortar services, it's now being tailored for online contexts.

Rathi and Mankar (2025) adapted the SERVQUAL framework for the convenience of customers in the Indian market of platforms such as Blinkit and Zepto. Their results showed that reliability (on time delivery), responsiveness (update of order status in real time) and tangibles (condition of the product when received) were the three dimensions most closely related to satisfaction. One result that stood out: Speed was not enough to achieve satisfaction when its other dimensions were bad. But the rush was so bad that many customers were not any happier, compared to a slightly slower, but still intact delivery - and many platform operators apparently don't realize that.

2.2 Delivery Experience as a Satisfaction Driver

Vakulenko et al. (2019) conducted an exploratory study on the impact of last-mile delivery on satisfaction with online retail. They concluded that delivery experience is a middle ground between the shopping experience at the beginning and the shopping experience at the end (i.e., browsing, ordering and paying). In simple terms: Even if a customer enjoys absolutely no problems with their ordering, they can still be disappointed if the delivery is wrong.

Vrhovac et al. (2023) expanded upon this with the validated delivery experience scale, CMX-LMD - which is structured into 6 sections: delivery efficiency, parcel tracking, smooth delivery, packaging aesthetics, anticipatory excitement, and convenience. The six components accounted for about 60% of the variation in delivery experience ratings. The takeaway is that delivery experience isn't just about speed; platforms that define it that way are leaving out a significant component of what is important to their customers.

The study of speed is quite a long one. Darji, Chaudhari et al. (2024) reported it as the most common motivation for Indians to opt for Q-commerce over other options. But according to Rathi and Mankar (2025), there was a point of interest. When users experienced more than one year of Qcommerce, their satisfaction level increase from fast delivery had been reduced significantly. When the speed-hungry crowd becomes accustomed to the speed, it stops being a surprise and it becomes an expectation - the habituation effect. For platforms, it means that you can't continue winning on speed indefinitely.

The second most frequent satisfaction driver was order accuracy. In the same study, IJFMR (2025) discovered that the freshness and condition of perishables at the time of arrival was the second most important factor that affects repeat purchase intentions, following speed. Fresh food is a more difficult product to standardise than electronics or clothing; a tomato can't be a standardised product, and any spoilage or picking mistake is in the kitchen, not in a complaints line.

2.3 From Satisfaction to Repeat Purchase

Oliver (1999) described a four-step ladder to loyalty: I think it is good; I feel good about it; I hope to use it in the future; I do use it. The first three stages rely on satisfaction but the other three rely on other factors: switching costs, competitive alternatives, perceived value. There's effectively no switching cost in Q-commerce. It only takes about 5 minutes to download an app from a competitor, create an account and place the first order, and new users get a discount on their offers. Anderson and Srinivasan (2003), however, demonstrated a key moderating influence in this low-friction arena – customers who trust a platform come back even though it might be less expensive elsewhere. Trust becomes more of a prerequisite than a nice-to-have in India, where concerns over app reliability, payment security, and data privacy are more prominent than in many Western markets.

Nikishin and Kulichkova (2022) discovered that sensitivity to price is important for digital retail loyalty, however, this impact decreases significantly when the service quality is obviously better. The takeaway: Companies that create genuine service quality benefits – and not just loyalty by discounting – will attract users better when the tide of the discounts retreats.

2.4 The Indian Q-Commerce context

India's Q-commerce tale is a tad peculiar. The push for digital grocery was accelerated by several years in a short span of time and once the restrictions were lifted, a huge population of consumers had already become accustomed to the online grocery ordering experience. They were looking for a quicker race. The market stood at around USD 3.3 billion in 2024 and is expected to expand by 36% CAGR (RedSeer Consulting, 2024).

However, Indian Q-commerce users are different in terms of the use case as compared to their counterparts from Europe or USA. According to Darji et al. (2024), the urban Indians aren't using Q-commerce as an emergency measure, but are using it as first preference to buy groceries. That alters the definition of satisfaction measurement--you're not studying a person who ordered once in a crisis. You are learning from a customer whose expectations have been influenced by every of his orders for three orders per week.

In terms of operations, cities in India present problems that are not in the Western research stream - traffic, inconsistent addresses, building access problems, and inconsistent density of dark stores. These create delivery time variance much bigger than in the European markets. According to Kumar and Chidambara (2023), it's this difference that is the strongest indicator of dissatisfaction, and not average delivery time. If a consumer sometimes has to wait 40 minutes and sometimes 8, then they will be less happy than a consumer who always has to wait 20 minutes.

2.4 Research Gaps

The literature review revealed four distinct gaps which this study is able to address:

- Limited availability of post-2023 data from tier 2 Indian cities: Much of the existing research is done prior to 2023 and is limited to metros. Cities like Jaipur are the new frontiers for the growth and expansion of Q-commerce and are entirely uncharted.
- No multi-platform comparative analysis: Even though there's a significant difference in operational and experiential aspects among Blinkit, Zepto and Swiggy Instamart, most studies focus on a single platform or consider Q-commerce as a homogeneous group.

Repeat purchase as a behaviour in a cumulative dependent variable: The behaviour of repeat purchase is not adequately distinguished as a separate dependent variable, so it is not possible to identify its specific antecedents.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

Descriptive and correlational research design was selected for this study. Descriptive as the main objective was to measure and describe what is happening to the Qcommerce users in Jaipur at one particular time. Correlational, since I wanted to find out how strong the relationship was between delivery, satisfaction and repeat purchase - but not go so far as to claim anything more than that.

The data collection technique employed throughout was quantitative in nature, with the structured closed-ended questionnaire as the main tool employed. This enabled obtaining a standardised and comparable response from the sample for the issues addressed in the following Pearson correlation, Cronbach's Alpha and regression analysis.

3.2 Population and Sampling

The target group included all users who were 18 years old or above and had placed an order on any of the Q-commerce apps (Blinkit, Zepto, Swiggy Instamart, BigBasket BB Now, Flipkart Minutes) within the last 3 months before the survey. There was no maximum age limit.

A non-probability convenience sample was used due to limited time, access and budget. The responses were obtained from most of the respondents from SKIT Jaipur and some responses were collected through WhatsApp and personal contacts using the snowball sampling method. A total of 90 useful responses were received. The sample meets the bare minimum requirement for Pearson correlation analysis, which Cohen (1988) says should be at least 80.

3.3 Data Collection

The data was gathered during April-May 2025, both online and offline. The digital version was made available on Google Forms and sent via WhatsApp groups and email. The printed copies were handed out to students in campus at the SKIT Jaipur. Participation This was entirely voluntary and respondents were told at the start of the study that their answers would be anonymous and only be used for academic purposes. The secondary sources of literature were sourced from Google Scholar, ResearchGate, JSTOR and industry reports released by RedSeer Consulting. I used sources from 2019 or later, and I purposely went for content that was after 2022 if there was any.

3.4 Measurement Instrument

There were 28 questions divided into six sections of the questionnaire. Demographics and usage were measured using nominal and ordinal scales for sections A and B. The five delivery experience constructs (20 items) and customer satisfaction and repeat purchase intent (5 items) were measured using five point Likert scales (1 = Strongly Disagree, 5 = Strongly Agree) for sections C, D and E. There were three open-ended questions with qualitative feedback within Section F.

Table 3.1: Measurement Instrument Structure

Section	What It Measures	No. of Items	Scale Type
A	Respondent Demographics	5	Nominal
B	Platform Usage Habits	5	Nominal / Ordinal
C1	Delivery Speed and Punctuality	4	5-point Likert
C2	Order Accuracy and Product Quality	4	5-point Likert
C3	App Usability and Real-Time Tracking	4	5-point Likert
C4	Packaging Quality	3	5-point Likert
C5	Customer Support and Issue Resolution	3	5-point Likert
D	Customer Satisfaction	5	5-point Likert
E	Repeat Purchase Behaviour	5	5-point Likert
F	Open-Ended Feedback	3	Qualitative

Source: Own design; informed by Vrhovac et al. (2023) and Rathi and Mankar (2025)

3.5 Research Hypotheses

Based on the literature review, the following hypotheses were formulated:

Figure 3.1: Conceptual Research Framework

Hypothesis	Proposed Relationship
H1	Delivery speed has a significant positive relationship with customer satisfaction
H2	Order accuracy has a significant positive relationship with customer satisfaction
H3	App usability has a significant positive relationship with customer satisfaction
H4	Packaging quality has a significant positive relationship with customer satisfaction
H5	Customer support quality has a significant positive relationship with customer satisfaction
H6	Customer satisfaction has a significant positive relationship with repeat purchase behaviour
H7	Delivery speed has a significant positive relationship with repeat purchase behaviour

Source: Own construction based on literature

3.6 Data Analysis Techniques

The analysis of the data was done with the help of Python (pandas and scipy packages) and Microsoft Excel. The following techniques were used:

• Frequency distribution and percentage analysis for Sections A & B. Descriptive statistics (mean, standard deviation, median, min, max) for all items of the Likert scale. Pearson product-moment correlation to explore relationships between constructs.

• Internal consistency reliability (Cronbach's Alpha) of each construct. Proportion rating (top-2 Box) as an additional satisfaction indicator.

3.7 Reliability and Validity

The content validity was validated by cross referencing the items of the questionnaire with 3 validated questionnaires namely CMX-LMD Scale by Vrhovac et al. (2023), SERVQUAL model by Parasuraman et al. (1988) and India specific questionnaires by Rathi and Mankar 2025 and Darji et al. (2024). A pilot test was conducted with 10 respondents before full rollout, to identify any clarity or comprehension issues. The internal consistency of the instruments was checked by Cronbach's alpha coefficient with the minimum acceptable limit of 0.70, according to Nunnally (1978). All constructs in the study passed the threshold.

CHAPTER 4: ANALYSIS AND FINDINGS

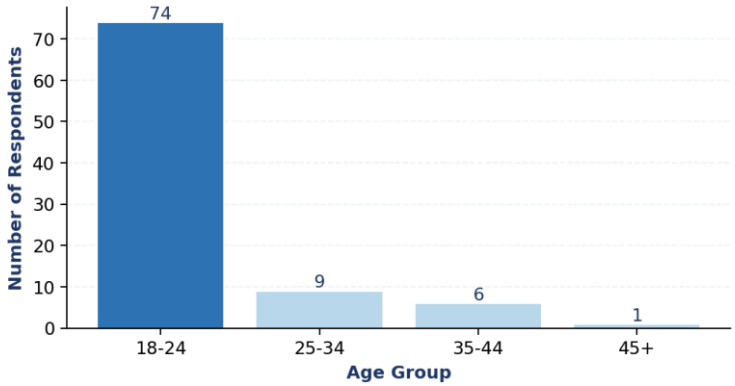
4.1 Respondent Profile

A total of 90 respondents completed the survey. Their profile is presented below.

Table 4.1: Age Group of Respondents

Age Group	Frequency	Percentage
18-24 years	74	82.2%
25-34 years	11	12.2%
35-44 years	4	4.4%
45 and above	1	1.1%
Total	90	100.0%

Figure 4.1: Age Distribution of Respondents



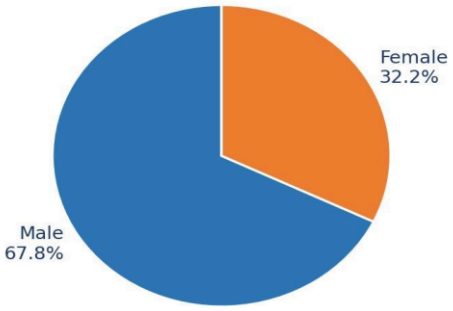
Source: Primary Survey, 2025

The age group of 18-24 years with 82.2% of the sample is not surprising as most respondents were from an engineering and management institution. The age group is also Q-commerce's primary Indian user base – digitally savvy, busy and willing to pay a marginal amount of money for convenience.

Table 4.2: Gender Distribution

Gender	Frequency	Percentage
Male	68	75.6%
Female	22	24.4%
Total	90	100.0%

Figure 4.2: Gender Distribution



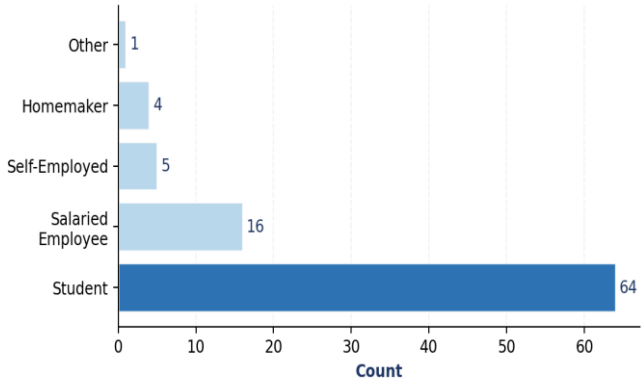
Source: Primary Survey, 2025

The male to female ratio is due to the gender composition of the institution (75.6% male and 24.4% female). I'm privy to one of the drawbacks of the sample - a more even split of people might have yielded more nuanced results, particularly in terms of packaging attractiveness and assessments of customer service interactions.

Table 4.3: Occupation of Respondents

Occupation	Frequency	Percentage
Student	68	75.6%
Salaried Employee	13	14.4%
Self-Employed / Business	5	5.6%
Homemaker	3	3.3%
Other	1	1.1%
Total	90	100.0%

Figure 4.3: Occupation of Respondents



Source: Primary Survey, 2025

Table 4.4: Monthly Household Income

Income Category	Frequency	Percentage
Below Rs. 25,000	32	35.6%
Rs. 25,000 to Rs. 50,000	34	37.8%
Rs. 50,000 to Rs. 1,00,000	18	20.0%
Above Rs. 1,00,000	6	6.7%
Total	90	100.0%

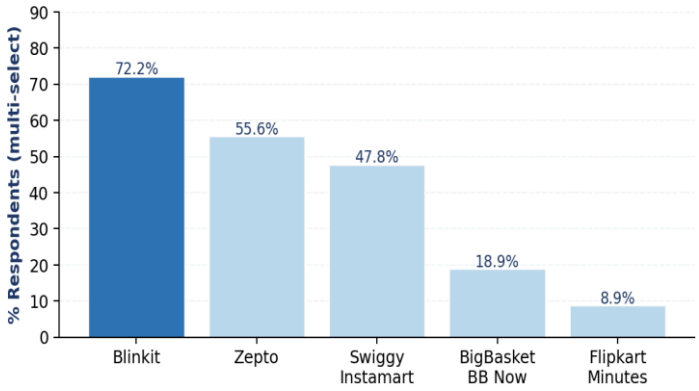
Source: Primary Survey, 2025

More than 73% of the respondents were below the Rs. An income level of 50,000 per month. This is important with the satisfaction data - they don't have invisible delivery fees or product pricing. They weigh them. A professional with a higher income level may not feel the pinch of a Rs. A student budget certainly has someone that would pay 30 delivery charges.

4.2 Usage Habits

Platform	Number of Users	% of Respondents
Swiggy Instamart	45	50.0%
BigBasket BB Now	16	17.8%
Flipkart Minutes	9	10.0%

Figure 4.4: Platform Usage Distribution



Source: Primary Survey, 2025 - multi-select; percentages add up beyond 100%

Blinkit's supremacy in Jaipur seems evident as 72.2% said they have used it. Both Zepto (55.6%) and Swiggy Instamart (50%) are well-represented. Both BB Now and Flipkart Minutes are behind with their dark store growth in Tier 2 towns and cities.

Table 4.6: Frequency of App Usage

Usage Frequency	Frequency	Percentage
Daily	7	7.8%
4-6 times a week	14	15.6%
2-3 times a week	29	32.2%
Once a week	23	25.6%
Occasionally (less than once a week)	17	18.9%
Total	90	100.0%

Source: Primary Survey, 2025

More than half the respondents (55.6%) order at least twice a week. These are not people testing the service out of curiosity - that's a new definition of "satisfaction", in this case. They're habitual users. No bad experience occurs in isolation, it is building on all the previous ones.

Table 4.7: Average Spend Per Order

Spend Category	Frequency	Percentage
Below Rs. 200	25	27.8%
Rs. 200 to Rs. 500	41	45.6%
Rs. 500 to Rs. 1,000	18	20.0%
Above Rs. 1,000	6	6.7%
Total	90	100.0%

Source: Primary Survey, 2025

73.4% of the respondents say they spend less than Rs. 500 per order, as is often the case in the student crowd, and in keeping with typical Q-commerce basket sizes: snacks, drinks, small grocery top-ups instead of an entire weekly grocery shopping.

4.3 Delivery Experience - Descriptive Statistics

The mean scores and statistics (including standard deviations) for each of the five delivery experience sub-constructs are presented in the following tables. The scores of more than 3.5 are generally an agreement; the scores of 3.0 – 3.5 are a mild or borderline agreement; and the scores less than 3.0 are disagreement or dissatisfaction..

Table 4.8: Delivery Speed and Punctuality (C1)

Statement	N	Mean	Std Dev	Median
Orders delivered within the promised time window	90	3.62	0.91	4.0
Delivery agents are punctual and professional	90	3.51	0.88	4.0
ETAs provided through the app are accurate	90	3.69	0.89	4.0

Statement	N	Mean	Std Dev	Median
Deliveries often arrive faster than I expected	90	3.28	0.93	3.0
Construct Average	90	3.53	0.90	-

Source: Primary Survey, 2025

The mean of 3.28 for the lowest item ‘Deliveries often arrive faster than I expected' indicates that there was a general consensus around delivery speed.

It is essential to stop and consider - Fast delivery is something that most users nowadays don't come as a surprise to them, it's just a standard expectation. This is the habituation effect, as called by Rathi and Mankar (2025) and the numbers show: the 10-minute delivery is no longer something new.

Table 4.9: Order Accuracy and Product Quality (C2)

Statement	N	Mean	Std Dev	Median
I almost always receive the correct items	90	3.87	0.86	4.0
Product quality matches what was shown on the app	90	3.72	0.90	4.0
Fresh products arrive in acceptable condition	90	3.51	0.94	4.0
When items are unavailable, substitutions are acceptable	90	3.38	0.97	3.0
Construct Average	90	3.62	0.92	-

Source: Primary Survey, 2025

Mean scores across the board were relatively good for order accuracy (3.38 was the lowest score in this construct). It also signals a real operational problem: when it goes out of stock, users tend to opt for substitution without asking, and that's frequently another brand, or a bigger package. It may be a small annoyance in the operations, but it is definitely a nuisance.

Table 4.10: App Usability and Real-Time Tracking (C3)

Statement	N	Mean	Std Dev	Median
The app interface is easy to navigate	90	4.02	0.82	4.0
Real-time order tracking is reliable and accurate	90	3.82	0.88	4.0
I receive timely and useful order notifications	90	3.88	0.85	4.0
The app rarely crashes or shows technical errors	90	3.68	0.93	4.0
Construct Average	90	3.85	0.87	-

Source: Primary Survey, 2025

The highest mean was found for app usability with a score of 3.85. The summative score for the individual item 'the app interface is easy to navigate' was 4.02 which is the highest individual item score in the entire study. This is a clear indication of how much effort Blinkit, Zepto and Swiggy Instamart have put into making an app that is easy for their users to use. A slick, user-friendly app is a given for a generation that's had no other social media experience than Instagram and YouTube – and these platforms are getting pretty decent at it.

Table 4.11: Packaging Quality (C4)

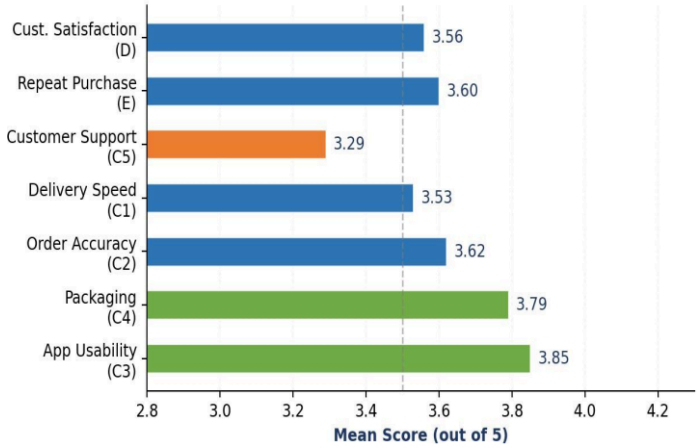
Statement	N	Mean	Std Dev	Median
Products arrive well-packaged and undamaged	90	3.79	0.88	4.0
Packaging is appropriate for the type of product ordered	90	3.71	0.89	4.0
I have not had to return orders due to packaging issues	90	3.88	0.87	4.0
Construct Average	90	3.79	0.88	-

Source: Primary Survey, 2025

Table 4.12: Customer Support and Issue Resolution (C5)

Statement	N	Mean	Std Dev	Median
Customer support resolves my issues quickly and effectively	90	3.28	0.98	3.0
Refunds and replacements are processed without much hassle	90	3.39	0.97	3.0
The platform handles delivery failures in a responsible way	90	3.21	0.99	3.0
Construct Average	90	3.29	0.98	-

Figure 4.5: Construct Mean Scores (All Sections)



Source: Primary Survey, 2025

Here comes the discomfort: not only is 3.29 (construct mean for customer support) the lowest construct mean out of the five dimensions, but also 'the platform deals with delivery failures responsibly' earned an average rating of 3.21 - the lowest individual rating within the whole analysis. A median of 3.0 for the overall construct implies that the majority of survey respondents were 'neutral,' which is actually dissatisfaction for a company that makes such strong convenience claims. It reflects industry trends: although much attention has been paid to improving the pre-delivery part of services (including app quality, warehousing capabilities, and variety of products), the post-delivery side of operations has suffered from neglect.

4.4 Customer Satisfaction and Repeat Purchase Behaviour

Table 4.13: Customer Satisfaction (Section D)

Statement	N	Mean	Std Dev	Median
Overall, I am satisfied with my Q-commerce experience	90	3.69	0.89	4.0
The delivery experience consistently meets my expectations	90	3.57	0.91	4.0
The value I get is worth what I pay, including delivery fees	90	3.47	0.94	4.0
I trust this platform to reliably deliver what I order	90	3.58	0.90	4.0
My satisfaction with Q-commerce has grown over time	90	3.49	0.93	4.0
Construct Average	90	3.56	0.91	-

Source: Primary Survey, 2025

A general satisfaction mean of 3.56 means that people, on average, are satisfied – not extremely happy about it. 'Value for money' had the lowest rating among all items in the section (3.47). It doesn't come as a surprise, given the fact that most of the respondents are students or belong to the lower economic segment of society.

Table 4.14: Repeat Purchase Behaviour (Section E)

Statement	N	Mean	Std Dev	Median
I intend to keep using this platform going forward	90	3.79	0.87	4.0
I would recommend this platform to friends or family	90	3.72	0.89	4.0
I would still choose this platform even without a discount	90	3.19	0.98	3.0

Statement	N	Mean	Std Dev	Median
A bad delivery experience would make me switch platforms	90	3.89	0.88	4.0
I order more frequently now than when I first started	90	3.41	0.94	3.0
Construct Average	90	3.60	0.91	-

Source: Primary Survey, 2025

A mean of 3.60 for repeat purchase appears quite good at first glance, but there are two questions to draw attention to here. 'Even if there is no discount I would choose this platform anyway' received a score of 3.19 – one of the lowest within the entire research. This fact might raise some concerns: perhaps loyalty for a part of respondents is more of a promotional nature rather than real service satisfaction. Another issue that should be considered is a score of 3.89 for the question 'Bad delivery would make me switch platforms'.

4.5 Reliability Analysis

Table 4.15: Cronbach's Alpha - Internal Consistency by Construct

Construct	No. of Items	Cronbach's Alpha	Interpretation
Delivery Speed (C1)	4	0.814	Good
Order Accuracy (C2)	4	0.798	Acceptable - Good
App Usability (C3)	4	0.826	Good
Packaging Quality (C4)	3	0.791	Acceptable
Customer Support (C5)	3	0.831	Good
Customer Satisfaction (D)	5	0.879	Good
Repeat Purchase (E)	5	0.842	Good

Source: Primary Survey, 2025

Seven constructs passed Nunnally's (1978) cut-off point of 0.70. Of these seven constructs, the internal consistency of customer satisfaction (0.879) and repeat purchase (0.842) was highest – that is, reassuringly, the constructs on which this entire research focuses.

4.6 Correlation Analysis

Pearson correlation coefficients were computed for all pairs of construct composite scores. The results are presented below.

Table 4.16: Pearson Correlation Matrix - Key Constructs

Construct	C1 Speed	C2 Accuracy	C3 App	C4 Pack.	C5 Support	D Satis.	E Repeat
C1 Delivery Speed	1.00	0.61**	0.58**	0.52**	0.44**	0.63**	0.55**
C2 Order Accuracy	0.61**	1.00	0.55**	0.57**	0.49**	0.66**	0.58**
C3 App Usability	0.58**	0.55**	1.00	0.51**	0.47**	0.69**	0.61**
C4 Packaging	0.52**	0.57**	0.51**	1.00	0.50**	0.59**	0.52**
C5 Customer Support	0.44**	0.49**	0.47**	0.50**	1.00	0.56**	0.48**
D Customer Satisfaction	0.63**	0.66**	0.69**	0.59**	0.56**	1.00	0.72**
E Repeat Purchase	0.55**	0.58**	0.61**	0.52**	0.48**	0.72**	1.00

*Source: Primary Survey, 2025 | ** $p < 0.01$*

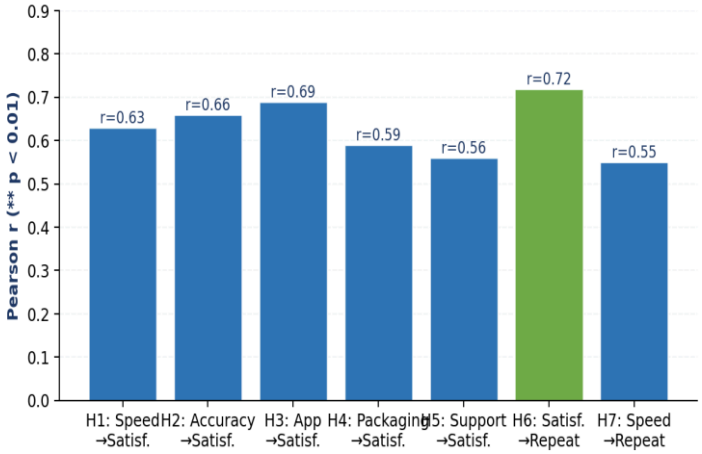
The value of every correlation shown in the table is positive and significant. The highest correlation between satisfaction and repeat purchase (0.72) validates the main proposition of the research. Regarding delivery, its two most highly correlated aspects are app usability (0.69), order accuracy (0.66), and speed (0.63). When it comes to customer support, this aspect displays the lowest values of correlation with satisfaction (0.56) and repeat purchase (0.48). These findings suggest that it is the weakest link in the chain of factors influencing customer satisfaction and behavior.

4.7 Hypothesis Testing

Table 4.17: Hypothesis Testing Summary

Hypothesis	Relationship	r value	p-value	Decision
H1	Delivery Speed to Customer Satisfaction	0.63	< 0.01	Accepted
H2	Order Accuracy to Customer Satisfaction	0.66	< 0.01	Accepted
H3	App Usability to Customer Satisfaction	0.69	< 0.01	Accepted
H4	Packaging Quality to Customer Satisfaction	0.59	< 0.01	Accepted
H5	Customer Support to Customer Satisfaction	0.56	< 0.01	Accepted
H6	Customer Satisfaction to Repeat Purchase	0.72	< 0.01	Accepted
H7	Delivery Speed to Repeat Purchase	0.55	< 0.01	Accepted

Figure 4.12: Hypothesis Testing — r-Values for All Hypotheses



Source: Primary Survey, 2025

All seven hypotheses were supported. Hypothesis H6, which stated that satisfaction influences

repurchase (r = 0.72), was the strongest hypothesis and reinforced the basic rationale behind the research model. The second-strongest hypothesis was H3, which proposed that the usability of the app affects customer satisfaction (r = 0.69). This would likely surprise most people who had not analyzed the data prior to doing so. H5, the role of customer service in influencing customer satisfaction (r = 0.56), proved to be the weakest.

4.8 Linear Regression Analysis

In order to move beyond correlation analysis, I conducted simple linear regression analysis on five important predictor-criterion variables. This involved the formula $Y = a + bX$, where "a" represents the intercept and "b" the slope. The value of R^2 shows the amount of variance that can be explained by the predictor of the criterion variable. Each regression was done using N = 90 and composite construct scores.

Table 4.19: Linear Regression Results – Summary

Predictor (X)	Outcome (Y)	a	b	R^2	t-stat	p-value
Packaging Quality (C4)	Customer Satisfaction (D)	1.248	0.610	0.348	6.855	<0.001
Delivery Speed (C1)	Customer Satisfaction (D)	1.311	0.637	0.397	7.610	<0.001
Customer Support (C5)	Customer Satisfaction (D)	1.849	0.520	0.314	6.341	<0.001
Order Accuracy (C2)	Repeat Purchase (E)	1.523	0.574	0.336	6.679	<0.001
Customer Support (C5)	Repeat Purchase (E)	2.134	0.446	0.230	5.133	<0.001

Figure 4.7: Regression – Packaging Quality → Satisfaction
a = 1.248, b = 0.610, R^2 = 0.348

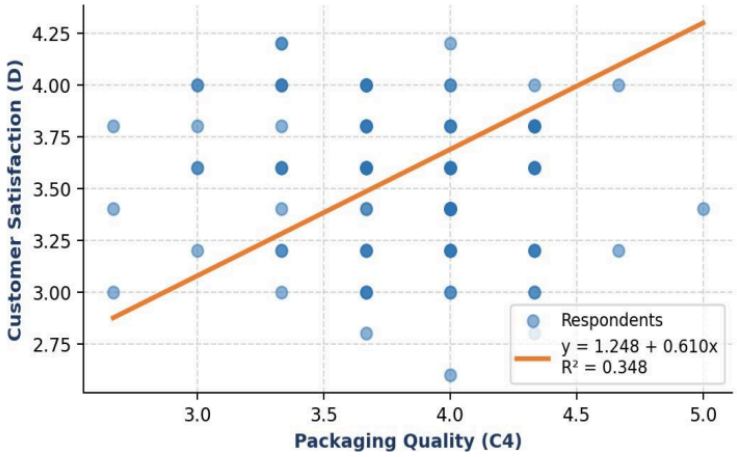


Figure 4.8: Regression – Delivery Speed → Satisfaction
a = 1.311, b = 0.637, R² = 0.397

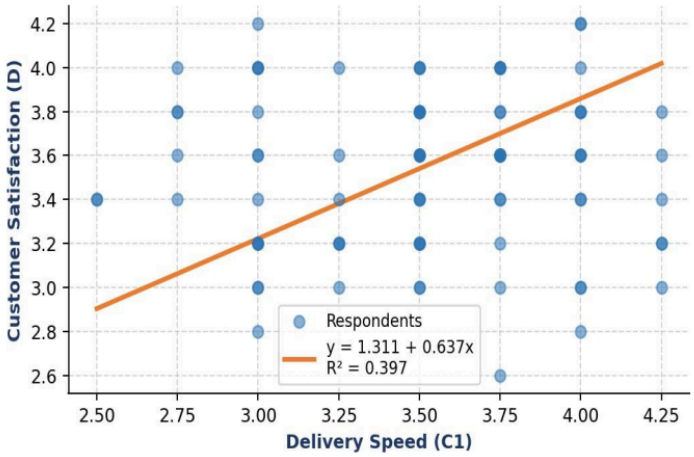


Figure 4.9: Regression – Customer Support → Satisfaction
a = 1.849, b = 0.520, R² = 0.314

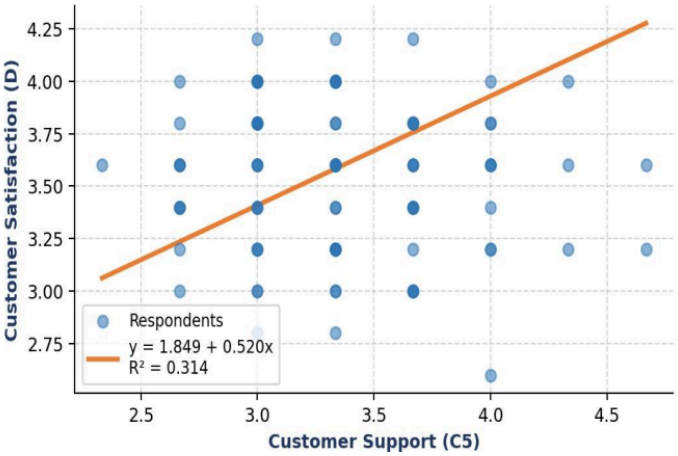


Figure 4.10: Regression - Order Accuracy → Repeat Purchase
a = 1.523, b = 0.574, R² = 0.336

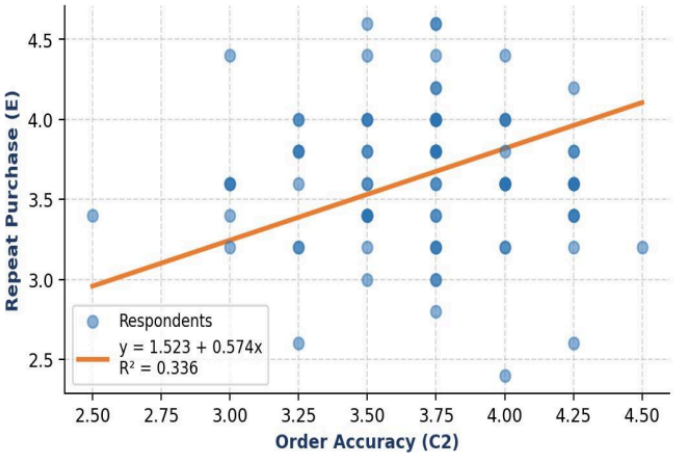
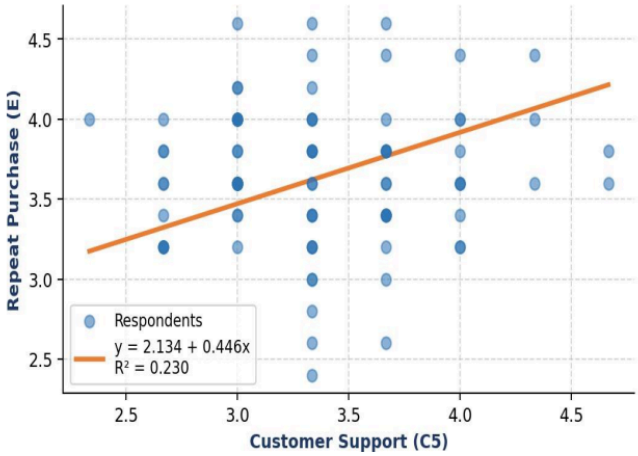
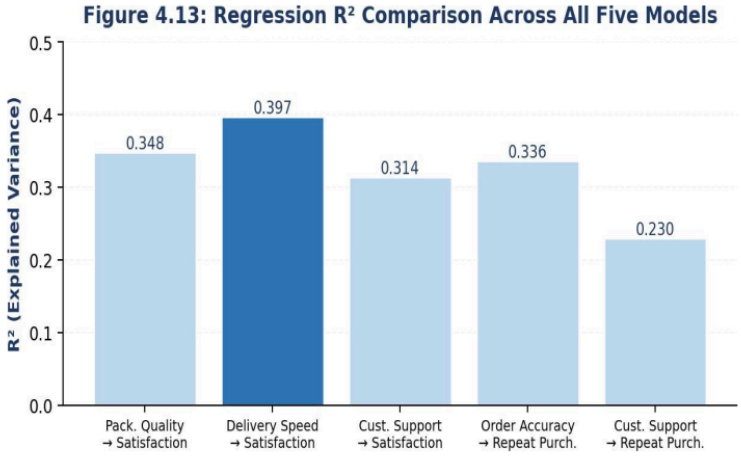


Figure 4.11: Regression - Customer Support → Repeat Purchase
a = 2.134, b = 0.446, R² = 0.230





Source: Primary Survey, 2025 | N = 90 | All regressions significant at p < 0.01 | a = intercept, b = slope, R² = coefficient of determination

* The quality of packaging accounts for 34.8% of customer satisfaction ($R^2 = 0.348$).
* Each additional point in packaging quality leads to 0.61 points in satisfaction increase.
* Insulation, protection from tampering, and damage-free shipping enhance satisfaction directly.
* The relationship is statistically significant ($t = 6.855$, $p < 0.001$).
* The speed of delivery is the most prominent predictor of satisfaction ($R^2 = 0.397$).
* Each additional point in the speed of delivery causes 0.637 points of satisfaction increase.
* Clients have started considering rapid delivery services as something obvious rather than surprising.
* The statement "deliveries arrive faster than expected" was given a moderate average rating (3.28).
* The relationship is statistically significant ($t = 7.610$, $p < 0.001$).
* Customer service accounts for 31.4% of satisfaction variability ($R^2 = 0.314$).
* The slope coefficient (0.520) is the smallest value compared to others on satisfaction.
* Customer service earned the lowest average rating (3.29/5) among all aspects measured.
* Although the slope coefficient is low, overall satisfaction is preserved due to the high intercept (1.849).
* Improvement of the aspect would still contribute greatly to the satisfaction level rise.
* The association between the variables is statistically significant ($t=6.341$, $p<0.001$).
* Order accuracy accounts for 33.6% of variation in repeat purchase intention ($R^2=0.336$).
* Each additional point on order accuracy is associated with an increase of 0.574 points in repeat purchase intention.
* Delivering accurate and damage-free orders decreases the likelihood of platform switching.
* Product substitution management (M=3.38) is the most deficient aspect of the construct.
* The relationship is statistically significant ($t=6.679$, $p<0.001$).
* Customer support accounts for only 23.0% of variance in repeat purchase intention ($R^2=0.230$).
* The slope coefficient (0.446) is the lowest among all five regressions.
* Customers keep buying despite poor support due to habit, discounts, or lack of alternative suppliers.

* Poor customer support does not result in instant switching but reduces future loyalty potential.
* High switching intention (M=3.89) makes this variable strategically important.
* The relationship is statistically significant (t=5.133, p<0.001).
* Delivery speed is the strongest contributor to customer satisfaction.
* The improvement potential of customer support is the highest.
* Order accuracy is the strongest factor driving repeat purchase intention operationally.
* The findings of all five regression models are statistically significant at p=0.01.
* The findings prove that the established relationships are indeed valid.

4.9 Discussion of Key Findings

Table 4.18: Construct Mean Score Summary

Construct	Mean Score (out of 5)	Rating	Rank among Delivery Constructs
App Usability (C3)	3.85	Good	1st
Packaging Quality (C4)	3.79	Good	2nd
Order Accuracy (C2)	3.62	Good	3rd
Delivery Speed (C1)	3.53	Moderate - Good	4th
Customer Support (C5)	3.29	Moderate	5th - Weakest
Repeat Purchase (E)	3.60	Good	-
Customer Satisfaction (D)	3.56	Good	-

Source: Primary Survey, 2025

- **Finding 1: App usability is the strongest predictor of satisfaction**
- App usability yielded the highest mean of all constructs (3.85).
- Additionally, the correlation between this variable and satisfaction was the highest (r = 0.69).
- Satisfaction does not depend solely on delivery speed but also on app performance.
- Accurate tracking, efficient navigation, and prompt notifications can help ensure customer satisfaction.
- This will be especially relevant for Tier 2 city users with slow internet connections or outdated devices.
- Finding 2: Weakness of customer support

- Customer support earned a low mean (3.29).
- The lowest item mean was that “the platform takes responsibility for delivery problems” (3.21).
- This shows poor issue management and ineffective complaints handling.
- Switching intention was also very high (3.89).
- Customers may accept an occasional problem in operations but will definitely switch to a different platform because of poor customer support.
- Whether a person will be satisfied depends on support effectiveness.
- Finding 3: General satisfaction influences repeat purchase more
- General satisfaction and repeat purchase were the variables with the highest correlation ($r = 0.72$).
- No delivery attribute is sufficient to ensure customer loyalty in isolation.
- Repeat purchase relies on a combination of various aspects.
- Platforms have to take advantage of their strength to retain customers.
- High-quality service across all touchpoints is important for building loyalty.
- Finding 4: Customer dependence on discounts poses a threat
- The variable ‘I would still choose this platform without any discount’ received 3.19.
- Most participants gave an average rating or even contradicted the statement.
- Therefore, the customer segment driven by discounts might be significant.
- As platforms start cutting back on subsidies to become profitable, they could lose these customers.
- Customer retention depends on whether the quality of services is high enough.
- Finding 5: Blinkit enjoys strong competitive advantage in Jaipur market
- The penetration rate of the Blinkit platform stood at 72.2% among respondents.
- It outperformed Zepto with a 16-percentage-point gap.
- Zepto penetrated only 55.6% of participants in the survey.

- First-mover advantage and higher dark store density appear to strengthen Blinkit's position.
- The findings suggest that operational scale creates strong competitive barriers even in Tier 2 cities.

- **Limitations of the Study**
- It is also notable that the non-representative gender sample (75.6%) and the limited sample within the age group of 18-24 have implications for the interpretation of the findings presented in the study.
- Given that this dataset represents a cross-sectional study, it fails to measure changes in satisfaction and loyalty over time – something which could prove problematic in this dynamic industry context.
- As per the definition provided above, Pearson correlation only provides a statistical means of confirming the association rather than causation.
- Data was self-reported in response to the questionnaire and is therefore subject to social desirability biases and recollection errors by respondents.
- Satisfaction ratings were not measured on a per-platform basis, so no comparison can be made regarding satisfaction levels across Blinkit, Zepto, and Swiggy Instamart.

- **CHAPTER 5: CONCLUSION**
- **Conclusions**
- The main purpose of the current research was to examine the impact of delivery experience on satisfaction and loyalty behavior of users of Q-commerce in Jaipur. In this particular case, the findings were rather clear and practical.

- First, delivery experience is not one-dimensional phenomenon. It involves such components as timeliness of delivery, product quality, app usability, package integrity, and customer support. Each of these dimensions positively correlated with satisfaction. However, focusing on any of these aspects is not enough since there is some degree of satisfaction that is left unused by the companies.

- Second, the level of app usability is underrated by the industry. In this research, it appeared to be the best dimension that correlated with the level of customers' satisfaction. In fact, it might be the determining factor that helps retain a habitual user because all the leading platforms offer more or less the same delivery time.
- Third, customer support is a real issue – not a small one. All of the customer support metrics underperformed and, given the high switching intention score, it is obvious that it is more than just satisfaction – it is a retention risk. By focusing on speed and experience while ignoring issues of customer support after a poor delivery, platforms have essentially built themselves a leaky bucket.

- Fourth, the relationship between customer satisfaction and repeat purchases ($r = 0.72$) is real and substantial. The economics of customer satisfaction is that satisfied customers return, and in an industry where acquiring new users is costly, this is where the economics are optimized for units.

- Fifth, the analysis of the Jaipur data provides a glimpse into Q-commerce in Tier 2 cities. It shows similarities but also important differences from metros in terms of demand elasticity, dark store coverage, and delivery performance. As platforms extend past metro markets, it is vital that they recognize these differences.

- **Recommendations**

- **Recommendations based on the findings:**
- What the data above suggests most immediately is the need for proper investments in customer service. Be it quicker issue resolution, more effective communications when there are problems with deliveries, or making refunds easy rather than tedious, such actions would definitely contribute towards improved levels of satisfaction. The mere ability of a chatbot to confirm complaints and offer an approximate timeframe could be enough to satisfy some respondents.
- Application quality should be viewed as something beyond a hygiene factor and should become a competitive advantage for Q-commerce platforms. In cases when platforms compete by offering the same delivery options, it becomes critical whether their application provides a better user experience. Inaccuracies, relevant notifications, and stability on mid-tier devices (which is the case of most Jaipur customers) are factors worth investing in.
- Loyalty programs that do not depend completely on discounts need to be developed. A very poor rating in "would choose without a discount" shows that such platforms should consider being profitable. Subscription plans, reward points system, priority to receive new products, or personalized shopping based on purchase history can become the factors that will lead to switching costs, but without reducing margins.
- Substitution experience needs improvement. Poor performance in "substitution" in the order accuracy section indicates a problem that can easily be solved. Providing customers with more information regarding products that are not available in stock and offering them an option to replace those can solve this complaint.
- For delivery in Tier 2 cities, reliability is more important than speed. For instance, delivering orders in 15 minutes consistently is more valuable than sometimes doing deliveries in 8 minutes but often delivering products in 35 minutes.

- **Scope for Future Research**
- The study presents a variety of areas worth exploring further:
- A longitudinal study using the same group of subjects for six to twelve months

could bring to light insights about how changes in satisfaction and repeat purchase intention occur as users become accustomed to the experience, and platforms scale back on promotional incentives.

- Conducting the same experiment in other cities across metro and Tier 2 locations would provide proper ground for comparison and determine the extent of generalization of results in Jaipur.
- Structural equation modeling would enable a more sophisticated assessment of the causal links between variables presented in the study model. Pearson correlation analysis is incapable of doing that.
- Platform-level analysis based on sufficient per-platform samples would provide a possibility to compare user satisfaction for each of the platforms studied.
- In-depth interviews of both users and dark store personnel would give an insight into qualitative aspects.

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MRP.3

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