



## Note to participants

First off, thanks for choosing to participate in this case competition. Our aim here is to leverage your enthusiasm and involvement to help us gain a fresh perspective on actual, real world scenarios we are dealing with on a daily basis. Hopefully, you will find this experience as exciting and fulfilling as we do in working with you through this. A general caveat - while this document does have some objectives, deliverables, guidelines and questions to help walk you through the thinking process, nothing is mandatory and you have full flexibility in defining your own approach and final objectives that you want to address - even if you're only able to address one out of the two objectives mentioned, that's fine! Quality of output is the only criterion which will be judged. All the best and happy solving!

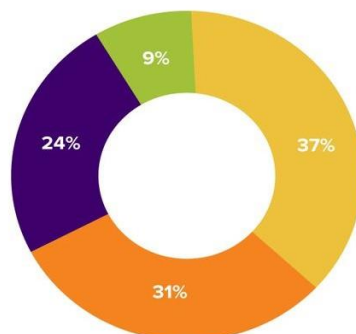
## Background

Founded in 2011, bigbasket.com (bb) is today one of India's largest online food and grocery stores. With over 30k products and 1500+ brands in our catalogue, a customer will find everything from fresh (fruits and veggies, meats, dairy) to Gourmet products and Electronics on the platform. In terms of footprint, bb currently is present across all T1 cities and 20+ T2 locations and select T4 locations as well serving close to 3 million customers monthly.

Traditionally, bb was known for its Full-Slotted-Delivery (FSD) service where customers could place orders and choose a delivery slot within the same day (earliest 6 hrs) or the next for the order to be delivered. Post the pandemic, with intensifying competition in the market, we pivoted and rebranded our FSD service into "bb Supersaver" with a focus on delivering much quicker within 2 hrs of order placement. With quick-commerce (q-comm) growing and the increasing number of players in the space however [Zepto, Blinkit, Instamart, FK Minutes, Others], we have also rolled out our own q-comm offering – bigbasket Now/bbNow which aims at delivering a broader assortment of products to our customers as quickly as possible, within 10 minutes of ordering. Our launch has been largely well received, however, purely in the q-comm space (FSD business not included), we are presently trailing our competition [1].

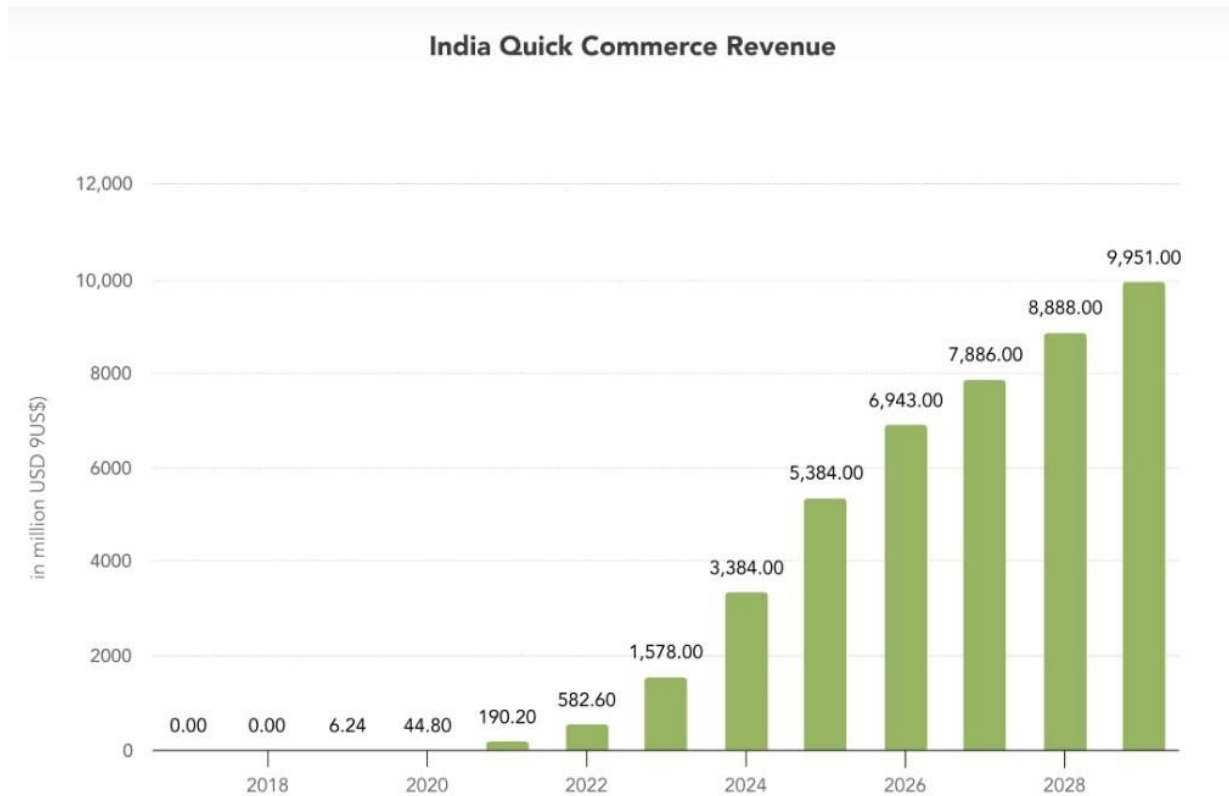
## INDIA'S QUICK COMMERCE MARKET SHARE

■ blinkit ■ SWIGGY instamart ■ zepto ■ bb now





In parallel, what bbNow has also been placing focus on is the launch of newer non-traditional categories – Notably Electronics, Apparel and Cigarettes. The launch of these newer categories accomplishes 2 things - #1 Customer delight - additional hooks which keep customers coming back for more and #2 Overall GMV growth and margin improvement since grocery businesses are generally lower yield with slim margins. With the addressable Q-com market poised to grow in the coming years[2], we arrive at our problem statement (s) as below.



We want you to put on your thinking hats on and come back with your POVs on the below 2 objectives.

**Objective 1:** Creating an overall marketing plan which will improve the salience of bbnw among customers given the highly competitive q-comm market

**Objective 2:** Identifying an effective, practical GTM strategy for the newly launched categories + exploring expansion opportunities in areas hitherto unexplored

## Guide

Questions that may guide you in formulating your plan of action (in no particular order); these are not all mandatory to cover, but thinking along these lines might help you structure your overall strategy better - answers to questions 1,2,3 will form the basis for your ultimate recommendations relating to objective #1. Question 8 will guide you in exploring how you'd go about addressing objective #2. Any recommendation you are making will carry more weight if backed by actual customer interactions (primary data).



1. What are the key service parameters that customers look for while evaluating a q-comm service provider? Where does bb stand on these parameters vis-à-vis competition? (Assortment, Availability, Pricing, Delivery speed, App experience, Customer Service)?
2. Who are bbnw's target customer segments? Is there a profile(s) you can build here? (Feel free to define your own segments here – but try and back it up with data – primary/secondary) What are the key behavioural tendencies of these segments?
3. What are bbnw's offerings vis-à-vis competition? Is its proposition unique/similar? What values do they associate with bb, zepto, instamart, blinkit with the most? (Convenience? Reliability? Best prices? others?)
4. What value proposition are you looking at communicating to the identified segments in #2?
5. What communication channels are you choosing to reach the identified customers specifically? What is your suggested media mix?
6. How should bb think about positioning its new categories in the context of its existing categories and also vis-a-vis Q-comm in general? What channels of communication work for what categories?
7. Is there a way to tie in Objective 2 with Objective 1? How would you go about it? (You need not compulsorily do so, but if you feel it's a lever, feel free to explore it)
8. What are some customer pain points/opportunities you see which could be addressed while you're thinking about launching a new category? What is the key customer insight you are basing this recommendation on? [For example, for part 1 - pain point - "Customers these days do not know where to find articles required to celebrate most religious/cultural festivals and most required articles are available in inconveniently located areas which have traditionally been completely offline" Insight - "Consequently, 75% of customers in our generation skip celebrating otherwise wonderful, joyous occasions which bring the family together ". Hence, recommendation - We can make available carefully curated pooja needs articles and procure festive articles (thorans, poshaks, flowers, decoration, idols etc) and make and position a topical store during festive occasions!]
9. What are some risks that you see in your recommendations for #1 and #2?

## Key Deliverables

### Stage 1 submission:

3 slider covering the below

- a. Research approach [Primary? Secondary?] covering how you plan to gather insights that will be the basis for your recommendations to address Obj #1 and Obj #2.



- b. What are the Key pillars you wish to focus on or questions you'd want to answer that will determine success/failure to achieve the outlined objectives?

[Final Output is not expected here, but just your plan of action and what specifically you propose to answer and how you plan to do it. The actual output of your consumer research/interactions along with your final recommendations can be presented in stage 2]

## References

[1] <https://www.marketbrew.in/weekly-insights/growing-quick-commerce-india>

[2] <https://www.grabon.in/indulge/tech/quick-commerce-statistics/>

<End of case sheet>