



INDUSTRY ANALYSIS & DESK RESEARCH

SEMESTER - II

E-COMMERCE INDUSTRY PROFILE

- E-commerce refers to buying and selling goods and services online using internet platforms.
- It includes marketplaces, direct brand platforms, and quick delivery services.

Industry Size

₹ 5 lakh cr

F.Y 2019-20

Industry Size

₹13 lakh cr

F.Y 2024-25

Growth Rate

20-22 %

F.Y 2020-2025

Growth Rate

20-25 %

F.Y 2024-2025

KEY TRENDS

- Tier-II/III Expansion
- Fast delivery models
- Mobile Commerce Rise
- Social Commerce Growth
- Stronger Logistics
- AI & Tech Adoption

GEOGRAPHICAL PRESENCE

OF MAIN PLAYERS



- Across India (metro + tier-2 & tier-3 cities)
- Strong logistics presence nationwide
- Global operations



- Runs primarily in India.
- Strong presence in metro and tier-1 cities.
- Operates both online platforms and physical beauty stores.



- Indian urban cities
- Focuses mainly on dense population areas

INDUSTRY BUSINESS MODELS



Marketplace Model



Niche/Focussed Model & Omnichannel Model



Quick Commerce Model

MARKET LEADERS

Company

Relative Market Share

Product Segment

Customer Segment

Business Trend

Operating Challenges

Recent Challenges



amazon

Very High

Electronic, Fashion,
Groceries, Books, Essentials

Urban & Semi-urban, all
income groups

Fast delivery, Prime
services, Private labels

High logistics & operating
cost

Regulatory issues,
intense competition



Flipkart

Very High

Electronic, Fashion,
Appliances

Price sensitive , Middle
income groups

Festive sales, Private
brands

Profitability pressure

Strong competition



Medium High

Apparel, Home
products, Accessories

Tier 2 & 3, Small sellers

Social commerce,
Low cost products

Low margins

Quality control &
customer trust

MARKET LEADERS

Company



Relative Market Share

High (Beauty segment leader)

Product Segment

Beauty, Fashion, Personal care, Cosmetics

Customer Segment

Urban, Premium & beauty focused customers

Business Trend

Private labels, online + offline stores

Operating Challenges

Limited diversification

Recent Challenges

Rising D2C beauty brands



High (Quick commerce segment)

Groceries, Daily essentials

Urban customers, working professionals

10-20 minute delivery, dark stores

High delivery & infra cost

Competition from zepto & instamart

Michael Porter's 5 Force Model



E-Commerce Industry

Strengths

- Global reach with 24/7 accessibility
- Lower operational costs than physical retail
- Advanced data analytics and personalization
- Seamless mobile shopping experiences

Weaknesses

- High customer acquisition costs
- Intense price competition pressures
- Dependency on third-party logistics
- Limited physical product interaction

Opportunities

- Emerging markets expansion potential
- AI-powered customer experiences
- Social commerce integration growth
- Sustainable and ethical shopping trends

Threats

- Cybersecurity and data privacy concerns
- Regulatory compliance complexities
- Market saturation in key segments
- Supply chain disruption vulnerabilities

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SWOT ANALYSIS

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1. Global presence vast product range, advanced logistic
2. Fast delivery, strong urban presence
3. Loyal customer , omnichannel reach

W

1. Low profit margins, high operational cost
2. Thin margins, high delivery costs
3. dependence on beauty segment, competitive pricing pressure

COMPANY

SWOT

1

amazon

2

blinkit
India's Last Minute App

3

NYKAA
Your Beauty. Our Passion.

O

1. Cloud computing , AI & automation, emerging markets
2. Expanding to smaller cities, new product categories
3. Private label growth, international expansion

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1. Highcompetition, data security risks
2. Logistics challenges, safety , return
3. Rising competition from global & local players, market saturation

BCG MATRIX



MARKET GROWTH

HIGH

LOW

LOW

HIGH

? Question Marks

- Amazon Fresh & Pharmacy



Dogs

- Physical Stores
- Alexa

Stars ★

- AWS
- Amazon Advertising

Cash Cows



- Core Retail

MARKET SHARE

BCG MATRIX



MARKET GROWTH

HIGH

LOW

Question Marks ?

- Nykaa Fashion

HIGH

★ **Stars**

- House of Nykaa

LOW

Dogs 

- Niche Apps



Cash Cows

- Nykaa Beauty (Online)

MARKET SHARE

BCG MATRIX



MARKET GROWTH

HIGH

Question Marks ?

- Tier-II expansion
- New categories

LOW

Dogs

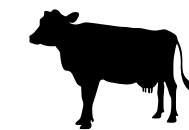
- Weak dark stores
- Failed features

LOW

HIGH

★ Stars

- Core Quick Commerce

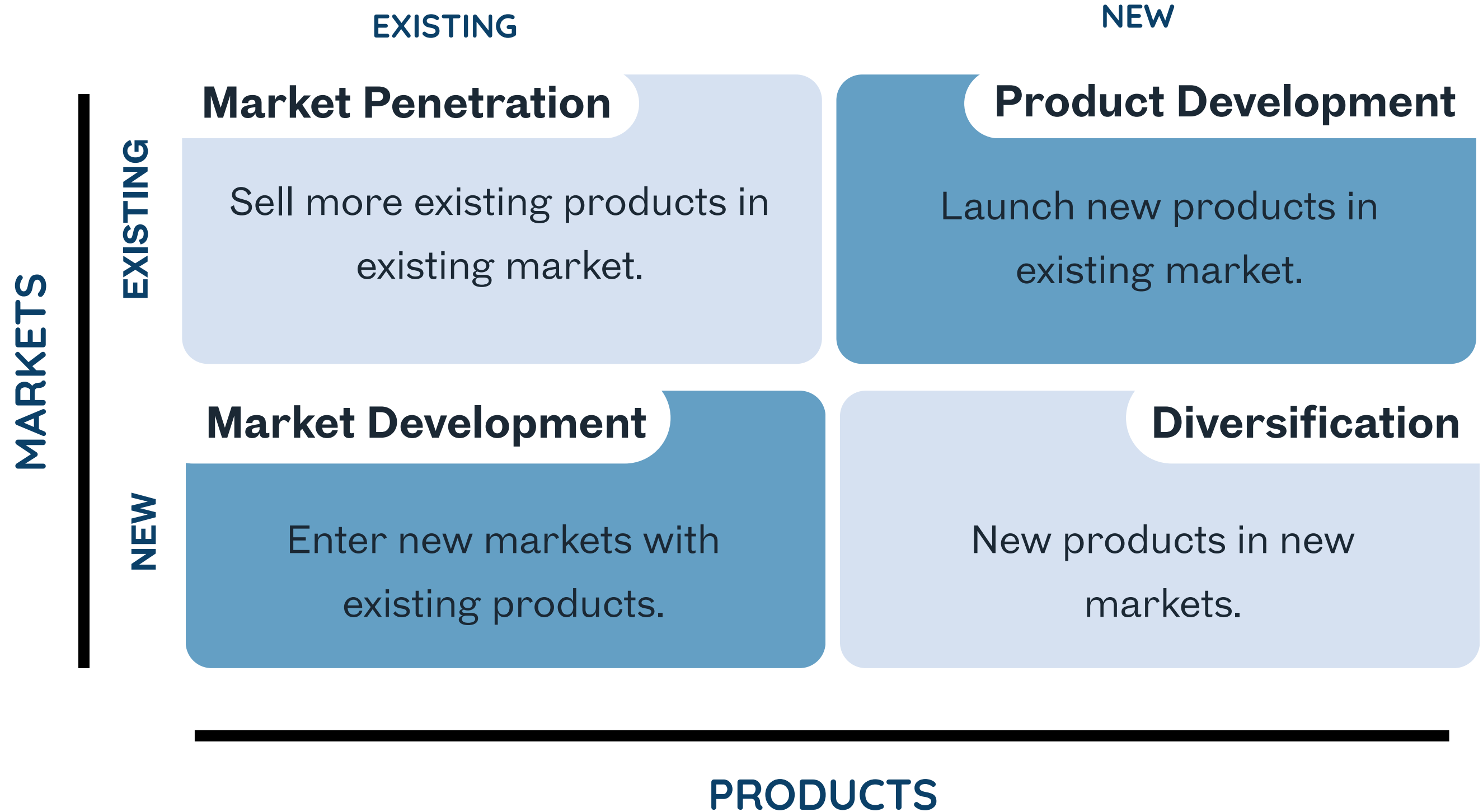


Cash Cows

- Mature Cities

MARKET SHARE

ANSOFF MATRIX



- The Ansoff Matrix is a growth strategy model developed by Igor Ansoff.
- It helps companies decide how to grow their business.

A N S O H H M A T R I X

MARKETS

EXISTING

Market Penetration

- Amazon - Discounts, Prime offers
- Nykaa - Beauty offers
- Blinkit - 10-min delivery

NEW

Market Development

- Amazon - Global expansion
- Nykaa - Offline stores
- Blinkit - New city expansion

EXISTING

Product Development

- Amazon - Amazon Pay, Prime Video
- Nykaa - Nykaa Cosmetics
- Blinkit - Essentials & electronics

NEW

Diversification

- Amazon - AWS, AI
- Nykaa - Fashion segment
- Blinkit - Blinkit ambulance

PRODUCTS

FINANCIAL ANALYSIS



Financial Item	2021	2022	2023	2024	2025
Revenue	34,97,000	42,53,000	47,85,000	53,00,000	59,50,000
Profit / Loss	1,77,000	-22,000	25,000	4,92,000	6,45,000
CAGR (%)	11%	11%	11%	11%	11%
Industry Growth (%)	8%	8%	9%	9%	9%
Debt	2,50,000	2,70,000	2,80,000	2,90,000	3,00,000
Equity	9,00,000	9,50,000	10,20,000	11,00,000	12,00,000
Market Cap	13,00,000	14,50,000	15,20,000	16,00,000	16,60,000
ROE (%)	18%	-2%	4%	22%	26%
ROA (%)	7%	-1%	2%	10%	12%
ROS (%)	5%	-1%	1%	9%	11%

FINANCIAL ANALYSIS



Financial Item	2021	2022	2023	2024	2025
Revenue	2,441	3,774	5,144	6,836	7,950
Profit	62	41	25	44	74
CAGR (%)	22%	22%	22%	22%	22%
Industry Growth (%)	15%	15%	16%	16%	16%
Debt	150	220	240	260	280
Equity	3,200	3,600	3,900	4,200	4,600
Market Cap	55,000	58,000	60,000	63,000	65,000
ROE (%)	8%	5%	3%	6%	9%
ROA (%)	4%	3%	2%	4%	6%
ROS (%)	3%	1%	0.5%	1%	2%

FINANCIAL ANALYSIS



Financial Item	2021	2022	2023	2024	2025
Revenue	150	450	900	1,064	5,206
Profit / Loss	-300	-600	-750	-500	-290
CAGR (%)	85%	85%	85%	85%	85%
Industry Growth (%)	30%	30%	32%	32%	32%
Debt	400	700	900	950	1,000
Equity	600	900	1,200	1,500	1,900
Market Cap	30,000*	32,000*	35,000*	38,000*	40,000*
ROE (%)	-50%	-65%	-60%	-30%	-15%
ROA (%)	-20%	-28%	-25%	-12%	-6%
ROS (%)	-200%	-133%	-83%	-47%	-6%

HUMAN CAPITAL

Particular	Amazon	Nykaa	Blinkit
Headcount	<p>Corporate employs: 35478 Delivery employees: 65110 e - retail employees 130269</p>	<p>Employees 3160 to 6584 Fashion Limited: 1093 E – Retail: 1550 FSN E- Commerce Venture: 1981</p>	<p>Corporate employee count: between 3988 to 14325 Partners and staff: 302025 delivery partners & 81070 store team members</p>
Attrition	<p>Approx:12% to 16% Delivery Service Partner:35% to 40%</p>	<p>Approx: 19% to 31% Industry Context: 28.7%</p>	<p>Approx:15% to 20% Delivery Partner Attrition:35% to 40%</p>
Culture	<p>Customer obsession driven Innovation focused but demanding and competitive</p>	<p>Retail & beauty focused culture Strict work hours Limited flexibility Growing concerns of toxicity</p>	<p>Fast paced high – pressure star up environment Flexible work but high chur</p>

HUMAN CAPITAL

Particular	Amazon	Nykaa	Blinkit
Engagement initiatives	Mulakaat festive, Women's leadership, Mentorship events	External Training programs Professional Conference Reward & Recognition program	Technical Training Program Employee welfare (housing, medical, insurance) Fast paced startup culture
Organizational structure	Chairman MD CEO business divisions by function global standard team structure	CMD led structure functional heads across retail, tech and fashion professional leadership with tight cost controls	CEO led structure city CEO s regional Heads, VPs across furcation lean but dynamic hierarchy
Reporting Structure	Private sector company Subsidiary of amazon global reports to global HQ in Seattle	Private sector company / Listed on NSE / BES founded by Falguni Nayar	Private sector company backed by Zomato (majority stake)

KEY FINDINGS

- Fast Growth of E-commerce
- Change in Customer Behavior
- Strong Market Competition
- Focus on Fast Delivery & Offers
- High Costs & Low Profits
- Growth in Tier 2 & 3 Cities
- Use of Technology (AI & Data)
- Importance of Trust & Quality
- Logistics & Supply Chain Challenges



CONCLUSION

- Fast Growth - E-commerce is growing very fast
- Bright Future - Online shopping will increase more
- Customer Focus - Customers want easy and quick service
- High Competition - Many companies are competing
- Cost Challenge - Managing cost is difficult
- Role of Technology - Technology helps business growth
- Growth in Small Cities - Big opportunity in small towns



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THANK YOU

