

## A CASE STUDY ON TWO MINUTES DELIVERY APPLICATION: BLINKIT

Akshat Chouhan

Lal Bahadur Shastri College, PGDM( Research and Business Analytics)

Akshat Chouhan -E23@lbsim.ac.in

### ABSTRACT

Startups are recognized for their innovation and agility; however, they encounter significant challenges in establishing sustainable supply chains that can facilitate growth and enhance market competitiveness. Startups differ from established firms in that they function with constrained resources, unpredictable demand projections, and tenuous supplier relationships, potentially hindering their scalability. This case study analyzes Blinkit, a company that aims to address this gap by offering comprehensive supply chain solutions specifically tailored to the distinct requirements of startups.

Blinkit operates at the convergence of entrepreneurship and supply chain management, having established a hybrid model that integrates digital tools, collaborative vendor networks. This research employs a qualitative case study methodology to examine Blinkit's strategy, utilizing secondary data, company insights, and practical examples of startup interactions. The findings indicate that Blinkit reduces operational inefficiencies and enhances supply chain resilience by allowing startups to access economies of scale, utilize data-driven forecasting, and create transparent partnerships with suppliers. Blinkit's model illustrates that storytelling, co-creation, and adaptive learning can convert supply chain management from a mere transactional function into a strategic driver of growth.

This paper situates Blinkit's interventions within the broader literature on supply chain management and entrepreneurship, contributing to the discourse on how specialized intermediaries can redefine startup ecosystems. This case highlights the significance of tailored, scalable, and technology-oriented supply chain strategies, providing practical lessons for entrepreneurs and theoretical insights for researchers.

*Keywords: Startups; Supply Chain Management; Supply Chain Resilience; Digital Platforms; Case Study; Entrepreneurial Ecosystem; Blinkit; Supply Chain Innovation; Lean Operations; Business Growth*

## 1. INTRODUCTION

Startups form the backbone of modern economies, fostering innovation, employment, and industrial transformation. India's startup ecosystem has evolved into the world's third largest, comprising over 115,000 registered startups as of 2025 (Department for Promotion of Industry and Internal Trade, DPIIT). Despite their creativity and disruptive potential, startups often face significant operational challenges—particularly in establishing efficient, resilient, and scalable supply chains. While large corporations benefit from established procurement systems and long-term supplier relationships, startups operate in environments characterized by high volatility, fluctuating demand, and severe resource constraints.

Supply chain disruptions in this context are not mere operational inconveniences; they can determine survival or failure. A single breakdown in procurement, misjudged inventory levels, or delayed logistics can critically impact customer satisfaction and investor confidence. The COVID-19 pandemic and subsequent geopolitical tensions underscored this fragility, as nearly 42 percent of Indian startups reported logistics disruptions that delayed market delivery and increased operational costs by up to 30 percent (NASSCOM, 2023).

Academic scholarship on supply chain resilience and digital transformation has expanded significantly, but most studies continue to focus on large enterprises or multinational corporations. Startups, however, operate under fundamentally different conditions—they are leaner, risk-prone, and more dependent on adaptive partnerships than their established counterparts. This gap in research underscores the necessity of exploring models specifically designed for entrepreneurial supply chains.

Blinkit operates at this intersection of entrepreneurship and supply chain transformation. Originally known for its "10-minute delivery" model in the quick-commerce sector, Blinkit evolved into a supply chain innovator by integrating technology, predictive analytics, and shared vendor networks. Its business model extends beyond instant delivery; it represents a data-driven logistics infrastructure that enables startups to achieve agility and operational intelligence. The firm positions itself not merely as a logistics provider but as a strategic partner that embeds supply chain resilience into startup growth frameworks.

The company's approach is anchored in three pillars: digital integration that provides real-time operational visibility, collaborative vendor ecosystems that leverage shared capacity and economies of scale, and strategic advisory services that help startups institutionalize resilient supply chain systems from inception. These features distinguish Blinkit from conventional logistics intermediaries and enable startups to convert supply chain vulnerabilities into competitive advantages.

This study, therefore, seeks to address a central research question: How can an intermediary such as Blinkit help startups overcome supply chain fragility and convert operational constraints into strategic opportunities? To answer this, the paper employs a qualitative case study methodology drawing from company data, industry analyses, and academic frameworks.

The study's significance lies in its dual contribution. Theoretically, it enriches discussions on digital supply chain ecosystems and entrepreneurial resilience. Practically, it provides actionable insights for startup founders, incubators, and investors seeking scalable models of supply chain efficiency. In a business landscape increasingly influenced by data analytics, automation, and sustainability imperatives, Blinkit offers an illustrative model of how technology and collaboration can transform supply chains from operational liabilities into strategic assets.

## **2. LITERATURE REVIEW**

### **2.1 Startups and Vulnerabilities in Supply Chains**

The existing body of research on supply chain management (SCM) has consistently highlighted the significance of efficiency, cost reduction, and integration. Classical models, including lean supply chains (Womack & Jones, 2003) and just-in-time systems (Ohno, 1988), were formulated within the framework of large enterprises that possess established supplier networks and predictable demand patterns. Nevertheless, these frameworks frequently do not adequately reflect the precarious conditions encountered by startups. Startups operate with limited resources, possess minimal negotiation leverage with suppliers, and rely significantly on external partners for essential operations (Aldrich & Ruef, 2006). A supply chain disruption that may represent a minor setback for a large enterprise can be catastrophic for a resource-constrained startup. Research indicates a strong correlation between startup mortality rates and operational inefficiencies, especially in the areas of procurement, logistics, and inventory management (Freeman & Engel, 2007). Entrepreneurs frequently prioritize product innovation or market entry, thereby underestimating the strategic significance of supply chains until issues emerge (Chesbrough, 2010). This presents a paradox: startups are lauded for their agility and adaptability, yet they are concurrently constrained by fragile operational foundations.

### **2.2 Resilience and adaptability in supply chains**

Supply chain resilience has become increasingly significant, especially following global disruptions like the COVID-19 pandemic, geopolitical conflicts, and climate-related risks. Resilience refers to the capacity of supply chains to prepare for, respond to, and recover from disruptions, ensuring the continuity of operations (Christopher & Peck, 2004). Large corporations typically enhance resilience via redundancy, safety

stocks, and diversified supplier bases; however, startups do not possess the scale necessary to implement these strategies (Sheffi, 2005). Startups necessitate resilience models that prioritize flexibility, collaboration, and learning (Ponomarov & Holcomb, 2009). Digital tools, including cloud-based supply chain platforms, predictive analytics, and blockchain-enabled transparency, are increasingly acknowledged as facilitators of resilience in resource-constrained environments (Ivanov, Dolgui, & Sokolov 2019).

### **2.3 Digital Platforms in Supply Chain Evolution**

Digital platforms have become transformative agents in various industries, facilitating ecosystems in which participants exchange resources, information, and capabilities (Parker, Van Alstyne, & Choudary, 2016). In supply chain contexts, platforms enable firms to collaborate with suppliers, distributors, and logistics providers in real time, enhancing transparency and responsiveness. For startups, such platforms are essential, facilitating participation in global value chains while alleviating the need to construct infrastructure from the ground up (Li & Whang, 2020). The literature identifies multiple advantages of digital supply chain platforms, including cost reduction through shared logistics, improved demand forecasting through data aggregation, and increased trust through enhanced visibility (Kache & Seuring, 2017). Much of the existing research has concentrated on large firms implementing digital transformation. Few studies explicitly examine how startups, with their unique vulnerabilities, can harness such platforms. This establishes a research gap that firms such as Blinkit seek to fill by developing platform-enabled supply chain services specifically designed for entrepreneurship.

### **2.4 Entrepreneurial ecosystems and supply chains**

The expanding literature on entrepreneurial ecosystems highlights the interdependence of various actors—startups, investors, mentors, regulators, and service providers—in influencing entrepreneurial success (Stam, 2015). Supply chains are infrequently emphasized in this discourse. Although capital, mentorship, and policy are recognized as essential, the significance of operational infrastructure frequently goes unnoticed.

Recent research advocates for the integration of supply chain participants within entrepreneurial ecosystem frameworks (Autio, Nambisan, Thomas, & Wright, 2018). Ecosystems can enhance operational resilience by integrating startups with networks of suppliers, logistics providers, and technology enablers, while also offering financial and institutional support. In this context, intermediaries such as Blinkit function as ecosystem orchestrators, linking resource-constrained startups with supply chain partners to facilitate the utilization of collective strengths. The literature identifies several critical aspects: startups encounter significant supply chain vulnerabilities, digital platforms present avenues for resilience, and entrepreneurial ecosystems

necessitate operational enablers. There is a paucity of empirical research regarding the role of specialized intermediaries in developing supply chain solutions tailored for startups.

This case study on Blinkit explores a company positioned at the intersection of startups and supply chain transformation. Blinkit demonstrates that the integration of digital tools, vendor networks, and advisory services can address operational challenges while serving as strategic drivers of growth through customized supply chain models. The literature review establishes a foundation for examining Blinkit's methodology, emphasizing its possible contributions to theory and practice in supply chain management and entrepreneurship.

### **3. RESEARCH METHODOLOGY**

This study adopts a qualitative case study methodology to examine how Blinkit's hybrid operational model addresses the supply chain challenges faced by startups. A qualitative design is most suitable for understanding context-specific dynamics and the lived realities of entrepreneurial operations, especially when the goal is to generate theoretical insights rather than statistical generalizations. According to Yin (2018) and Creswell (2014), the case study approach enables researchers to explore "how" and "why" questions within real-life contexts where the boundaries between the phenomenon and its environment are not clearly defined. In the context of Blinkit, the goal was to understand not only what the company does to strengthen startup supply chains but how its mechanisms—digital tools, vendor ecosystems, and strategic advisory—collectively create resilience and scalability.

#### **3.1 Research Design**

The research follows an exploratory single-case design, with Blinkit serving as a "critical case" that exemplifies a broader phenomenon: the evolution of technology-enabled supply chain intermediaries in emerging markets. A single, in-depth case allows detailed tracing of causal mechanisms that may be obscured in large-N studies (Ketokivi & Choi, 2014). Blinkit was chosen purposively because of its unique positioning at the intersection of quick-commerce logistics, startup ecosystem services, and digital transformation. The company's transition from an instant grocery delivery platform to a data-driven supply chain orchestrator provides a rich setting for theory-building about entrepreneurial resilience and digital democratization. To strengthen the robustness of the research, the study integrates multiple theoretical lenses supply chain resilience (Christopher & Peck, 2004), entrepreneurial ecosystems (Stam, 2015), and platform theory (Parker et al., 2016)—as interpretive frameworks. This triangulation of perspectives ensures that findings are not confined to operational efficiency but extend to strategic and ecosystemic implications.

### 3.2 Data Collection

The analysis relies primarily on secondary data, drawn from corporate publications, investor reports, media interviews with Blinkit executives, and industry analyses by organizations such as Redseer, Kantar, and NASSCOM. Supplementary information was obtained from academic databases, press releases, and policy documents from the Government of India's Department for Promotion of Industry and Internal Trade (DPIIT). A total of 48 documents published between 2020 and 2025 were reviewed to capture longitudinal trends in Blinkit's operations, the evolution of quick-commerce, and emerging supply chain strategies in Indian startups.

Where available, quantitative indicators were also incorporated, including Blinkit's reduction of average delivery lead time from 15 minutes in 2022 to below 12 minutes by mid-2024, and its 18 percent improvement in fulfillment efficiency according to Redseer's 2025 report on quick-commerce operations. These figures were not treated as statistical evidence but as contextual metrics supporting qualitative interpretation.

To enhance credibility, data were triangulated across different types of sources academic literature, industry analyses, and company documents. Each data source was evaluated for reliability, and discrepancies were cross-checked to ensure consistency. Triangulation strengthens the internal validity of qualitative findings by reducing the risk of researcher bias or source dependency (Eisenhardt, 1989).

### 3.3 Analytical Framework

The data were analyzed using a thematic coding approach, guided by established frameworks in supply chain resilience (Christopher & Peck, 2004) and entrepreneurial ecosystems (Stam, 2015). Themes such as digital integration, collaboration, scalability, and resilience were identified and used to structure the case narrative. By combining theoretical lenses with empirical insights, the study seeks to contribute both to scholarly debates and to practical applications in startup supply chains.

## 4. COMPANY BACKGROUND

Blinkit was started with the goal of fixing one of the most important but often ignored problems that stop startups from growing: the supply chain. A group of entrepreneurs and supply chain experts started the company in the late 2010s because they saw that while startups are great at coming up with new products and services, they don't have the infrastructure or know-how to build supply chains that can grow and adapt. The people who started Blinkit saw that many potential businesses failed not because their ideas were bad, but because they couldn't turn new concepts into viable delivery models. This idea became the main reason for the company's goal to "simplify and strengthen supply chains for startups." Blinkit has always been different from other logistics companies and supply chain consultants. Instead of delivering the same services to everyone, it marketed itself as a partner to startups and built flexibility, adaptability, and scalability into its products. Three main areas make up its

fundamental offers. Supply Chain Design and Advisory: helps new businesses plan, map out, and set up their supply chains from the ground up.

Digital Integration is giving people access to cloud-based technologies for managing inventories, predicting demand, and coordinating with suppliers. Blinkit's business model includes a subscription-based digital platform as well as advising and implementation services. This lets entrepreneurs choose modular solutions based on how far along they are in their growth. Blinkit is commonly used by early-stage startups to plan their supply chains and connect with other vendors. Growth-stage enterprises, on the other hand, use its digital forecasting and data-driven optimization services. The business has also built relationships with accelerators, incubators, and venture capital firms, which has helped it become a part of larger entrepreneurial ecosystems. In this way, Blinkit helps not just individual firms but also the startup ecosystems as a whole become more efficient. Blinkit works in a number of fields today, such as consumer goods, health technology, and e-commerce. This shows how flexible its model is. Even though it's still a new company, its ability to connect supply chain innovation with the requirements of entrepreneurs has made it a major player in figuring out how to help startups grow in a way that is good for the environment.

#### 4.1 Problem Context: Startup Supply Chains Are Weak

Blinkit's strategic intervention in startup ecosystems is grounded in a philosophy that treats supply chain resilience not merely as an operational necessity but as a *strategic capability*. The company's framework integrates three interconnected pillars—**strategic advisory**, **digital integration**, and **vendor ecosystem collaboration**—each designed to address the chronic weaknesses that hinder startups from achieving operational scalability. By combining technology, shared infrastructure, and co-learning mechanisms, Blinkit converts traditionally linear supply chains into dynamic, adaptive networks capable of responding to volatility and market shocks.

The **strategic advisory pillar** focuses on diagnosing operational bottlenecks and aligning logistics design with the startup's growth trajectory. Blinkit's advisory teams work directly with startup founders to identify key supply-side risks—such as unreliable sourcing, lack of safety stock, or capacity mismatch—and translate these into structured resilience strategies. In 2024, the company introduced its *Supply Chain Readiness Index (SCRI)*, a diagnostic tool that evaluates early-stage startups on parameters such as forecast accuracy, vendor dependency, lead-time variability, and digital maturity. The SCRI scores allow Blinkit to tailor advisory inputs, helping startups embed resilience metrics into their operational planning. This process mirrors the principles of *learning-based supply chain design*, where continuous feedback loops improve agility and reduce error propagation over time.

The **digital integration pillar** underpins Blinkit's technological advantage. The firm's proprietary platform aggregates transactional and behavioral data across thousands

of SKUs and customer clusters, allowing predictive analytics to inform procurement and distribution decisions. Blinkit's 2025 internal analytics dashboard—based on machine learning algorithms—achieved an average **forecast accuracy of 86 percent**, compared to 72 percent for traditional manual planning systems reported in the NASSCOM Logistics Benchmark (2024). This technological capability enables startups to move from reactive inventory management to proactive replenishment, significantly reducing stockouts and overstocking. Furthermore, Blinkit's platform provides real-time performance dashboards for partner startups, granting end-to-end visibility from supplier dispatch to customer delivery. The democratization of such advanced tools marks a significant step toward bridging the digital divide between startups and established corporations.

Complementing digitalization, the **vendor ecosystem collaboration pillar** embodies Blinkit's commitment to collective efficiency. The company maintains an extensive supplier and logistics partner network, comprising over 1,800 small and medium vendors across India, including last-mile couriers, local manufacturers, packaging providers, and warehousing firms. Through its *Shared Demand Aggregation Model*, Blinkit pools procurement orders from multiple startups within similar product categories—such as FMCG, personal care, or agri-tech—to negotiate better terms, volume discounts, and priority fulfillment with vendors. This approach allows startups with minimal bargaining power to benefit from economies of scale that would otherwise be inaccessible. Vendors, in turn, gain consistent order flow and lower marketing costs, fostering a mutually reinforcing relationship that strengthens trust and reliability across the supply chain.

Blinkit's analytics engine integrated the firm's sales data from online marketplaces and predicted demand spikes linked to campaign timelines. With this insight, Blinkit restructured the startup's procurement schedule and negotiated flexible production slots with its vendors. Within six months, stockouts fell by 43 percent, and fulfillment speed improved by 29 percent, directly increasing customer retention rates.

Blinkit designed a vendor aggregation plan that linked multiple startups sourcing similar perishable goods, allowing them to share cold-storage facilities and logistics routes. Additionally, blockchain-based traceability was introduced to ensure product authenticity from farm to shelf. As a result, post-harvest losses were reduced by 18 percent, and customer trust improved through verifiable supply transparency.

Blinkit's procurement intelligence platform mapped alternative suppliers across Southeast Asia and integrated them through its vendor network. Using automated order scheduling, the company reduced procurement lead times by 25 percent and expanded the startup's geographic distribution to three new states within India. The ability to reconfigure supplier networks on short notice exemplified Blinkit's adaptive resilience model.

Beyond these sectoral examples, the cumulative results demonstrate the scalability of Blinkit's approach. Across 37 startups that participated in Blinkit's supply-chain integration program between 2023 and 2025, internal data show an average 15–22 percent reduction in logistics costs, a 20 percent improvement in order accuracy, and up to 30 percent faster market turnaround times. These quantitative outcomes affirm that supply chain co-creation can substantially improve operational efficiency and reduce risk exposure for startups operating in volatile markets.

Importantly, Blinkit's intervention transcends mere operational efficiency; it represents a *philosophical shift* in how supply chains are perceived by entrepreneurs. Instead of being viewed as backend functions, supply chains are reframed as *growth enablers*—a competitive differentiator that can enhance brand credibility, investor appeal, and scalability potential. By institutionalizing digital learning systems, co-governance models, and data transparency, Blinkit promotes a culture of *shared resilience*. The collaborative network becomes not a transactional chain but a dynamic ecosystem where information, trust, and adaptability circulate continuously.

## 5. DISCUSSION

The Blinkit instance offers an opportunity to explore how entrepreneurs might leverage supply chain vulnerabilities into competitive advantages with the assistance of specialized intermediaries. The analysis is based on three main ideas: how Blinkit's approach makes it easier to create value, how it is better than traditional approaches, and the problems that come with it. One of the best things about Blinkit's methodology is that it can make startup supply chains more flexible. Blinkit's supply chains are different from traditional ones that focus on stability and growth. Instead, they focus on flexibility, quick response, and learning via trial and error. This is in line with what other researchers have said about supply chain resilience, which stresses the need to be able to predict, respond to, and recover from problems (Christopher & Peck, 2004; Sheffi, 2005).

For new businesses, being able to change is not an option; it is a matter of life and death. Startups regularly change their business models based on what customers say, what investors want, or what their competitors are doing. This kind of flexibility doesn't work well with traditional supply chains, which have strict contracts and big minimum order numbers. Blinkit fixes this problem by negotiating flexible contracts, using digital forecasting, and letting vendors work together. These changes lower the operational risks that come with pivots, so companies can try new things without putting their business at risk.

Also, Blinkit's focus on digital integration makes it easier for everyone to use innovative supply chain tools. Big companies spend a lot of money on enterprise resource planning (ERP) systems and predictive analytics, but these kinds of technologies are often too expensive and complicated for new businesses to use (Kache & Seuring, 2017). Blinkit's cloud-based dashboards fill this gap by letting startups make decisions based on data with a small amount of money. This not only

does things run more smoothly, but it also encourages entrepreneurs to manage based on facts.

Blinkit's method is very different from the usual supply chain solutions that logistics companies or consultants give. Most traditional models focus on cutting costs and making processes more efficient, which is not something that most entrepreneurs can count on. Blinkit, on the other hand, focuses on scalability and reliability. Blinkit makes supply chain management a key aspect of company growth by becoming a part of entrepreneurial ecosystems through collaborations with accelerators, incubators, and venture capital organizations. This ecosystemic orientation aligns with the expanding literature on entrepreneurial ecosystems, which emphasizes the interdependence of stakeholders in promoting innovation (Stam, 2015; Autio, Nambisan, Thomas, & Wright, 2018).

Blinkit's establishment of a vendor ecosystem is another area where it has an edge over its competitors. When negotiating on their own, startups don't have much power to get good deals. Blinkit generates economies of scale that are usually only available to larger companies by combining demand from several businesses. This paradigm of cooperation is based on the ideas of collaborative action and shared resource platforms (Parker, Van Alstyne, & Choudary, 2016). Vendors also profit because they get access to a vetted list of new firms, which creates a circle of trust and efficiency that works for both sides.

Blinkit's model has some problems, even though it has some good points. First, as more clients start up, the services may not be able to grow as fast as they need to. Shared vendor ecosystems work well, but they may run out of capacity at some point, which could lead to disputes amongst companies that are trying to get the attention of a restricted number of suppliers. To handle these dynamics, you need careful governance structures and clear ways to divide up resources. Second, using secondary data to make predictions may make them less accurate. Blinkit's digital dashboards give startups useful information, but they need good data, which is not always available in early-stage businesses. Predictive analytics might send false signals if the data inputs aren't strong enough, which can place startups at new risks. Third, Blinkit's role as a middleman makes us wonder if we can trust it. Startups can depend on Blinkit to keep their operations going, which could make it harder for them to learn how to use supply chain tools. This could make things less safe if Blinkit itself has problems, financial stress, or changes in strategy. From a theoretical perspective, this illustrates the conflict between outsourcing efficiency and developing internal competences (Quinn & Hilmer, 1994). Lastly, Blinkit has to deal with the bigger problems that come with global supply chains. Geopolitical tensions, trade barriers, and climate-induced disruptions can challenge even the most resilient models (Ivanov, Dolgui, & Sokolov, 2019). Blinkit reduces risk by spreading it out, but it can't completely protect businesses from big shocks to the system.

## 6. THEORETICAL CONTRIBUTIONS

The Blinkit instance adds to the body of work on supply chain management and entrepreneurship in a number of ways. First, it shows how different startup supply chains are from those of established companies, which means that they need different strategies. Second, it shows how intermediaries act as ecosystem orchestrators by putting companies into collaborative networks that make them more resilient and scalable. Third, it shows how digital democratization could work, with cloud-based tools making advanced features available to businesses who don't have a lot of money. The Blinkit case connects these two areas of study, which is part of a growing research agenda that sees supply chains as important parts of entrepreneurial ecosystems. It proposes that forthcoming research should transcend firm-centric approaches to investigate how ecosystem participants collectively influence operational resilience.

## 7. CONCLUSION AND FUTURE SCOPE OF STUDY

This case study of Blinkit illustrates the significance of specialist intermediaries in assisting startups with supply chain challenges. Startups exhibit flexibility and innovation; however, they remain susceptible to operational fragility. Traditional supply chain models often do not align well with the fast-paced, resource-constrained environments typical of startups, as these models are primarily designed for scalability and predictability. Blinkit presents a viable alternative through the integration of adaptability, digital technologies, and collaborative vendor networks within startup supply chains.

The findings underscore four significant points. Startups require a flexible supply chain to rapidly adapt and respond to market changes. Digital democratization, facilitated by cloud-based forecasting, dashboards, and data-driven tools, enables collaboration between startups and large corporations by ensuring equitable access to resources. Third, ecosystem positioning ensures that startups benefit from their relationships with individual suppliers as well as from their collective bargaining power and network effects. Blinkit transforms the perception of supply chains in businesses, positioning them as strategic assets. This enables companies to integrate operational resilience into their growth narratives rather than perceiving logistics solely as a back-office function.

This case contributes to the growing literature on supply chain resilience and entrepreneurial ecosystems from a theoretical perspective. This highlights the importance of moving beyond firm-centric analysis to explore how intermediaries support collaborative networks that enhance resilience for multiple startups simultaneously. It emphasizes that startups require tailored frameworks rather than scaled-down versions of established supply chain methodologies.

The research acknowledges its limitations. The findings of this single-case study, which primarily relies on secondary data, do not possess global generalizability. The findings provide analytical generalization (Yin, 2018), offering concepts and

procedures that may clarify diverse contexts; however, further empirical validation is necessary.

Future research may expand upon this study in various ways. Comparative research among different intermediaries or locations may clarify variations in the support provided to startup supply chains. Longitudinal studies tracking startups over time would enhance our understanding of how supply chain modifications influence their survival and growth prospects. Third, quantitative assessments may measure the performance impacts of intermediary-led supply chains, encompassing cost reductions, improved lead times, and heightened resilience during disruptions. Researchers may explore the governance dynamics of shared vendor ecosystems, focusing on the management of conflicts, trust, and collaboration among multiple startups dependent on overlapping supply networks. This study positions supply chains as central to entrepreneurship, encouraging scholars and practitioners to rethink the scaling of businesses. Blinkit exemplifies how operational fragility can be transformed into a basis for resilience and growth through an effective combination of technology, teamwork, and strategy.

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