



Landscape Scanning

Competitor analyses in Karnataka for a Client¹

Background to the Project

The Client is a Rs.200 crore company, engaged in bringing e-commerce to rural India, operating in 16 states. They desired to understand their possible competition in **Karnataka** and also explore potential collaboration opportunities.

ECG conducted a targeted field study and extensive secondary research to map out the competition, both direct and indirect.

ECG Approach

We covered **over 450km** while interacting with **distributors** and **retailers** of the **two largest competitors** in rural Karnataka. The entire supply chain for the services offered by the competitors was mapped out. This included the *locations, value chain, partnerships, order & delivery process, after-sales service, and finance solutions*. Extensive secondary research was carried out to map out other competitors operating in the State.

Key Insights

Poor Visibility

Awareness and visibility of the competitor brands is low. Customers placing orders at the retail partner are unaware that they are being serviced by these competitors and there are no local advertisements to increase brand awareness or recall.

The Consumer Durable Opportunity

Mobile phones, FMCG and Utility Bill Online Payments formed the majority of the products and services offered with none offering Consumer Durables (Kitchen and Home Appliances). While

the ordering process is fairly simple, low access to free home delivery combined with poor financing options is a definite gap that can be fulfilled.

The Indirect Competition

Other players offering similar value to customers in Karnataka through assisted e-commerce were identified and the variations in their business models were mapped out. Their reach, product & service offerings and funding status were also researched to better understand their present and future plans.

Project Outcomes

Based on the results of the field study and our recommendations, the Client decided to **persist with their current business model** while continuing to explore possible collaborations that may emerge in the future.

Project Timeline

The project was undertaken in Oct 2018.