

COLLEGIATE ENTREPRENEURS ORGANISATION

# PULSE DU

BUSINESS MAGAZINE

## REAL ESTATE

An In-Depth Look at the Future of Urban Development and Real Estate Innovation

## QUICK COMMERCE

Revolutionizing consumer Expectations and Retail by merging speed with convenience

## EXCLUSIVE INTERVIEWS

Conversations with Visionary Entrepreneurs Driving Change in Today's Economy

# DELHI UNIVERSITY

AUGUST 2024 | VOLUME 3



# PRINCIPAL'S FOREWORD

“

Founded in 1987, Shaheed Sukhdev College of Business Studies, University of Delhi has a legacy of academic and professional excellence. It imparts knowledge in the fields of management, technology, and cyber security and law with an unparalleled understanding of industry norms and exposure. Accredited **Grade "A+"** by NAAC, it is 100% funded by the Government of NCT of Delhi and has a defining edge in the academic and industrial field.

The faculty, staff, students and alumni have actively worked in cohesion to create a conducive environment where every student develops roots of responsibility leading to holistic development. With focus on teaching, coaching and imparting life skills, this institution has played a crucial role in the career and personality of innumerable students who have brought laurels to the college, university, and nation. The students, I believe have transformed from vulnerable minds to dynamic and strong individuals with the potential to further transform themselves into astute and pragmatic leaders of tomorrow. ”

**DR. POONAM VERMA**  
**PRINCIPAL**



# Teachers in Charge



*Prof. Neeraj Kumar Sehrawat, IIM Ahmedabad and FMS alumnus, is Assistant Professor at SSCBS, awarded Best Professor in 2020. His research enhances business performance in challenging environments.*



*Mr. Amit Kumar, a distinguished researcher and teacher at SSCBS, specializes in Taxation and Corporate Finance. He focuses on dividend policies and market integration, with notable publications in corporate governance and payout behavior.*

CEO's initiatives in fostering an entrepreneurial and startup culture at Delhi University are praiseworthy. They have created a holistic approach by exploring business opportunities, curating informative content, engaging with industry experts, and participating in international competitions, which is crucial for **developing an entrepreneurial mindset** among students. As a PhD scholar from the Faculty of Management Studies, We see significant potential in these efforts to inspire and support student entrepreneurs.

Students are actively embracing entrepreneurship, with some already **starting their ventures while still in college**, reflecting a strong entrepreneurial spirit. Business schools can support **social entrepreneurship** by integrating specialized courses, mentorship programs, funding access, and partnerships with social impact organizations.

Colleges support student-led startups through initiatives like the **SSCBS Innovation and Incubation Foundation**, providing mentorship, workspace, networking, and funding. They also organize events, workshops, and competitions, and offer academic courses focused on entrepreneurship, equipping students with the knowledge and skills to succeed in the startup ecosystem.

# PREFACE

## Annual Business Magazine by CEO, DU

This edition of Pulse by the **Collegiate Entrepreneurs Organization, Delhi University**, delves into the failures within both the national and international venture capital and startup ecosystems. It also includes an analysis of various business models in India's **QUICK COMMERCE** and **REAL ESTATE** industries.

Moreover, this edition features interviews with Ms. Niti Singhal, Founder of TWEE IN ONE, and Mr. Chirag Mavani, CFO of THE SOULED STORE. These interviews provide a deep dive into the complexities of building a startup, offering insights into the groundbreaking journeys of TWEE IN ONE and THE SOULED STORE.



We consulted, researched, strategized and brainstormed for the formulation of a Loyalty Matrix with appropriate KPIs and weightings to assess the delivery partners' performance and loyalty towards food delivery apps. Helped Zomato to provide financial assistance of Rs. 24k per year to 500+ delivery partners for education. It would enable Feeding India to extend the invaluable benefit of Quality Education aligned with the fourth SDG to the children of the delivery partners who are between the ages of 7-12.

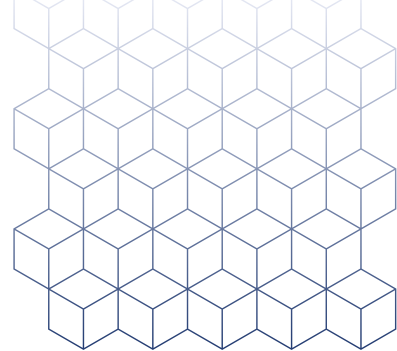


Developed a guide for entering the luxury old age home industry with a customer estimation framework. Conducted thorough competitor analysis to identify amenities and infrastructure. Created a pricing model and crafted market strategy which propelled the holistic growth of the company. It involved a thorough cost analysis and strategic pricing calculation, suggestions for innovative amenities and auxiliary features, and various risk mitigation strategies to safeguard success



We conducted podcasts with nationally recognized startup founders and high rated financial officers to discuss the journey of leading an organization and building a team. The CEO talks is a platform, available on Spotify, which allows us to provide learning opportunities from some of the most successful people. It inspires young entrepreneurs to bring about a change in the society .

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RAPID RETAIL

QUICK COMMERCE

EPISODE



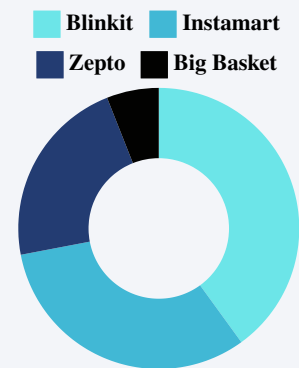
# EXECUTIVE SUMMARY

## Retail Sector Dynamics and Growth Projections

The quick commerce industry is transforming the retail sector, driven by rapid urbanization, increased disposable income, logistics, product offerings, and digital accessibility. In India, the retail sector's continued growth is a key economic driver, bolstered by significant capital inflows that enable rapid scaling and innovation. It presents a unique opportunity, addressing previously unrecognized needs with surprising market potential. This summary explores the strategic execution and technological advancements that position QC for sustainable profitability.

### Market Overview

Quick commerce market has been growing with a CAGR of 24.33% with Gross Merchandise Value of \$2.8 billion in the past year. The competitive environment has oligopoly nature amidst 4 major competitors aggressively expanding their presence across cities, vying for market share through diversifying product offering and employing SaaS model.



### Key Challenges

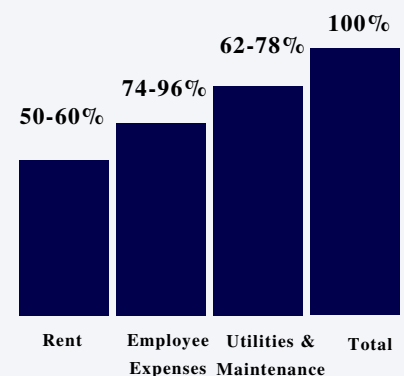
Quick Commerce industry is largely competitive with four major players paired with ever so decreasing brand loyalty. Ensuring ultra-fast delivery in densely populated and traffic-congested urban areas requires meticulous logistics.

The unorganised cost structure and thin margin on average order value makes it difficult to achieve profitability for quick commerce companies.

### Cost Distribution

Speedy deliveries paired with low volume orders are expensive for the company. Businesses try to balance this with bulk buying and delivery.

Employee expenses are the biggest cost factor, accounting for 50% of total warehousing costs because businesses need to hire a lot of staff to pick, pack and deliver orders quickly. Rent, utilities and inventory management are other relevant cost in the logistics with following distribution.



# COMPETITIVE LANDSCAPE

## Emerging Contenders and Market Domination

### Overview

The highly competitive industry with over 10 active players forces highest degree of performance with many well funded . Now, the market is dominated by four major platforms where speed and satisfaction are the key differentiators instead of price. Success in this industry hinges on clean data, operational excellence, and adaptability.

### Market Leader

Blinkit is in the pole position currently with a GMV market share of ~40% as of 4th Quarter of CY23. The loss making startup is inching towards profitability outpacing its competitors with improved performance.

### Customer Profiling

Segmentation based on key data points captured by company are vital for customer profiling.

Technical knowhow and customer loyalty are imperative trends whose analysis benefits the market players in lesser acquisition cost and increase cross-selling and up-selling.



**Young Professionals**



**Millennials**



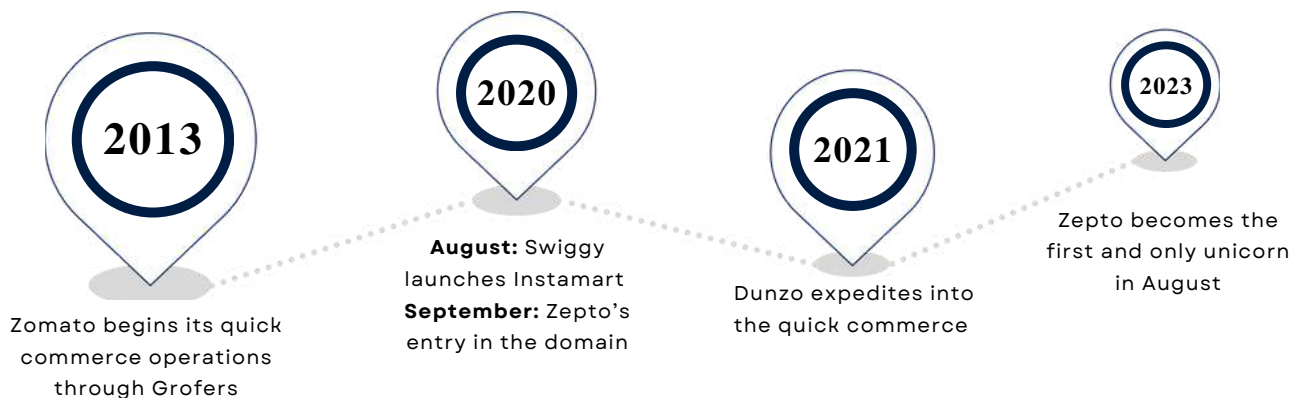
**Busy Partners**



**Senior Citizens**

Quick commerce players will slowly start focusing on basket size and last-mile delivery models since, currently, 50-70% of the gross margin is taken up by delivery costs.

Only those companies that are able to improve unit economics and manage inventory overload, all while adhering to or slightly altering delivery timelines, would be able to thrive in this dynamic space.





# COMPETITORS ANALYSIS

## Key Players and Operational Strategies



*In India's Quick Commerce industry, 7-8 major players dominate. Key factors influencing consumer decisions include fast delivery, competitive pricing, discounts/offers, wide product selection, and easy payment options. Swiggy Instamart, Blinkit, and Zepto hold over 80% market share, emphasizing large product assortments and rapid delivery as crucial for industry leadership.*



### ZEPTO

Beginning its operation in April 2021. To fulfil delivery within 10 minutes, they have 100 micro-warehouses that can complete 2,500 orders/day skyrocketing in grocery delivery. Their extraordinary services with geo-fencing technology fostered them millions of dollars with a \$10 billion dollar valuation.



### SWIGGY

Launched in August 2020 to deliver groceries within 45 minutes to customers in major cities. Today, it processes 1 million orders weekly. For fleet management, they have partnered with Fast Despatch Logistics, a last-mile delivery service provider.



### BIG BASKET

They have a network of 40+ cities with a 3-step simple checkout workflow paired with BB Star membership giving it an edge. They use warehouses and third-party kirana stores in different cities for inventory procurement. They have also introduced grocery products under its private labels for marketing and revenue generation.

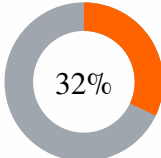
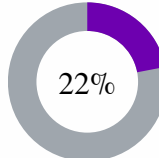
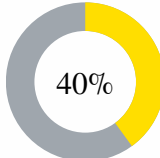
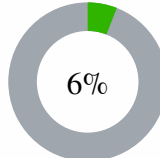



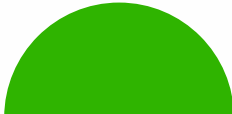






### BLINKIT

Blinkit delivers consumer goods in 10-20 minutes. It operates in 27 cities and major metropolitians at the moment. Today, it has 1 million+ customers shopping on average every week. There is an average weekly retention of around 50%. They have partnered with 250 micro warehouses, local kiranas and 14,000 - 15,000 individual delivery partners to achieve their target.

# COMPARITIVE MATRIX

## Evaluating Market Leaders and Their Strategies

Category	INDEPENDENT		COMPANY BACKED	
Company	Swiggy Instamart	Zepto	Blinkit	BigBasket
Market Share	 32%	 22%	 40%	 6%
Revenue (2023)	3221 	2024 	724 	9695 
Brand Equity Score (out of 10)	7.2 	8.9 	3.4 	0.34 
Strength	<ul style="list-style-type: none"> <li>Engaging User Interface</li> <li>Large user base</li> </ul>	<ul style="list-style-type: none"> <li>Fastest Delivery</li> <li>Localized Approach</li> </ul>	<ul style="list-style-type: none"> <li>Strong Brand Backing</li> <li>Premium Brands</li> </ul>	<ul style="list-style-type: none"> <li>Bundling Technique</li> <li>Slotted Delivery</li> </ul>
Weakness	<ul style="list-style-type: none"> <li>High Delivery Charges</li> <li>Small Catalogue</li> </ul>	<ul style="list-style-type: none"> <li>Limited Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Limited Reach</li> <li>Costumer Service Concerns</li> </ul>	<ul style="list-style-type: none"> <li>Potential Errors and Delays</li> <li>Overburdened Delivery Systems</li> </ul>



# KEY INDUSTRY TRENDS

## Emerging Strategies and Growth Drivers

### *Overcoming Hurdles, Delivering Convenience: Quick Commerce Revolution*



### **Product Diversification**

Quick commerce is also venturing into unconventional categories such as electronics, mobile and large appliances. Via these services companies are able to increase their customer engagement and get a diverse customer base. High-margin products mix Q-commerce platforms can increase the average order value, leading to better profit margins.

### **Subscription Models**

The models offer consumers priority service and other exclusive benefits. They provide Q-commerce companies with a steady revenue stream, improved loyalty and better demand forecasting. As rational consumers increasingly seek convenience and value, subscription services are becoming a key strategy for differentiation and retention.

### **Improved Unit Economics**

Companies focus on enhancing their margin profiles and reducing delivery costs relative to their gross margins. Introducing high margin products increases the overall profitability of each order. Additionally, private label brand development can yield higher margins.



### **D2C Growth**

Go-to-market: D2C start-ups with a digital-first strategy can earn high margins by targeting relevant target groups from day-one. Additionally, leading D2C brands are reaching US\$12.2 million in revenue within 2-5 years.

Aggregation of D2C brands: Brand aggregators can follow the Thrasio Model and bring D2C brands under a single parent company to scale the overall business, for e.g., Mensa Brands and Global Bees.

Grocery and gourmet, apparel and footwear, personal care, and electronics expected to be the biggest D2C categories by 2027.

# REDEFINING GROFERS

## The New Standard in Quick Commerce



### Beyond Groceries

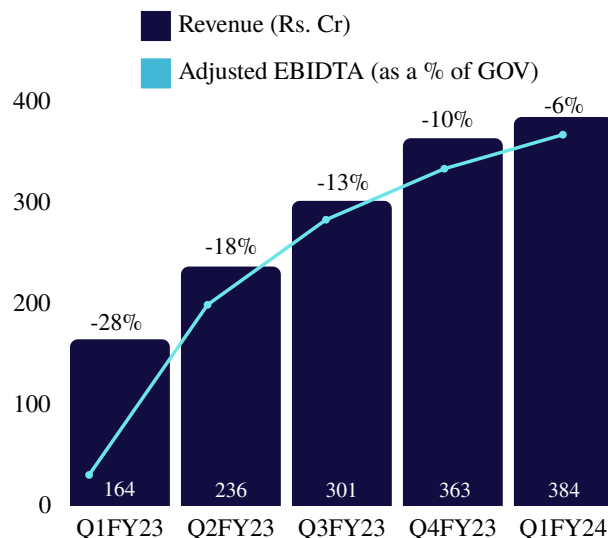
Blinkit has positioned itself as a solution for the "time-starved" consumer. They have a dual aspect focus: one is the 10-minute delivery, and the other is its neat user interface.

This is a strong point for the company, as there is a paradigm shift in the consumption patterns of the customers. Impulse purchases, reduced planning, and large cart values are just a few phrases to describe the market.



### Target

Blinkit targets a specific set of customers and does its best to attract younger customers, with a skew towards millennials and Gen Z, as they are more comfortable with the technology. Moreover, most of the customers are primary residents of major Indian cities.



### Key Takeaways

The company must identify the market gap and then capitalize, and a well-chosen brand name can effectively communicate its core value proposition. Moreover, proper utilisation of social media is a must to create buzz and awareness about the brand.

At present, Blinkit, with a 40% market share, plans to capture more market share with their new expansion plans by widening the catalogue and inculcating a variety of different products such as those for babies, fruits, baked goods, pets, flowers, etc.



# QUICK COMMERCE FOMO

## Pool of new entrants in the exciting industry

The quick commerce industry is witnessing a surge of new entrants, including major players like Reliance and Flipkart.

This page explores their strategic moves to capture market share, highlighting Reliance's JioMart Express and Flipkart's upcoming Flipkart Minutes initiative.



### The Reliance Episode



Mukesh Ambani's Reliance Industries will introduce JioMart Express next month to enter the competitive market. Initially focusing on delivering groceries in major cities, JioMart Express aims to achieve 30-minute deliveries by utilising Reliance Retail's vast network and technology platforms such as FYND and Locus.

Expansion into clothing and electronics is planned for the future. This strategic move aims to utilise Reliance's infrastructure to exploit the rapidly growing \$5 billion quick commerce market.



### Flipkart Ventures Again

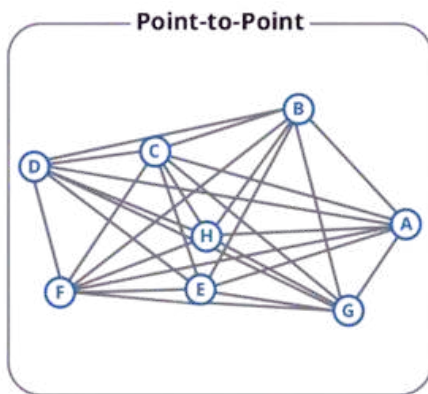
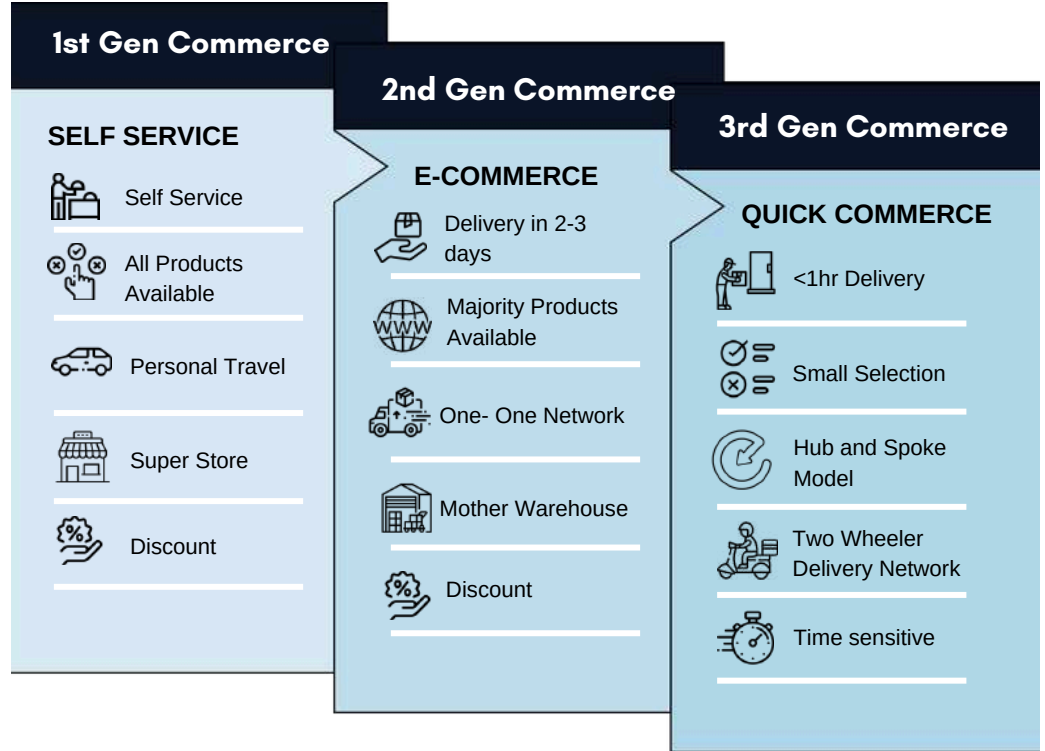
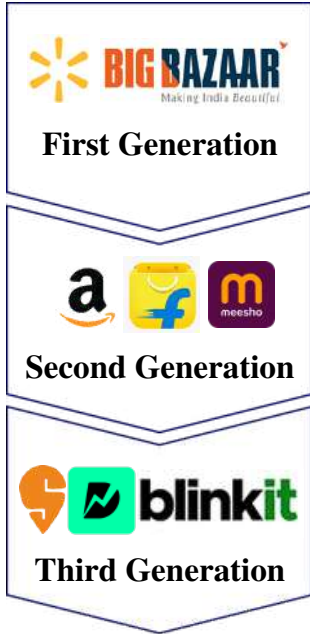
Flipkart is preparing to introduce "Flipkart Minutes," a fast retail platform to achieve nationwide 15-minute deliveries in the coming months, with the backing of Walmart. This will be Flipkart's third major venture into quick commerce, following the launch of Flipkart Quick.

They will make use of Flipkart's strong supply chain and advanced technology. Flipkart intends to establish specialised stores, such as the recent opening in Jaipur, to enhance its delivery capabilities across Rajasthan and beyond.



# FROM E TO QUICK COMMERCE

## Exploring the Advancements in Online Retail Models



### Point to Point Model

A point-to-point model directly connects to a set of locations without interrupting services, despite an indirect route. It has an advantage over others because it takes less time to travel.

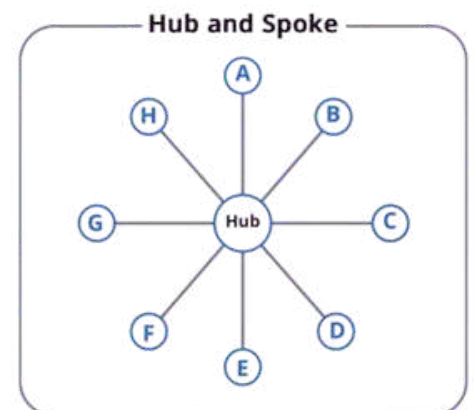
It involves the supplier shipping goods directly to the customers without the need for a central hub.

Amazon follows a point-to-point model by shipping products directly from its fulfillment centers to customers' doorsteps.

### Hub and Spoke

The hub and spoke model provides a means of distribution that relies on a central location and a number of spokes leading out from that hub.

Zepto uses a hub-and-spoke model by centralizing inventory in large dark stores and dispatching deliveries to customers through smaller localized spokes.



# FROM E TO QUICK COMMERCE

## Exploring the Advancements in Online Retail Models

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<b>E-Commerce</b>	<b>Basis</b>	<b>Quick Commerce</b>
Local Fulfilment centers or partnerships with retailers	<b>Fulfilment</b>	Centralized Warehouses or third party logistics
Traditional online shopping experience	<b>Customer Experience</b>	On-demand shopping experience with real-time tracking
Focus on broader product selection and price	<b>Expectations</b>	Emphasis on speed, convenience, and instant gratification
Emphasizing product range, discounts, and promotions	<b>Marketing Focus</b>	Highlighting convenience, speed, and on-demand capabilities
Customers with varying preferences and requirements	<b>Target Market</b>	Customers seeking immediate fulfillment and quick delivery
Flexible and scalable to handle demand fluctuations	<b>Scalability</b>	Scalable, but may require additional infrastructure
Planned Purchases	<b>Purchase Pattern</b>	Impulse Buying
Discount and Offers	<b>Deciding Factors</b>	Quickness of Delivery

# DYNAMIC DISTRIBUTION

## Streamlined Delivery Systems



### Dark Stores

The dark stores are the filling engines. Special retail outlets dedicated to online orders are also known as dark stores. They are strategically situated in large urban areas, thus eliminating the need for walking customers and concentrating solely on prompt order processing and dispatch.

### Distribution Centres

The distribution centers are the nerve center of Q-Commerce operations. They oversee the intake of inventory, sorting procedures, and dispatch mechanisms to either Dark Holds or Delivery Networks. These centers guarantee product availability and swift supply by tactically placing items on shelves.

Quick Commerce, is about to reframe the way we look at retail with the lightning speed of its deliveries. The concept uses a highly sophisticated logistics setup where dark stores play a pivotal role in feeding the distribution centres that further fuel the delivery network; all of this creates an effective and swift system.

A marriage between dark stores, distribution centers, and delivery networks is not only important but it should be seamless with the automation of the order management for Quick Commerce to succeed. The sophisticated logistics system, which in turn fosters reliability plus unprecedented speed to customers, enables Quick Commerce firms that adopt it to always maintain a leading position among their competitors.



### Automated Management Systems

Implementing an automated system allows real-time tracking and monitoring of tasks from order placement to delivery. It oversees drivers, fuel consumption, vehicle maintenance, and employee performance. Automation handles product updates, order processing, and cancellations, increasing efficiency, saving time and resources, and boosting customer satisfaction.



### Delivery Networks

In an organized delivery system Q Commerce has made use of methods to guarantee that orders are delivered quickly to customers doorsteps. The fulfillment of orders is achieved swiftly by combining markets, distribution centers and delivery networks.



# DARK STORE A COSTLY AFFAIR

## Streamlined Delivery Systems

### Inventory Management

Typical inventory days vary from 4-5 days. Perishables and F&Vs are typically replenished more than once per day while packaged goods are replenished only once a day.

Platforms work on dynamic assortment correction; which means that depending on seasonality a few SKUs are stocked or removed in the dark store.

- Always Better Control
- Vital Essential Desirable
- Just In Time

#### SELECTIVE INVENTORY CONTROL



- Economic Order Quantity
- Probabilistic Demand
- Planned Shortages

#### ECONOMIC ORDER QUANTITY



- Demand Forecasting
- Lead Time Management
- Holding Cost System

#### MEIO



### Extensive Technology Usage

Dark store operations, which include inventory management to shrinkage avoidance amongst others are all backed by a robust technology stack. Designated picker is notified on the placement of order which is then guided to shelf location for the SKUs. Simultaneously, the delivery partner is informed about the order status.

Typically, an order consists of around 6 SKUs, that are processed at a target time of 1.5minutes.

### Upfront Investment Required

QC platforms prefer to remain asset light and, therefore, dark stores are typically set up on leased properties. A new dark store typically entails capex towards racks, freezers, chillers, IT, inventory and deposits. In a nutshell, amount required to operationalise the store touches INR 80+ Lakhs



# DARK STORE A COSTLY AFFAIR

## Streamlined Delivery Systems

A Brick and Mortar retail distribution center that caters exclusively to online shopping. They can be compared to a supermarket without customer walk-ins typically having 6000+ SKUs catering to an area of 2-3 kilometers with strong network of delivery partners.

### Warehousing Network

Mother warehouses generally covers 30-40 dark stores and are regarded as the backbone of quick commerce.

Ideal dark store location is decided on the basis of various data points. A typical warehouse will have a dry inventory storage section, a cold storage section, and a billing section.



### Operational Optimization

When an order is placed, a designated picker is notified about the order on a hand held device that doubles up as a guide for the picker to the appropriate shelf location for the SKUs. Typically, an order consists of around 6 SKUs, that are processed at a target time of 1.5minutes.

### Rider Partner Economics

Last-mile delivery is the single-largest cost component for QC platforms on a per-order direct cost basis.

While bicycles are an attractive option due to negligible maintenance and fuel reimbursement they tend to complete fewer orders in a larger span costing us efficiency and customer service.



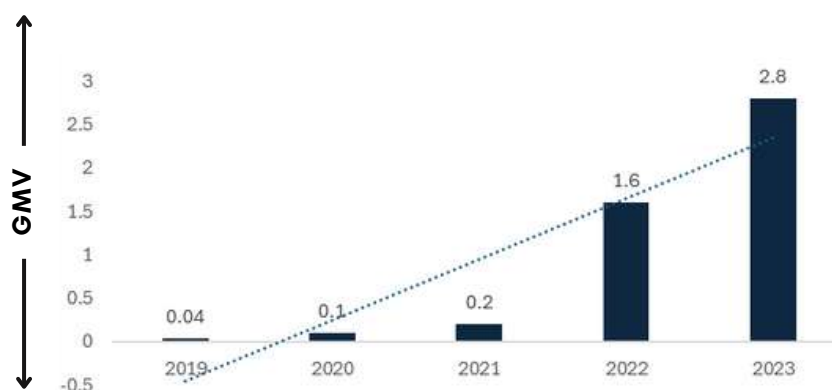
# THE COVID EPISODE

## Covering key events and highlights from pandemic

During Covid, quick commerce extended its reach in the market, serving 20 million households in 2020, and it is expected to reach 26 million in five years with an increase in its market penetration and addressable market size. Zepto and Dunzo stand as the selected quick commerce startup receiving funding of USD 160,700.1 million as of March 2022, providing them with a good amount of liquidity and growth.



### COVID AND POST COVID TRENDS IN INDIA (IN USD BILLION)



It is estimated that the sector is expected to grow 10-15 times from the current USD 0.3 billion to USD 5 billion by 2025.

The market has also adapted to the evolving industry. The supply chain of e-commerce and the newly formed quick commerce industry has seen a transformation from a singular central warehouse to an advanced web of strategically located dark stores.

### Business Trends

Contribution of quick commerce to the online grocery market is around 10%, which is expected to rise to 40-50% in the coming years.

Though Zomato started its full-fledged quick commerce operations via Blinkit in 2013, Following the pursuit Swiggy found Instamart in August 2020 to offer instant grocery delivery. A year later, Dunzo launched Dunzo Daily to run its quick commerce business. Then came Zepto in September 2020, started operations in April next year and became the first and only unicorn of 2023 after raising \$200 Mn in August at a valuation of \$1.4 Bn. Businesses recognised covid as an opportunity to enter into quick commerce industry.

### Post Covid Problems

The Covid-induced gold rush subsided when shops reopened and the allure of 10-minute home deliveries started to wear off. The lack of solid business fundamentals was another key reason why many ultra-fast grocery delivery firms failed to corner success in the post-Covid era.

One of the major problem was economies of scale work differently for quick commerce players. The order flow is continuous and delivery needs to happen immediately. Hence success depended upon each dark store's productivity and profitability



# SUSTAINABILITY CONCERNS

## Issues to long term sustainability in this industry

### Bigger Order Value

Majority orders are driven by impulse purchases resulting in lower order value. Pairing this with promise to quick delivery it becomes a challenge to increase profit margin.

The key here is to generate larger order which can be facilitated through increasing free delivery cutoff converging their fragmented orders.

### FMCG Partnership

In order to create a unique portfolio of products and brands, Q-Commerce players will have to collaborate with FMCG companies.

Their initiative is their sole means of protecting themselves from a price war and to build a sustainable margin model. This step could be a win-win for both players.



### Long Term Viability

Fragmentation, price wars, dynamic, decreasing customer loyalty are just few characters describing current trends in quick commerce industry.

In the light of this it is imperative for industry players to analyse their long term sustainability concerns in the light of customer behaviour.

A full-service player offering multi-channel delivery options presents an opportunity for a bigger share of the wallet and can increase the lifetime value of a customer. The multi-channel player provides a better chance to build loyalty by servicing all shopping missions. Such a player also increases the probability of shifting customers to private brands.

### Efficient operations

Special packaging tailored to the channel needs in airports, restaurants, trains, road markets and hypermarkets are turning to be great measure to improve revenue. For each channel, FMCG players have been successful in creating their own brand packages which can be imitated by Quick Commerce companies to tap in this segment.

### Local Business

Local small enterprises are already providing cost effective home delivery of everyday essentials. These services are essential for their livelihood. In this competitive environment, Q-Commerce cannot reasonably supply the same low cost of delivery as other retailers and thus pose a sustainability problem vis a vis local competition.



# FUTURE TRENDS

## Upcoming trends in the industry pointed by experts



### Environmental Stewardship

With the intensifying race for customer acquisition, sustainable growth is vital. Businesses must enhance unit economics by increasing frequency, charges and/or AOV.

Resource sharing across more products and services to boost AOVs and cut costs is essential for success.

The growth of hyperlocal supply chains has accelerated the development of EVs for logistics, expanding EV infrastructure in cities. This synergy between EVs and hyperlocal logistics has streamlined delivery operations and improved local delivery, inventory management, and warehousing through AI-based automation.

### Advancements in SaaS

Advancements in SaaS, AI, blockchain, and big data are pushing commerce towards hyperlocal solutions, combining the convenience of online shopping with neighborhood store experiences. Intelligent SaaS platforms enhance logistics efficiency and visibility. Companies like Swiggy are revolutionizing logistics with robotics, autonomous vehicles, and drones, enabling quick and precise deliveries.

### Product Standardization

When ordering perishable products online, consumers primarily worry about consistent quality. Product standardization is cost-effective and ensures a worry-free shopping experience by maintaining pre-set quality standards.

This is especially crucial for the dairy, egg, and meat industries in quick commerce, making it easier for both consumers and vendors to rely on hyperlocal services.

### Move Towards Rural Areas

The next evolution of hyperlocal e-commerce models will be in under-tapped two tier, three-tier cities and rural areas.

### Product Expansion

Quick commerce is expanding beyond essentials like groceries and medicines to include non-essential items such as gym equipment, entertainment, fashion, and lifestyle products. However, profitable implementation in these new categories requires further efforts





# REAL ESTATE

Soaring demand fuels India's real estate boom  
Market to reach \$1 trillion by 2030

MARKET SIZE  
GROWTH

**400 %**

ANNUAL GROWTH  
RATE

**19.5 %**

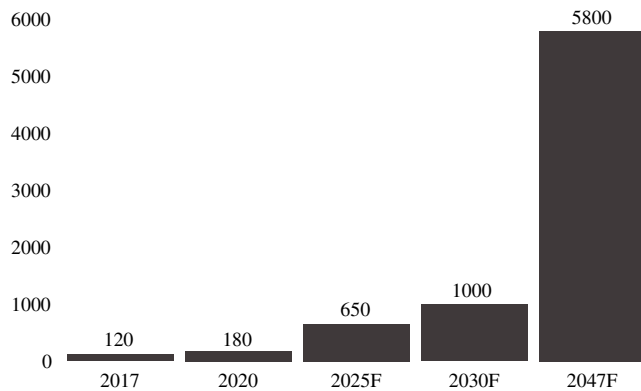
MARKET SIZE  
(% OF GDP)

**65 %**

# INDIAN REAL ESTATE

## BRICK & BOOM: WHY INDIA'S REAL ESTATE MARKET IS A RISING STAR

### MARKET SIZE IN INDIA (USD BILLION)



The Real Estate Market is a broad term that encompasses the buying, selling, and renting of properties. It is a major component of the global economy, and it plays a vital role in the lives of millions of people.

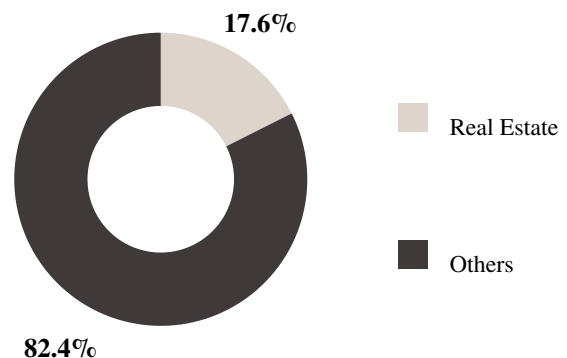
India has emerged as an important business location, particularly in the services sector. Its favourable demographics and strong economic growth attract property investors from around the globe. Historically, the real estate sector in India was informal and characterized by various factors that impeded structured dealing.



However with the increased push towards transparency and increased organization, accompanied by reforms in regulation, India has been able to shift towards a formal market for property investments.

Real estate sector in India is expected to reach US\$ 1 trillion in market size by 2030, up from US\$ 200 billion in 2021. India's real estate market is estimated to increase at a CAGR of 19.5% during 2017- 2028. The market is forecast to reach US\$ 650 billion, representing 13% of India's GDP by 2025.

### CONTRIBUTION TO TOTAL EMPLOYMENT



# MARKET SHARE

## INDIA WITH FASTEST GROWING ECONOMY

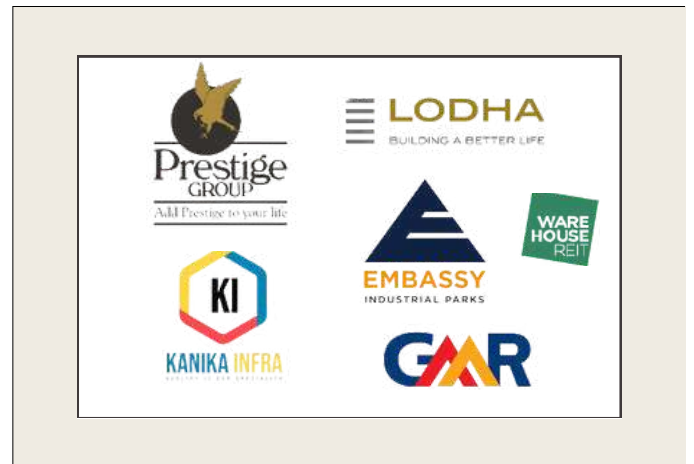
### RESIDENTIAL SEGMENT

The residential housing market is expanding rapidly due to urban migration, smaller families, and rising incomes. Increased affordability is driving higher demand, positioning India among the top 10 countries with the fastest-rising house prices. On supply side, the average home size is increasing by 11% annually, with 61% of available homes priced over Rs 45 lakh, indicating a trend toward more spacious & expensive properties.



### INDUSTRIAL SEGMENT

The commercial real estate market is experiencing significant growth, driven by the expansion of the IT and ITES sectors and the increasing popularity of co-working spaces. Demand for office space is on the rise due to business expansions, effective options, and the flourishing IT and services industries. This growth positions the commercial segment as a crucial component of the overall market.



### COMMERCIAL SEGMENT

The industrial real estate market is experiencing a boom due to government initiatives like 'Make in India' and the development of industrial corridors. With manufacturing activities expanding and the need for warehousing on the rise, demand for industrial spaces is expected to climb steadily. This positions the industrial segment as a key driver of growth within the overall commercial market.





# THE MOST VALUABLE

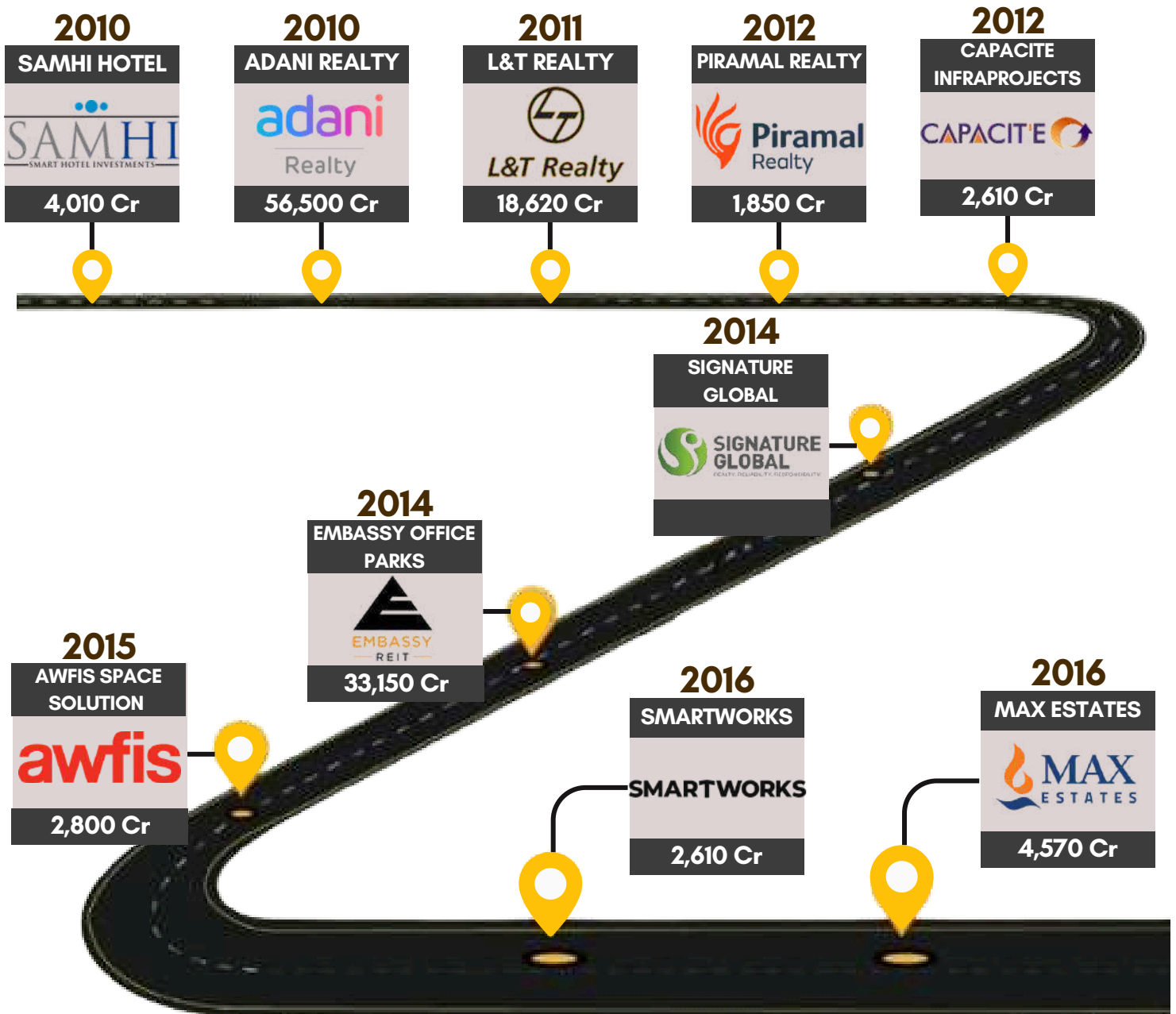
## Real Estate Companies

 <p><b>DEVINDER SINGH</b></p> <p><b>DLF</b></p> <p>VALUE 2,02,140 Cr</p>	 <p><b>ABHISHEK LODHA</b></p> <p><b>LODHA</b> BUILDING A BETTER LIFE</p> <p>VALUE 1,36,730 Cr</p>	 <p><b>PUNEET CHHATWAL</b></p> <p><b>IHCL</b></p> <p>VALUE 79,150 Cr</p>
 <p><b>GAURAV PANDEY</b></p> <p><b>Godrej</b></p> <p>VALUE 77,280 Cr</p>	 <p><b>VIKAS OBEROI</b></p> <p><b>OBEROI REALTY</b></p> <p>VALUE 66,200 Cr</p>	 <p><b>IRFAN RAZACK</b></p> <p></p> <p>VALUE 63,980 Cr</p>
 <p><b>JACKBASTIAN K NAZARETH</b></p> <p><b>adani Realty</b></p> <p>VALUE 56,550 Cr</p>	 <p><b>SHISHIR SHRIVASTAVA</b></p> <p></p> <p>VALUE 55,740 Cr</p>	 <p><b>VINOD ROHIRA</b></p> <p><b>K RAHEJA CORP</b></p> <p>VALUE 55,300 Cr</p>
 <p><b>ARAVIND MAIYA</b></p> <p><b>EMBASSY REIT</b></p> <p>VALUE 33,150 Cr</p>	 <p><b>RAKESH REDDY</b></p> <p><b>APARNA</b> Lead the future</p> <p>VALUE 33,130 Cr</p>	 <p><b>NIRANJANI HIRANANDANI</b></p> <p><b>Ira Hiranandani Communities</b></p> <p>VALUE 30,000 Cr</p>

# THE TOP 10 YOUNGEST

## Real Estate Companies

The 2024 GROHE-Hurun report reveals India's leading real estate entrepreneurs and companies, showcasing notable increases in wealth and company valuations. The GROHE-Hurun India Real Estate 100, released in July 2024, ranks the most valuable privately held real estate companies in India. This report offers a detailed overview of the Indian real estate sector, highlighting the top individuals and firms by wealth and valuation as of May 31, 2024.



# INDIAN REAL ESTATE

## EMERGING MARKET TRENDS ON THE HORIZON

### Tier-1 Cities to Watch Out For

Mumbai, Hyderabad, Pune, Delhi NCR & Bengaluru

### Bigger is Better

Search queries for buying apartments with 3+BHK config. grew 6x times YoY in 2023

### Keep an Eye on Tier 2 cities

Lucknow, Jaipur, Kochi, Surat, & Mohali recorded max growth in online property search volume

### Premium Homes to Set the Tone

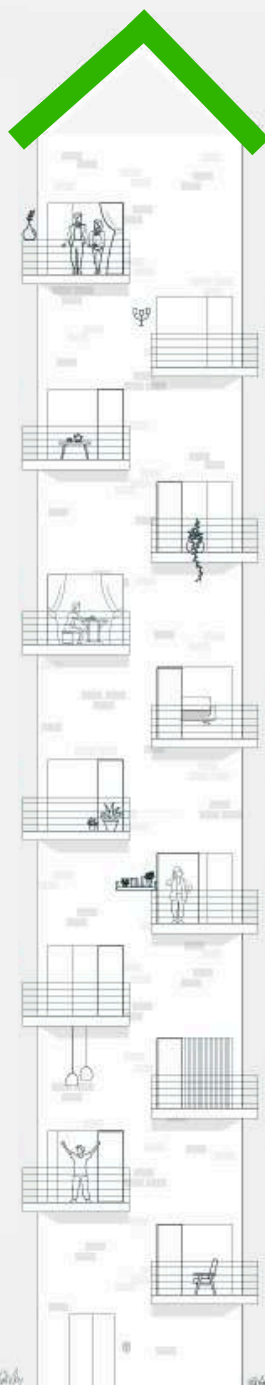
Apartments priced at INR 1-2 crore+ saw a 7.5x YoY surge in online searches in 2023.

### Accelerating Green Solutions

Over 50% of new Grade A office developments in 2024 will be green buildings.

### Accelerating Green Solutions

Over 50% of new Grade A office developments in 2024 will be green buildings.



### Rise of PropTech

72% of homebuyers are now using online portals as their primary information source

### Increased NRI Investments

NRIs are projected to account for 20% of total investments in the real estate market by the end of 2025, up from 15% in 2023

### Upbeat Consumer Sentiments

77% of potential homebuyers are confident regarding the overall economy & 62% regarding the income stability

### Accelerating Green Solutions

Over 50% of new Grade A office developments in 2024 will be green buildings.

### Skyrocketing Property Prices

In bygone years, the prices grew 15-20% from pre-pandemic levels of 2019 owing to sustained demand

FOR

8

Top Cities

1.1+

Lakh Cr+  
Gross Transaction  
value

68%

Change YoY

Digital innovation in real estate is driving ongoing investment in the PropTech ecosystem. Construction Technology, leading investments in 2023, is set for continued growth as developers embrace tech integration. Emerging technologies like AI, machine learning, 3D printing, and VR/AR are further energizing the PropTech sector through 2024.

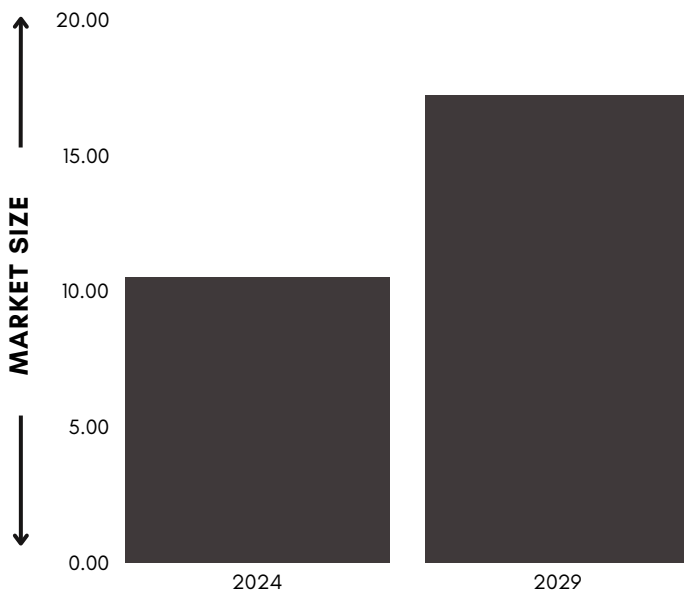
# AR AND VR IN REAL ESTATE

## ROLE OF AR AND VR IN ENHANCING PROPERTY EXPERIENCE

Through the use of technology, virtual reality (VR) produces a computer-generated simulation in a simulated environment that users can interact with. On the other hand, augmented reality (AR) improves the physical world by incorporating digital content, like pictures, videos, or 3D models over the user's field of vision.

According to a study by Goldman Sachs, VR and AR technologies are expected to contribute up to \$2.6 Billion to the real estate sector in India by 2025.

### *Growth of IT sector in real estate*



## PERSONALISATION

In the real estate sector, augmented reality has given developers and brokers the ability to enhance property showcases with enhanced visualization. Developers can exhibit houses in creative ways using VR and AR technologies, giving buyers the chance to customise the interior design. In addition to saving the buyers resources on travel, this simplifies the process of looking for a property by cutting out intermediaries and redundant steps.

## VISUALISATION OF ARCHITECTURE

Marketing a property that hasn't been built yet is one of the largest problems facing real estate developers because it's hard for buyers to imagine a house that hasn't been constructed yet. This issue can be successfully resolved with virtual reality. It allows real estate salespeople to show prospective houses from the outside as well as the inside.



## PIONEER OF VIRTUAL TOURS

By placing VR headsets and 3D guided displays in its offices, New York-based real estate company Halstead Property was amongst the first to promote cooperation between VR and property sales. Before the house has been approved and constructed, prospective purchasers can use the VR headsets to see a virtual depiction based on the blueprint and a "live" virtual tour. Halstead Property is saving time and money on house hunting by giving its clients a compelling virtual reality experience in their future homes without ever leaving their homes.

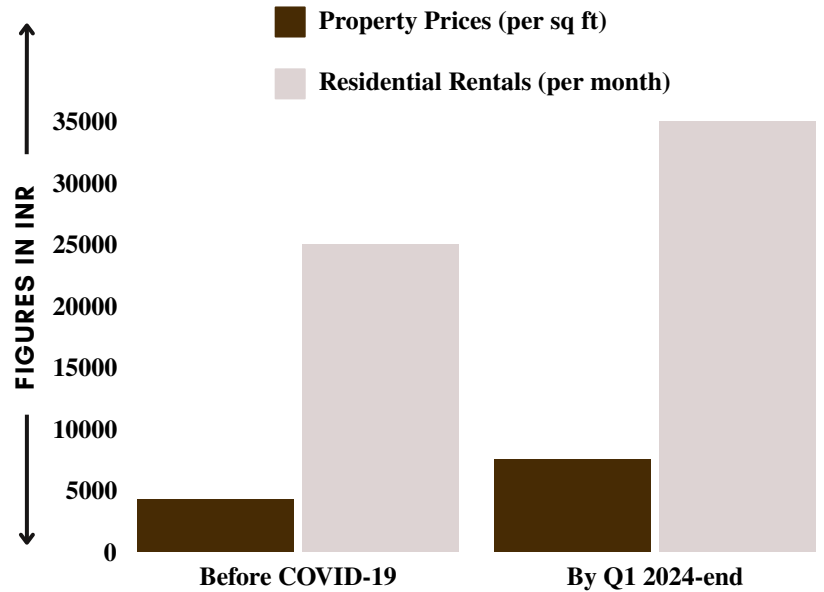
# INVESTMENT IN GIFT CITY

## Gujarat International Finance Tec - City

### What is the GIFT City?



GIFT City, India's leading smart city, marries sustainability with business. Walkable design and an efficient district cooling system prioritize eco-friendliness. As the nation's first International Financial Services Centre, it attracts global investment. There has been an increase of 74% in the property prices and an increase of 40% in residential rentals from the COVID-19 period to March, 2024. It has over \$20 Billion committed fund investment. Moreover, 550+ entities are operational right now. It is responsible for implementing on the "Walk-to-Work" Concept and is India's First District Cooling System and the First IFSC & First Operational Smart City.



### Why GIFT City?

It offers a 100% Tax Holiday on business profits for any 10 consecutive years within a 15-yr period. The GIFT City expects to see Rs.. 2700 crores of investments in the next 5 years for 55 lakh sq ft residential real estate space is coming up. A New "Liquor Policy" has a scope of Partial approval for alcohol consumption for "wine & dine" services. It has over \$20 Billion committed fund investment. Moreover, 550+ entities are operational right now with a total of 22 million square feet being allotted to the GIFT City.

### Investments by over 50 RE firms



CUTTING EDGE INFRASTRUCURE

# DUST AND JUSTICE

NOIDA **SUPERTECH TWIN TOWERS** REDUCED TO DUST IN SECONDS



## A decade-long legal battle . . .

Culminating in a dramatic transformation of Noida's skyline on August 28, 2022. The Supreme Court ordered the demolition of the Supertech Twin Towers, towering giants that cast long shadows and violated building codes. Notably, these structures exceeding 30 floors were brought down in a first-of-its-kind implosion for India, using a staggering 3,700 kg of explosives. The story began with residents of nearby Emerald Court, who fought against the Supertech Twin Towers for blocking sunlight and compromising fire safety due to their close proximity. Their fight resulted in a landmark verdict. Not only did the court ensure the demolition (costing ₹17.55 crore), but it also delivered a powerful message of accountability.

The irony? The Supertech Twin Towers, initially constructed at a staggering ₹700-800 crore, had their value plummet to a mere ₹200-300 crore by the time demolition loomed.

This financial blow, coupled with court-mandated payouts to residents and aggrieved buyers, proved too much for Supertech. Already burdened by a debt of around ₹1200 crore, the company was declared bankrupt by the National Company Law Tribunal (NCLT) in March 2022.

The meticulously planned implosion, a marvel of engineering, took a mere 10-12 seconds. The Supertech Twin Towers demolition stands as a testament to the power of perseverance and the importance of upholding regulations. It serves as a cautionary tale for builders prioritizing profit over safety and a symbol of hope for residents seeking justice against flawed construction projects.



TALLEST BUILDING EVER DEMOLISHED IN INDIA

# SUSTAINABILITY INITIATIVES



Founded in 2008, the DLF Foundation, the philanthropic arm of the DLF Group, seeks to enhance community quality of life for all stakeholders through impactful initiatives in education, environment, healthcare, social sustainability, and sports promotion.

2024 Initiatives  
AT A GLANCE



## Education

### DLF CARES In-School Education Support Programme

A flagship initiative providing quality education, promoting parental engagement, empowering vulnerable students, and emphasizing continuous teacher development.



## DLF Engage

### Food Distribution Drive

In an endeavor to provide better nutrition for underprivileged children, DLF collaborated with the Akshay Patra Foundation and ISKCON to organise Food Distribution Drives at government schools.



## Healthcare

### Fortis Health Screening Camps and CGS Veterinary Care

DLF Foundation initiated 11 health screening camps since February 2023 for underprivileged communities. It also supports the Pasha Charitable Wing to provide the finest healthcare to stray animals.



## Sports Promotion

### Golf Excellence Programme

The programme drives its players to excellence in golf, with many students participating in & winning tournaments. Kartik Singh & Hitaashe Bakshi have emerged victorious in international competitions.



## Social Sustainability

### Rehabilitation of the Homeless

Enabling rehabilitation and alleviating homelessness and beggary by ensuring shelter, nutrition, education, and skilling in collaboration with the Society for Promotion of Youth and Masses (SPYM).

2024

# THE CEO TALKS PODCAST

INTERVIEW 1  
**TWEE IN ONE**

INTERVIEW 2  
**THE SOULED STORE**



THE  
**CEO  
TALKS**  




# NITI SINGHAL

"Niti, a Shark Tank India alum and the iconic Amul girl, brings her fashion industry expertise to the table."



*Niti Singhal*

FOUNDER, TWEE IN ONE

Skilled in design, textiles, and product development, she holds a Master's in Women's wear Design."

# INTERVIEW



# INTERVIEW | TWEE IN ONE

## BACKGROUND

**N**iti Singhal, the visionary behind TWEE IN ONE, has garnered nationwide acclaim with her brand's impressive showcase in the Shark Tank India finale. Honored in a special AMUL advertisement celebrating her Shark Tank appearance, Niti's expertise has truly shone on the national stage.

With an exceptional eye for detail and an unquenchable drive for innovation, Niti, a distinguished graduate of Istituto Marangoni Milan, brings a wealth of experience from her work with premier fashion houses in Italy and France. Her design philosophy centers on the belief that greatness is found in the finer details, inspiring her to create with relentless ingenuity and precision.



## SHARK TANK EPISODE

The Shark Tank episode featuring Twee ignited a global debate that continued well beyond the show's airing. This heated discussion captured the attention of viewers worldwide, showcasing the high points and low points of their journey. The significant investment we received, combined with the enhanced visibility for our brand has been truly remarkable. The entire experience has been a testament to our innovation and dedication, marking a pivotal moment in Twee's story.

Niti is set on a trajectory to prove the naysayers wrong with her company reaching new heights.



**Shark Tank Season 1**

**FASHION+UTILITY=TWEE IN ONE?**

# INTERVIEW | TWEE IN ONE

The value of Shark Tank is beyond any top B school, following no script other than the pitch. She promoted and talked about her brand by knowing every detail and luckily enough, some sharks affirmed her vision.

Some of them wanted the concept to grow while others gave twee their insights along with constructive criticism.

**Yeh Sabko  
digest hota hai!**



## **“We have come a long way”**

The spicy twist of one of the shark’s wife, an established designer, putting on a twee dress was very heartwarming and validating for Niti.

## **Conclusion**

Every day will be challenging every day you will doubt yourselves but you need to keep going.

## QUOTES AND HIGHLIGHTS

### **“PASSION FOR FASHION”**

Inspired by her designer mom at a very young age, she developed a passion for it and didn't stop even after attaining a PhD but toiled and curated her own designer brand. Her appetite for passion only fueled Twee to reach new heights.

### **“PASSION NEVER SLEEPS”**

When asked a question about the optimization of deadlines her response revolved around her mother’s advice paired with disciplined love towards her passion, a combination of which landed her an outstanding punctuality.

### **“MILAN BREATHES FASHION”**

Anybody and everybody dresses, and there are many insights to gain from that. The idea of "outside clothes and home clothes" shows it doesn't matter where you are; being well-dressed and groomed is always important, even at home.

## LEARNINGS

### KNOWING YOUR BRAND

Niti credits her experience on Shark Tank with boosting her entrepreneurial skills. The show's pressure cooker environment honed her ability to think and act quickly. It also forced her to deeply understand every facet of her business, a common challenge for many entrepreneurs.

Shark Tank's tough but insightful feedback, from a panel of experts, further equipped her to handle criticism and refine her brand strategy for success.



### OVERCOMING CHALLENGES

Niti, working in the fast-paced world of fashion, juggled sleepless nights, college assignments, and a demanding workload. To conquer deadlines, she employed time management techniques like using an hourglass to self-time tasks. This not only kept her on track but also gamified her work, encouraging her to finish faster each day. Niti's experience sheds light on the challenges of managing multiple deadlines in a demanding corporate environment.

## DEADLINES

Living in Milan, the fashion capital, Niti noticed a stark difference in how people dressed compared to India. Milanese donned unique outfits for every occasion. This, coupled with limited storage in her small apartment, sparked Niti's idea for reversible clothing. She advocates for sustainable, slow fashion that reduces unnecessary shopping. Niti's experience proves challenges can birth innovation, even a clothing brand born from a lack of closet space.



# CHIRAG MAVANI

Chirag Mavani, the CFO of The Souled Store, is a financial powerhouse. With over 15 years of experience as a CA and CS, he's a seasoned pro across diverse industries.

*Chirag Mavani*

CFO, THE SOULED STORE



Now an e-commerce specialist, Chirag excels at building strong financial systems to fuel growth.

## INTERVIEW



# INTERVIEW | SOULED STORE

## BACKGROUND

**C**hirag Mavani's ascent to the position of CFO at The Souled Store is a testament to his exceptional academic and professional prowess. With credentials as a Chartered Accountant (CA) and Company Secretary (CS), he laid a solid foundation early in his career. Mavani's seamless transition from established corporate roles to the dynamic startup environment of The Souled Store highlights his adaptability and strategic acumen.



During his tenure at The Souled Store, Mr. Mavani has been instrumental in securing licenses for renowned brands, spearheading social initiatives, and striking a balance between innovation and financial discipline.

## SHARK TANK VISION

Mr. Mavani challenged the notion that shows like Shark Tank are the primary drivers of startup success. He emphasized that government reforms are crucial in fostering a culture of innovation and entrepreneurship, likening these reforms to creating fertile soil for entrepreneurial ideas to flourish. According to Mr. Mavani, while Shark Tank offers valuable encouragement and practical insights, the ultimate success of a venture hinges on the entrepreneur's intrinsic motivation and vision.

Entrepreneurs must navigate their startups through challenges, utilizing the knowledge gained from shows like Shark Tank as a guiding tool.



# INTERVIEW | SOULED STORE



## FROM PRESTIGE TO PURPOSE

Chirag highlighted The Souled Store's strong dedication to social responsibility, asserting that all organizations carry a responsibility to contribute to a sustainable future, irrespective of mandated CSR initiatives.

## LICENSING & PIRACY

He highlighted past struggles in acquiring licenses. He contrasted that with their current success and focus on affordability, which has made licensed products more accessible. Despite some issues of piracy, their strategy minimizes the impact.



## QUOTES AND HIGHLIGHTS

### "ESG AS A CONCERN."

Chirag highlighted The Souled Store's strong dedication to social responsibility initiatives passionately asserting that all organizations carry a responsibility to contribute meaningfully to a sustainable future, irrespective of existing government - mandated CSR initiatives.

### "LEVERAGE YOUR TIME"

Chirag attributed his remarkable success in qualifying for three prestigious programs to his strategic approach to studying diligently which effectively capitalized on subject overlaps and enabled highly efficient exam preparation across different programs, with a primary focus on one.

### "INNOVATIVE DISCIPLINE"

Chirag emphasized the importance of balancing innovation with financial prudence in the D2C sector. He stressed the necessity of continual adaptation to emerging technologies thoughtfully while advising caution against overspending and exceeding set budgetary constraints.

## LEARNINGS

### THE STARTUP ECOSYSTEM IN INDIA

Chirag views Indian entrepreneurship at a tipping point with rapid growth and abundant opportunities. Government initiatives contribute to a supportive environment.

He also had an opinion on Government Reforms vs Shows like Shark Tank and enlightened that while shows like Shark Tank generate interest, Chirag believes government reforms are more crucial in creating back, from a panel of experts, further equipped her to handle criticism and refine her brand strategy for success.



### CAREER BUILDING

D2C businesses need to balance innovation implying adaption to new technology with financial discipline. Mr. Mavani also highlighted perseverance and passion for aspiring entrepreneurs, while emphasizing the value of finance careers due to their universal demand and transferable skills that contribute to a company's growth.



### CHALLENGES AND OVERCOMING THEM



Chirag highlights the benefits of strategically planning studies. He managed to qualify for three programs by efficiently preparing for exams with overlapping subjects. Chirag sought a more impactful career, guiding smaller firms to grow. He mentioned that funding limitations, establishing sustainable profitability, and customer responsiveness are key hurdles for startups. The Souled Store, with its experience, has developed strategies to navigate these challenges.



# FAILED STARTUPS





## **Founded**



May 2019

## **Bankruptcy of FTX**



November 2022

## **Founders**



Sam Bankman-Fried and Gary Wang

## **Industry**



Cryptocurrency

## **Company Profile**



FTX Exchange was a leading centralized cryptocurrency exchange specializing in spot markets, derivatives, options, and leveraged products.

# FTX.COM



## *scammers* **BUILT BY ~~TRADERS~~, FOR TRADERS**



**Sam Bankman-Fried**  
CEO & Founder, FTX

### **Fallen Crypto Giant**

FTX was founded in 2017 by Sam Bankman-Fried and Gary Wang. It was known for its innovative features, such as tokenized stocks and prediction markets, offering unique trading opportunities.

The platform offered spot trading, futures, options, and volatility products for various cryptocurrencies and tokens. FTX offered leverage options for experienced traders, allowing for amplified returns.

The leading cryptocurrency exchange eventually went bankrupt in November 2022, amid allegations that its owners had embezzled and misused customer funds. Sam was sentenced to 25 years in prison and ordered to repay \$11 billion.

**S**am Bankman-Fried is the founder and former CEO of now defunct Cryptocurrency exchange FTX. He was born in Stanford, California, to two Stanford Law School professors.

He graduated from the Massachusetts Institute of Technology in 2014 with a bachelor's degree in physics and a minor in mathematics. As an MIT student, he lived in a coeducational group house called Epsilon Theta. After graduating from MIT, he joined Jane Street Capital to work full-time. In September 2017, Sam Bankman-Fried left Jane Street a proprietary trading firm, focusing on trading international ETFs and relocated to Berkeley, California.

### **Launch Journey**

He founded FTX due to dissatisfaction with existing cryptocurrency exchanges, aiming to create a more efficient and feature-rich platform, particularly in derivatives trading. He also saw a significant market opportunity in the expanding cryptocurrency market, believing FTX could cater to the needs of sophisticated traders and capitalize on this growth.



**FTX Arena**



**Gary Wang**  
Co-Founder, FTX

## FTX Debacle, A Story

The market crash originated from FTX, the world's second-largest cryptocurrency exchange, facing allegations of financial instability and opaque practices. Coindesk's report highlighted Alameda Research's heavy reliance on FTX's token, FTT, as collateral for loans exceeding \$2 billion. In response, Binance CEO Chengpeng Zhao's decision to sell Binance's FTT tokens triggered a price drop, leading to mass withdrawals from FTX.

FTX, operating akin to an investment bank with Alameda, faced a withdrawal rush estimated at \$6 billion over three days, resembling a bank run. This liquidity crisis pushed FTX to halt withdrawal processing, prompting CEO Sam Bankman-Fried to seek Binance's assistance. Although initially agreeing to bail out FTX, reports of regulatory investigations into FTX's alleged misuse of customer funds raised doubts about the exchange's future.

## Post Crash Crypto Market

FTX's troubles had a profound effect on the U.S. crypto market: Bitcoin's price dipped below \$16,000 on 9th November, 2022 and again on 14th. \$3.2 billion in Bitcoin was taken off exchanges between 8th and 15th November.

Ethereum's price dipped below \$1,100 and Solana dipped below \$13 on 9th November, following CoinDesk's report that Alameda held a large amount of it. Applications on the Solana network lost over \$700 million in combined assets, and Solana dipped below \$13 again on 13th November. Tether briefly depegged from the US dollar by 3% on Nov. 10, 2022





## Regulation in the Crypto Industry

Debate on crypto regulation persists. Some regulation aids risk management, but heavy oversight may backfire. Investors shouldn't rely solely on regulators; auditors play a crucial role in ensuring transparency and accountability within the industry. By conducting thorough checks and balances, auditors can help identify potential pitfalls and fraudulent activities, thus safeguarding investors' interests.

Moreover, the community itself must foster a culture of vigilance and education. Investors should be encouraged to perform their own due diligence and stay informed about the latest developments in the crypto space. Educational initiatives can demystify complex concepts and empower individuals to make informed decisions.

## Individual Investor Caution

Many FTX customers lost money in the collapse. Individual investors must understand that large investors have made poor bets in the past, and they will do so in the future. Firm size or celebrity should not be a determining factor in deciding whom to follow.

# KEY LESSONS

Cryptocurrencies, despite integrating various technologies, often struggle to function as currency effectively. Investors must recognize the risks involved, especially with highly volatile assets like those traded on FTX.

## Advertising and Marketing

Failure to clearly differentiate crypto assets led to false statements, confusion, and mistrust among investors. Clear communication is crucial to ensure informed decisions, trust, and market stability. Regulatory bodies may need to enforce stricter disclosure rules to prevent misinformation and protect investors.



## Due Diligence for Large Investors

Experienced investors overlooked red flags and invested in FTX, highlighting the necessity of due diligence. Even sophisticated investors can succumb to FOMO, but FTX's collapse shows the risks of following the crowd.



 **Founded**

July 2014

 **Start of Downfall**

June 2019

 **Founders**

Kabeer Biswas, Ankur Agrawal, Dalvir Suri and Mukund Jha

 **Industry**

Hyperlocal Delivery Service

 **Company Profile**

Dunzo is a hyper-local on-demand delivery service in India. It delivers anything and everything as and when needed with minimum delivery charges

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# DUNZO





# don't Just Dunzo It!



**Kabeer Biswas**  
Founder, Dunzo

**D**unzo started out as a small WhatsApp group, and then transformed into a hyperlocal, app-based service.

They raised first round of funding of \$650k in March 2016 from Blume Ventures, Aspada Ventures, accompanied by other investors. Dunzo has raised a total funding of \$449M over 18 rounds.

Reliance Retail has spearheaded a \$240 million funding round in Dunzo, propelling its ownership to 25.8% in the Bengaluru-based quick commerce firm. This move signifies the conglomerate's debut in the ultra-fast commerce segment, establishing Reliance Retail as the predominant stakeholder in Dunzo.

**K**abeer Biswas, founder and CEO of Dunzo, an Indian hyper-local delivery market player was born in 1984.

His educational journey began with a Bachelor of Electronics in Computers from the University of Mumbai. Following this, he pursued an MBA from NMIMS.

After completing his education, Biswas ventured into the professional world by joining Bharti Airtel Limited, where he worked as a Rural NPS (Network Planning & Optimization Specialist) for three years

This role likely involved tasks related to optimizing network coverage and quality in rural areas, which is crucial for telecom companies to expand their reach and provide reliable services to customers in remote regions.



**DUNZO'S Journey**

# THE DOWNFALL

## Reasons for Dunzo's inevitable downfall

### LACK OF INNOVATION

It did not have a strong competitive advantage and didn't innovate its product and service offerings. There were no actual Unique Selling Points that Dunzo fulfilled. It relied on delivering low-margin orders like groceries, food, and medicines, which accounted for over 80% of its orders. This lack of diversification exposed Dunzo to vulnerabilities in a rapidly evolving market.



### HIGH COST AND LOW PROFIT MARGINS

It relies on a large network of delivery partners, who are paid on a per-delivery basis. To fulfill its orders Dunzo has to bear the costs of fuel, maintenance, insurance, and incentives for its delivery partners thus increasing its cost. The revenue they earned could not cover these costs effectively. This led to declining margins for the company.



### REGULATIONS

It faced a bike ban in 2018 due to the usage of bikes for commercial purposes which violated the Motor Vehicles Act. Moreover, they were fined by FSSAI in 2019 for delivering food without a license, and a 2020 it faced a data breach that exposed the personal information of over 3.5 million users, including their names, phone numbers, email addresses, and order details.



### COMPETITION

In order to stay strong in this fierce competition, it was forced to cut delivery fees, amid margin pressures. In such a competitive landscape, maintaining a strong position required excessive discounting.

Furthermore, the rapid expansion of these services into new geographic markets has intensified competition, requiring Dunzo to invest heavily in logistics and infrastructure. This, coupled with the need for constant innovation to stay ahead of the curve, leading to significant increase in operational costs.



# KEY LESSONS

## DUNZO'S DOWNFALL

Dunzo's aggressive pursuit of acquiring subscribers, regardless of the expenses incurred, resulted in significant financial losses. Before venturing into new market segments, startups should prioritize achieving operational profitability within their core business.

There are several lessons to be learned from the mistakes Dunzo made to ensure emerging startups do not make the same mistake.

### Be Adaptable

Dunzo is now shifting its focus to B2B logistics. This is a wise move, as it's a less competitive market with high margins. Startups need to be willing to adapt new strategies as and when required

### Guard Your USP

It weakened its brand identity from hyperlocal delivery, making it a follower instead of a pioneer. Startups must prioritize their Unique Selling Proposition and avoid compromising it when expanding.



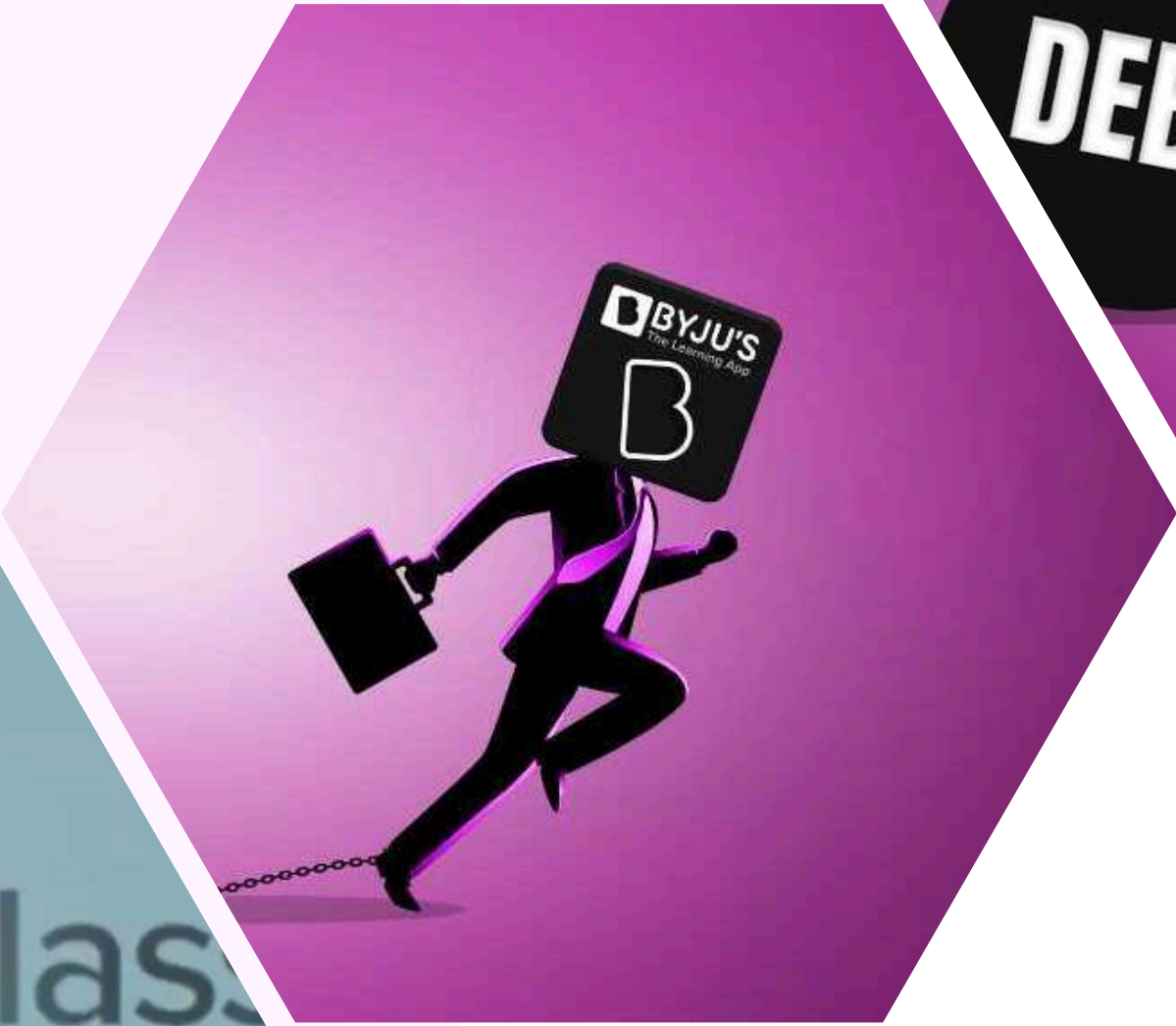
### Cash Crunch

Dunzo burned through cash due to its expansion and customer acquisition strategies. This is a common pitfall for startups, but it is important to be mindful of your spending and keep a check on the cash flows. Large cash expenditures, if not followed by regular inflows, can lead to a cash crunch for startups.



### Choose The Right Partner

Funding is crucial, but choosing the right investors matters just as much. Relying on Reliance, a strategic investor with its own agenda, might have limited Dunzo's decision-making freedom and hindered its ability to pursue independent growth strategies. Aligning with investors who share your vision is key for long-term success as it fosters a collaborative environment and provides the necessary support to achieve shared goals.



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## Founded

2011



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## Company Profile

BYJU'S is a global ed-tech company, providing highly adaptive, engaging and effective learning solutions to more than 150 million students around the world



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## Founders

Byju Raveendran and Divya Gokulnath



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## Industry

Ed-tech



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## Bankruptcy of BYJU'S

January 2024



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# BYJU'S



**BYJU RAVEENDRAN**  
CEO & Founder, Byju's

**D**ivya Gokulnath, co-founder of Byju's alongside her husband Byju Raveendran, was born in Bengaluru in 1987.

She comes from a family with a strong academic background. Her father is a respected nephrologist, while her mother previously held a position as a programming executive at Doordarshan.

Divya Gokulnath began her career as a teacher in 2008 at the age of 21. Subsequently, in 2011, she and her husband collaborated to create the online education platform Byju's. At the beginning, Divya appeared in videos as a teacher. Divya was in charge of user experience, content, and brand marketing during the COVID-19 lockdown in India.

According to Inc42, Divya is one of the highest-paid edtech entrepreneurs, and took home a gross salary of Rs 1.94 crore in FY20.

**B**yju Raveendran is the founder of edutech start-up Byju's. Son of physics and mathematics teachers from Azhikode village in Kannur district of Kerala, Raveendran is a former teacher who turned an entrepreneur.

As an engineering graduate, he started teaching mathematics after spending a couple of years at a shipping company. He would help students prepare for entrance exams like the CAT.

In 2003, he appeared for CAT himself and scored 100%, despite not studying enough for the exam. Two years later, he helped some others crack CAT and then decided to take up teaching as a full-time job. Raveendran went from teaching a few friends, to teaching hundreds of students in large auditoriums, and taking classes through satellite communication.

He set up Think & Learn in 2011, to offer online lessons, before launching his main app in 2015. In 2018, Byju Raveendran won the EY Entrepreneur of the Year Award Startup category.



**DIVYA GOKULNATH**  
Co-Founder, Byju's

# THE DOWNFALL



## REASONS FOR BYJU'S INEVITABLE DOWNFALL

### Shift in Business Model

Initially, Byju's core strength laid in its educational services, but a significant shift occurred when it started focusing on hardware sales, like tablets and SD cards preloaded with educational content. This move, while financially lucrative, diluted the brand's essence.

The hardware sales strategy diverted attention from their core educational services and raised questions about the company's priorities. This shift led to a disconnect with a user base primarily seeking quality educational content.

### Aggressive Marketing Tactics

Byju's aggressive marketing and sales strategies, which were initially key to its rapid growth, eventually backfired. The company faced criticism for its high-pressure sales tactics, which included persistent follow-ups and pushing expensive courses on parents. This approach led to a public backlash, affecting customer trust and tarnishing the brand's reputation.

### Financial Mismanagement

Byju's aggressive expansion came with hefty financial implications. The company faced issues with cash flow management, substantial debt accumulation, and notable loan defaults.

For instance, their inability to timely repay a \$300 million loan from a Singaporean firm in 2021 raised red flags about the company's financial health. Such instances shook investor confidence and raised doubts about the sustainability of their business model.

# BYJU'S CRUMBLING ED-TECH CONGLOMERATE



## IGNORING CORE VALUES

Perhaps the most significant misstep was moving away from Byju's primary goal of providing quality education. In pursuing rapid growth and diversification, the company shifted from enriching the learning experience to scaling and monetizing at an aggressive pace.

This deviation from their founding values impacted their product quality and led to a loss of trust among their core audience. These missteps collectively contributed to the challenges Byju's faces today.



## GOVERNANCE AND ETHICAL CONCERNS

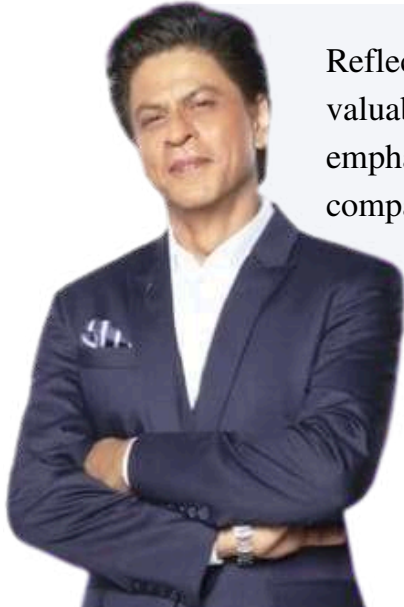
The loss of trust from auditors, board members, and stakeholders was a significant blow to Byju. The resignation of their auditor, Deloitte, and the departure of three board members in 2023, were clear indicators of internal governance issues. These events hinted at deeper problems within the company's management and operational transparency, eroding stakeholder confidences.



## FROM BOOM TO BUST

# KEY LESSONS

## Byju's Downfall



Reflecting on Byju's journey reveals several key lessons that provide valuable insights for the EdTech sector and startups at large. These lessons emphasize the crucial role of foundational principles in steering a company's growth and operations.



### The Role of Good Governance

The issues at Byju's highlight the vital need for transparency and accountability in business. Effective governance structures, clear accountability mechanisms, and transparent financial practices are crucial for regulatory compliance and building stakeholder trust, including investors, employees, and customers. These elements are fundamental to a company's credibility, helping navigate challenges and ensuring long-term stability. Companies must prioritize ethical practices and continuous improvement to maintain their reputation and achieve sustainable growth in a competitive landscape.

### Stay True to Core Values

Byju's initial success stemmed from its commitment to transforming education through innovative technology. However, as the company grew, this mission became obscured. Drifting from its core values risks losing its unique identity and the trust of its customers.

### Sustainable Growth Strategies

Rapid expansion and aggressive marketing can bring short-term gains, but sustainable growth is key to long-term success. Byju's focus on new markets at the expense of quality and ethics led to major challenges. Balancing ambition with capabilities and ethics is crucial for lasting success.

# DEALS DECODED



*Wandering through the epistome of corporate collaboration handpicked from the latest news*

WALT DISNEY

Reliance

VIZIO

Walmart\*



# MAGIC MEETS MAGNITUDE

**W**alt Disney Company is a top diversified worldwide entertainment and media conglomerate with its subsidiaries and affiliates that has three core business segments:

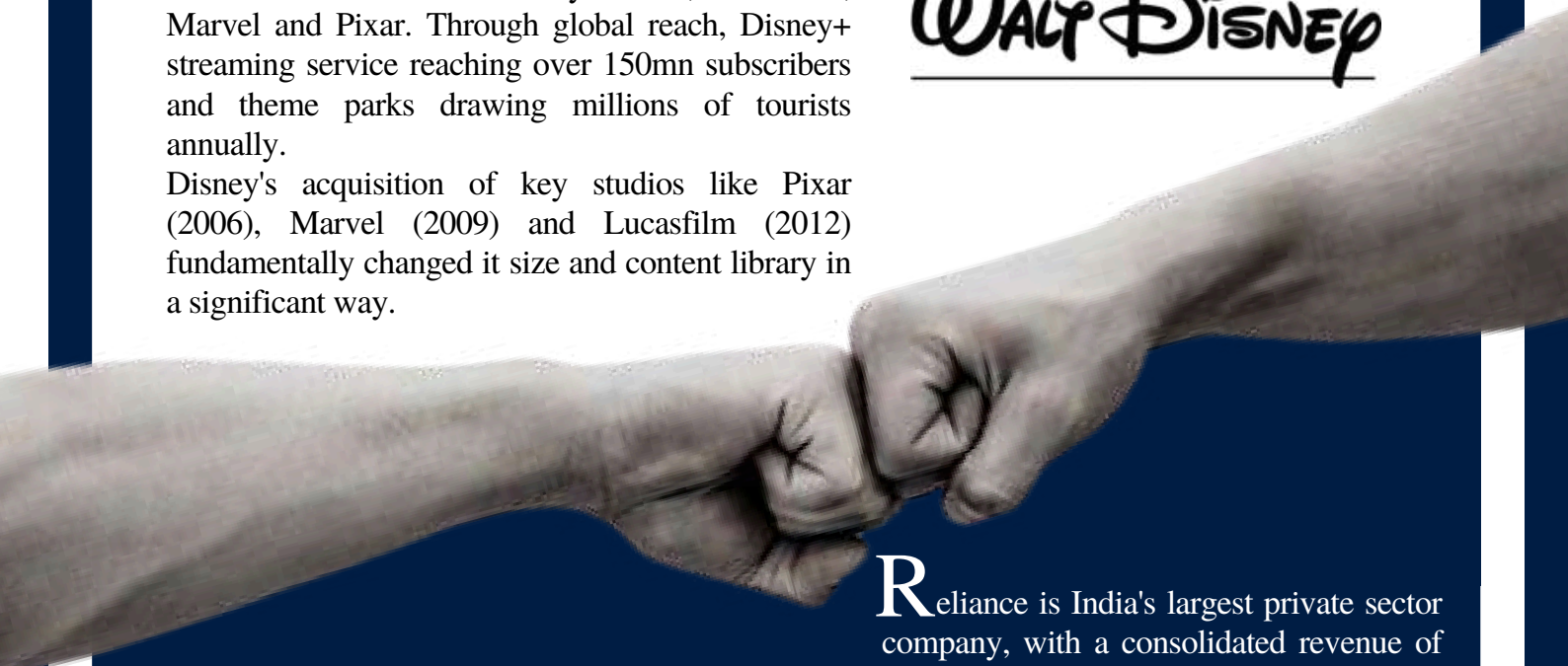
Entertainment, Sports & Experiences. It is one of the Dow 30 companies with FY2023 annual revenues amounting to \$88.89 billion.

It has an extensive collection of iconic characters and franchises such as Mickey Mouse, Star Wars, Marvel and Pixar. Through global reach, Disney+ streaming service reaching over 150mn subscribers and theme parks drawing millions of tourists annually.

Disney's acquisition of key studios like Pixar (2006), Marvel (2009) and Lucasfilm (2012) fundamentally changed its size and content library in a significant way.



WALT DISNEY



**R**eliance is India's largest private sector company, with a consolidated revenue of \$118.6bn for FY 2023. Not only is it the biggest private player, but also the largest public company in India by market capitalization. Reliance's activities span hydrocarbon exploration & production, petroleum refining & marketing, petrochemicals, advanced materials & composites, renewables (solar and hydrogen), retail & digital services.

They are also the country's largest exporter, accounting for around 7% of India's total merchandise exports. Additionally, Reliance Jio, a subsidiary of Reliance, revolutionized the Indian telecom sector, making mobile data affordable and accessible to millions.



Reliance  
Industries Limited





# ABOUT THE DEAL

MERGER

28 FEB, 2024

Reliance Industries and Walt Disney have announced the merger of their Indian TV and streaming media assets, creating a \$8.5bn entertainment powerhouse far ahead of rivals. Reliance will inject \$1.4bn into the merged entity, with the company and its affiliates holding a more than 63% stake whereas Disney will hold about 37%.

The Joint Venture will be one of the leading TV and streaming platforms for entertainment and sport content in India, bringing together iconic media assets across entertainment (e.g. Colors, StarPlus, StarGOLD) and sports (e.g. Star Sports and Sports18) including access to highly anticipated events across television and digital platforms through JioCinema and Hotstar.

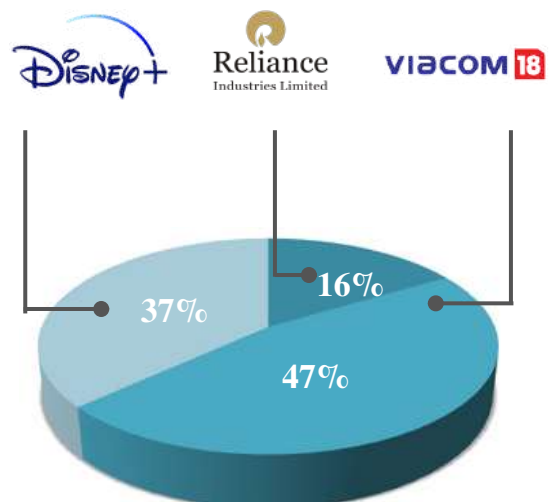
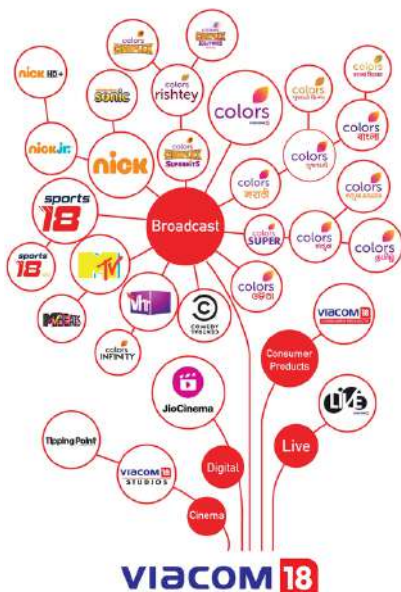
The JV will have over 750 million viewers across India and will also cater to the Indian diaspora across the world. It will seek to lead the digital transformation of the media and entertainment industry in India. It will also be granted exclusive rights to distribute Disney films and productions in India, with a license to more than 30,000 Disney content assets.



## Achieving a Timelessly Elegant Look

With the addition of Disney's acclaimed animated films to Viacom18's hit entertainment productions and sports offerings, the JV will offer a compelling experience to people in India and the Indian diaspora globally.

Nita M. Ambani will be the Chairperson of the JV, with Uday Shankar as Vice Chairperson and providing strategic guidance to it.

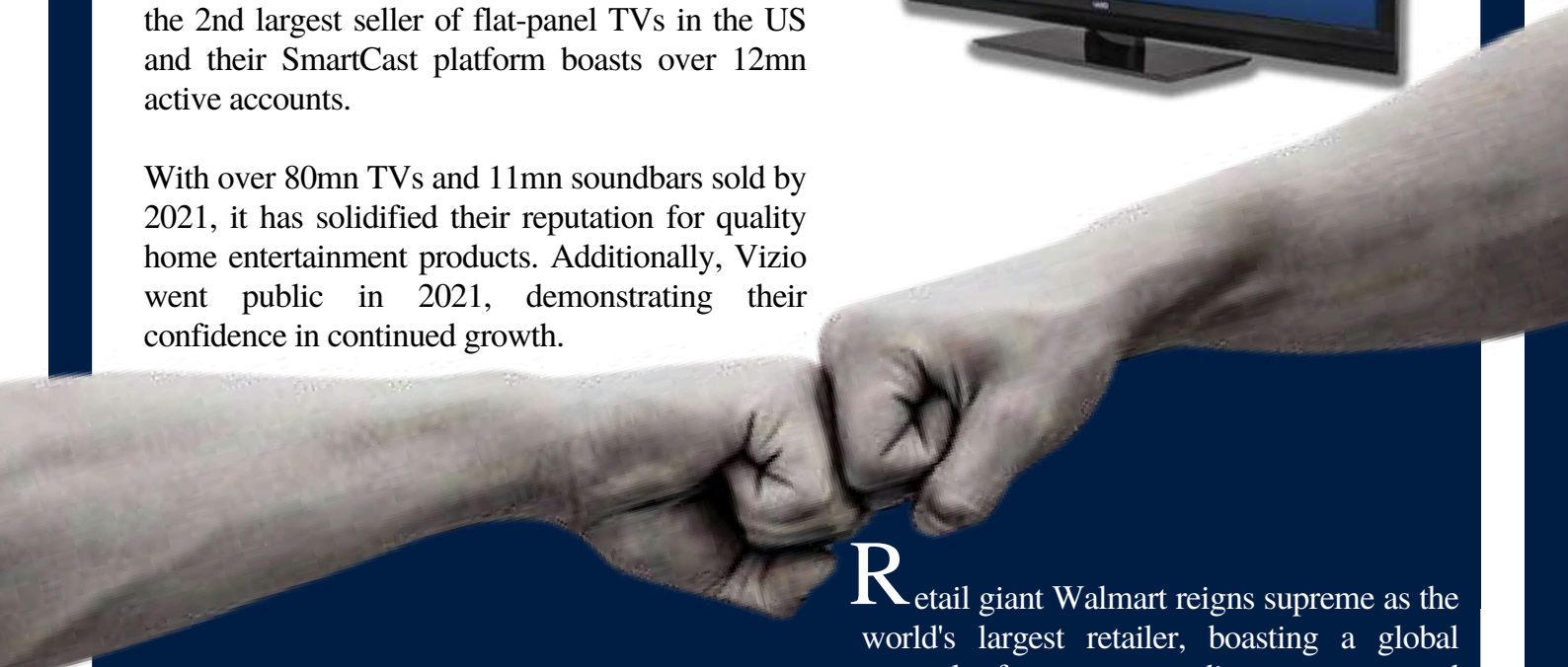


# BRINGING THE BIG SCREEN HOME

**A** rising star in the electronics arena, Vizio (founded 2002) has shaken things up with its budget-friendly TVs. By prioritizing innovation and user experience, they deliver impressive picture quality, smart features, and sleek designs, all at accessible prices. This value proposition has made Vizio a major force in North America.

Vizio's future lies in staying innovative and potentially expanding beyond televisions. Vizio is the 2nd largest seller of flat-panel TVs in the US and their SmartCast platform boasts over 12mn active accounts.

With over 80mn TVs and 11mn soundbars sold by 2021, it has solidified their reputation for quality home entertainment products. Additionally, Vizio went public in 2021, demonstrating their confidence in continued growth.



**R**etail giant Walmart reigns supreme as the world's largest retailer, boasting a global network of supercenters, discount stores, and grocery outlets. Founded in 1962 by Sam Walton, Walmart's core mission is to deliver "everyday low prices." With over 10,500 stores in 19 countries and a workforce exceeding 2.1 million, Walmart's influence on global product pricing and supply chains is undeniable.

While praised for affordability, the retail giant has also faced criticism regarding labor practices and environmental impact. Beyond its physical footprint, Walmart boasts a robust e-commerce presence, generating over \$73 billion in revenue in 2022. They are constantly innovating, with initiatives like their satellite network that once linked all stores for seamless communication.



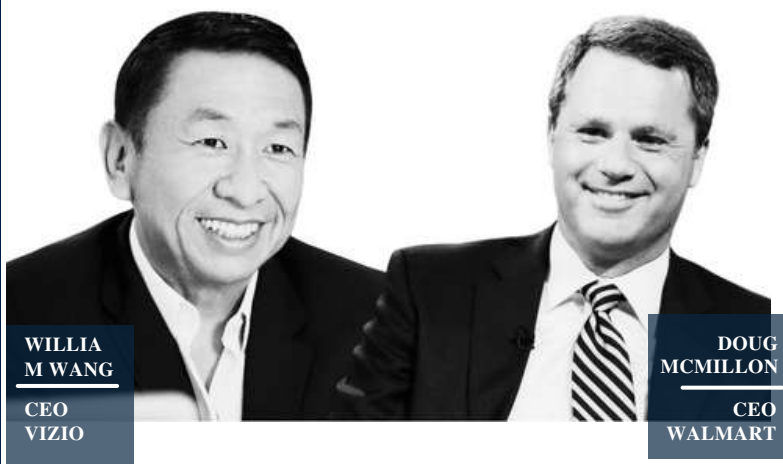
Walmart



The strategic move wasn't just about the physical TVs (although Walmart will likely continue selling them). It is a \$2.3 bn bet on the future of advertisement, by integrating Vizio's ad-generating SmartCast operating system, Walmart aims to significantly enhance its digital advertising reach and capabilities. Imagine targeted ads displayed directly on your Vizio TV!

### Walmart's Vizio Vision

In February 2024, Walmart announced a surprising acquisition of TV manufacturer Vizio for \$2.3 billion. This wasn't about TVs, though. The key player for Walmart was Walmart Connect, its advertising arm, experiencing a 30% growth. Vizio, on the other hand, wasn't just selling TVs; their SmartCast operating system generated significant advertising revenue.



WILLIA M WANG  
CEO  
VIZIO

DOUG MCMILLON  
CEO  
WALMART

Walmart Connect would use Vizio's data and its SmartCast operating system to connect with highly specific customer segments, personalizing ad experiences. This promises a win-win: more targeted advertising for Walmart, potentially leading to increased sales, and potentially more relevant content for viewers who are tired of generic commercials.

### Smart Play Unveiled

This deal positions Walmart more competitively in the streaming wars, giving them a prime opportunity to showcase Walmart+ alongside established players like Netflix and Hulu on Vizio's TVs. This strategic placement could lure in viewers accustomed to a one-stop-shop experience, allowing them to seamlessly transition between streaming entertainment and online shopping within the Walmart ecosystem.



# ABOUT US

Collegiate Entrepreneurs' Organization (CEO) is a premier entrepreneurship network with chapters on university campuses across North America and beyond. Collegiate Entrepreneurs Organization, Delhi University is a group of motivated young individuals with a passion for entrepreneurship, Venture capital and Venture building. PULSE by CEO-DU is an attempt to reach and understand the business ecosystem in entrepreneurship and venture capital industry, inspiring and updating our readers along the way.

## FACULTY ADVISOR



**DR. AMIT KUMAR**

## PRINCIPAL



**DR. POONAM VERMA**

## FACULTY ADVISOR



**DR. NEERAJ SEHRAWAT**



**AARNAV JAIN**



**ADAMMYA KULSHRESTHA**



**ANOUHKA MANCHANDA**



**ATHARV KASHYAP**



**ATISHAY JAIN**



**BHAVYA SHARMA**



**DIVYA YADAV**



**DIYA MAHAJAN**



**KHUSHALI MEHTA**



**KUSH GUPTA**



**MANN GUPTA**



**PAYEL MANDAL**



**RAGHAV GUPTA**



**RAGYA BHAN**



**RAVI BHATTI**



**VANSH JAJOO**

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