

Quick Commerce and the Distribution Channel

Why convenience beats price, and what it means for kiranas and large stores

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#Miles2Go

Consulting Services

Why quick commerce is an India story

60M+

monthly quick commerce users
in India

USD 9 bn

India quick commerce, H1 2026

2024

Getir ended instant delivery in
Europe and the US

Why it works in India

Dense cities. Affordable delivery labour. Daily top-up habit. UPI payments. A young, growing middle class.

Why it struggled in the US and Europe

Car-based weekly big-basket shopping. Costly labour. Spread-out suburbs. (My read, not a study.)

30 years in Indian retail

30 yrs

in Indian retail, since 1997

5,000+

MBAs taught since 2005

1,500+

articles on Retail Updates

From Baskin Robbins to the boardroom

Foodworld and private labels. Central malls. India's first airport retail at BIAL. Levista and Indian Terrain. Founder of Miles2Go. Alumnus of Harvard Business School.

The iPhone test: queue or tap?

~10 min

iPhone 18 Pro delivery on quick commerce apps, 18 Sep 2026

300+

units delivered by BigBasket in the first hour

Overnight

queues of fans outside Apple stores, same day

2024 flashback: iPhone 16

Zepto and BigBasket delivered 1,000+ units. One Apple Authorised Reseller store sold about 150 a day. Same phone, two ways to buy.

Hands up: queue or tap?



**Queue for the
experience**



**Tap and get it in 10
minutes**

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Why I can talk about this

Thirty years of watching Indian retail change shape

I watched Indian retail grow up

1

PDS outlets

Ration shops: the first organised retail many of us saw

2

Foodworld

The supermarket arrives, with private labels

3

Central malls

Big Bazaar and Food Bazaar inside the mall

4

Large formats

Hypercity, Best Price, More, each hosting a coffee shop

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Start-up, scale

OyeThere hyperlocal, then Levista distribution

OyeThere, 2015: early to quick commerce

Why so fast?

Investors asked why speed mattered to a shopper.

Why 30 to 300 minutes?

Consumers asked why anyone needed it that quickly.

What is the hurry?

Nobody asked in 2015. Everybody asks for it in 2026.

Timing matters

The idea was right. The market, money and networks were not ready.

Pioneer, but early

Density and patient capital were missing. Next: how shopping got ready.

Three waves that brought shopping closer

Wave 1: Supermarket

Foodworld-style stores bring organised shopping and private labels to the neighbourhood.

Wave 2: Large formats

Big Bazaar, Hypercity, Best Price and More put everything, even a coffee shop, under one roof.

Wave 3: Your door

Quick commerce removes the trip. Same convenience idea, new address.

Levista: distribution is a muscle

2x

revenues during Covid

3x

retail distribution

10x

e-commerce growth

The lesson

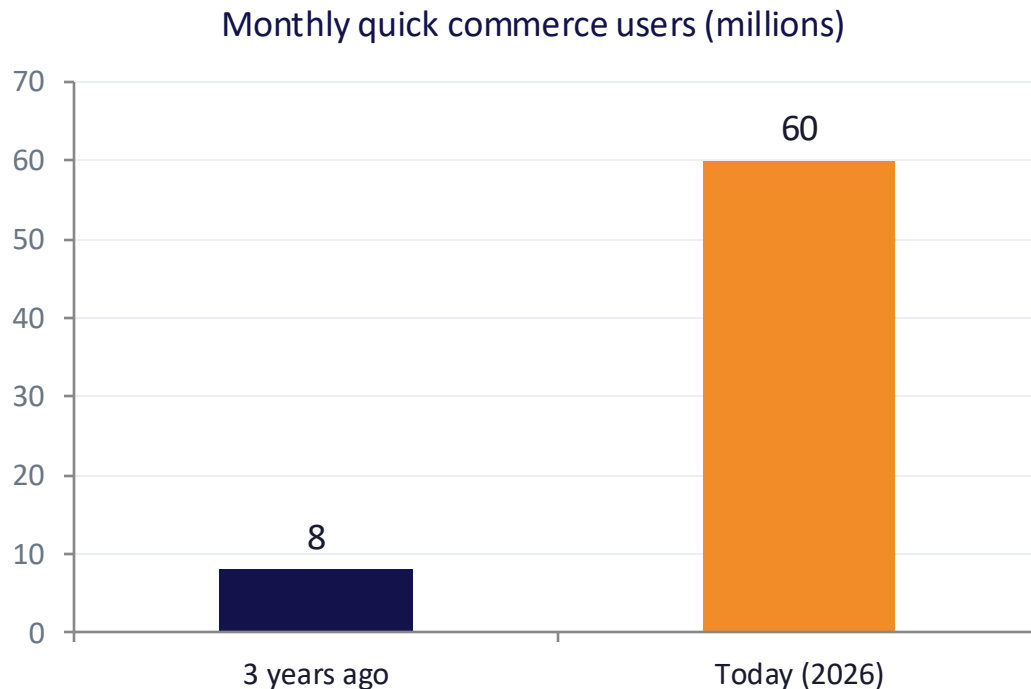
When the street shut, brands with both shelves and apps kept selling.

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Quick commerce today

Users, orders and the 10-minute promise

8 million to 60 million users in 3 years



USD 9 bn

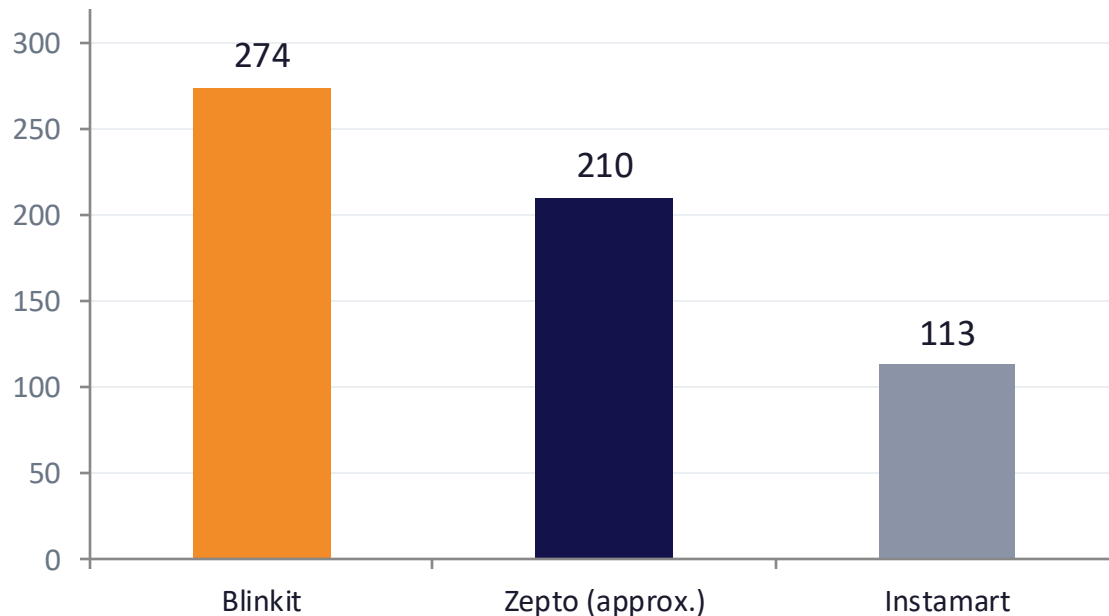
India quick commerce, H1 2026

USD 50 bn

possible by 2030 (Google, Deloitte)

Orders in one quarter: who is ahead?

Orders in Q4 FY26 (millions)



Reading it

Order counts avoid the revenue-model differences between platforms. JioMart and BB Now do not report separately.

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My street

Pandian Stores, PaarEver and a motorcycle at my door

Pandian Stores: 40 years and counting

Credit

Monthly accounts and a notebook that runs on trust.

Memory

Knows what my family buys, and what to hold back.

Presence

A short walk away, open early and late.

Then PaarEver opened nearby

Pandian Stores

40 years on the street. Trust, credit and habit.

PaarEver

Newly opened near my home. Fresh look, new offers, curious crowds.

Two or three deliveries a day, at my door



2-3x

deliveries a day at my home

Small orders

Many top-ups, not one big monthly trip.

The shift

Shopping stopped being an event and became a reflex.

Convenience comes first

1 Convenience

2 Price

3 Store experience

The order a middle-class shopper decides in

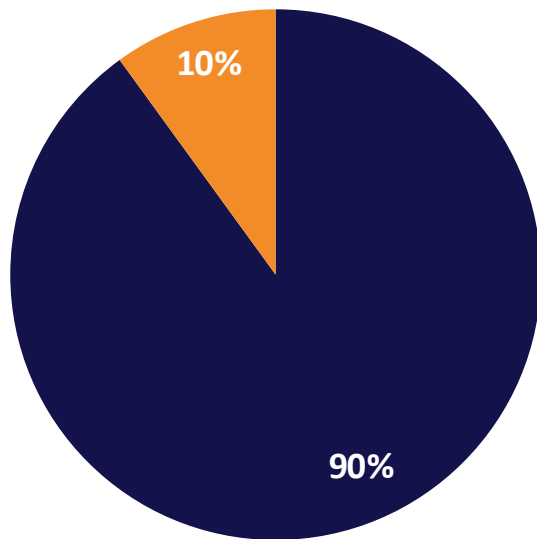
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Kiranas and large stores

Who loses, who thrives, and why brands follow the shopper

Where India still buys its FMCG

FMCG sales by channel (approx.)



■ General trade (kiranas) ■ Modern trade, e-commerce, quick commerce

So what?

Kiranas are the base of the pyramid. Everyone else fights over the other 10%.

Why kiranas will thrive anyway

Credit

Notebook accounts beat any wallet offer.

Relationship

They know the family, the brand and the budget.

Low cost

No dark-store rent, no discounts to fund.

DMart-type stores: the stock-up trip

Large format

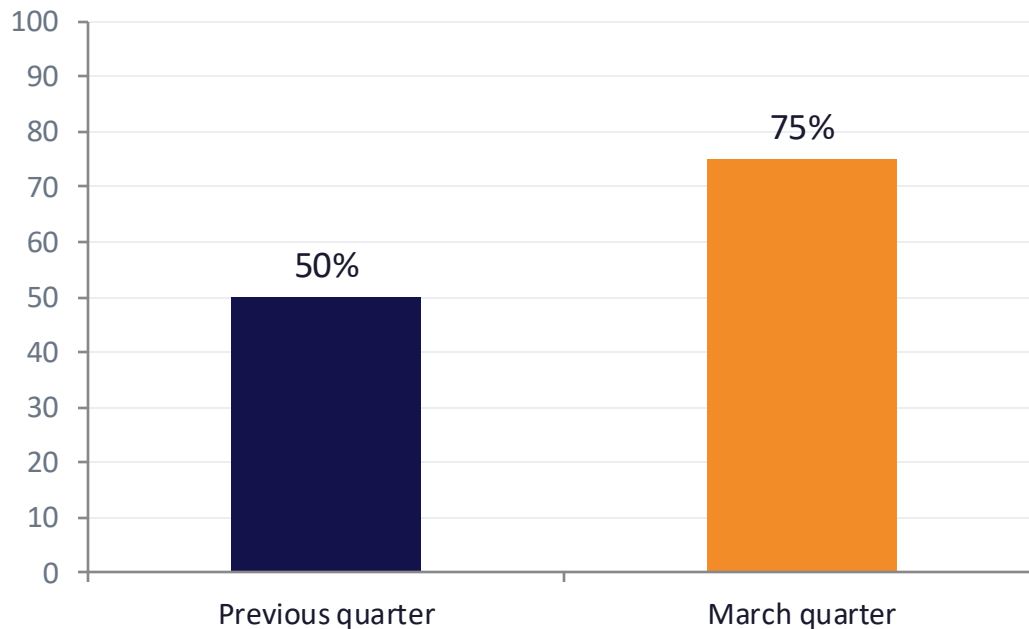
Value pricing, wide range, planned monthly trips. Quick commerce adds little to this basket.

Quick commerce

Speed, top-ups, impulse buys. Takes the small trips between the big ones.

Brands follow the 10-minute shopper

Dabur: quick commerce share of digital sales (%)



Brands follow shoppers

When 75% of digital sales come from 10-minute apps, shelf and price get decided there.

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KAVACCH™

How the platforms and the kirana can use it

KAVACCH™ in quick commerce

The move

- K** Knowledge Management Techniques through Data Analytics
- A** Assortment optimisation to deliver higher margins
- V** Value Engineering by minimizing costs and maximizing returns
- A** Advanced Analytics for building Omni-Channel capabilities (phy+gital)
- C** Cost Optimization including reduction of stock-outs and improved logistics
- C** Consumer Loyalty and Personalization
- H** Harnessing the power of ML and AI

How quick commerce players use it

Order data by pin code decides store sites

Curated range per dark store, own labels

Dense dark stores, batched deliveries

App plus dark store: phy+gital in one

Auto-replenishment keeps stock-outs low

Memberships and personalised reorders

ML for demand, routing and ads

KAVACCH™: what a kirana can do

- K** Know your top 200 SKUs
- A** Trim the tail, add private labels
- V** Share delivery, cut cost-to-serve
- A** Take orders on apps and WhatsApp (phy+gital)
- C** No stock-outs on daily needs
- C** Remember regulars, offer credit
- H** Forecast fresh items with simple AI

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The next 5 to 10 years

Three pillars and the careers they create

Next 5 to 10 years: three pillars

Kirana

Trust, credit, habit

Quick commerce

Speed, top-ups

Large format (DMart)

Value, stock-up trips

The small a/c store in between

Squeezed between speed on one side and value on the other.

Three formats compared

	Kirana	Quick commerce	Large format (DMart)
Convenience	High	Highest	Low
Price	Medium	Medium	Highest
Range	Narrow	Wide	Widest
Credit and trust	Highest	Low	Low
Store experience	Basic	None	Functional
Outlook (5 to 10 yrs)	Thrives	Grows	Grows

Ratings are the speaker's judgement.

Nine careers quick commerce is creating

Sales and key accounts

Win shelf space with platforms and distributors

Marketing: traditional

Brand, trade marketing, in-store visibility

Marketing: digital

Performance marketing and retail media

Data science

Demand, pricing and outlet analytics

AI and ML

Forecasting, routing, personalisation

Category management

Assortment and margin per category

Supply chain

Dark stores, logistics, stock-outs

Product and tech

Apps, search, checkout, delivery tech

Customer experience

Loyalty, CRM and service quality

What Miles2Go does in retail

Brands

Business and brand strategy. Franchising.

Retailers

Retail strategy and growth, powered by KAVACCH™.

Malls

Mall management and leasing.

People

Retail staff hiring and retail training.

Miles2Go Consulting Services

Strategic advisory across FMCG, consumer markets and organised retail in India. milestogo.in

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Your turn

Questions and interaction

Your turn: questions and interaction

Seed questions

Which format would you build a career in?

What did your last 10-minute order say about you?

If you ran Pandian Stores tomorrow, which two KAVACCH™ moves first?

Thank you

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