

A Study on Customer-Centric Analysis of Zomato's Acquisition of Blinkit

VEMURI VIJAY

Department of Management Studies, Siva Sivani Institute of Management, Hyderabad, India

Abstract- *The expansion of India's digital service ecosystem has intensified competition among online delivery platforms, encouraging firms to adopt strategic acquisitions to enhance customer value and operational efficiency. This study presents a customer-centric analysis of Zomato's acquisition of Blinkit and examines its impact on customer experience, satisfaction, loyalty, and overall service perception in the Indian quick commerce sector. The research follows a mixed-method approach, integrating primary data collected from 150 active users of food and grocery delivery platforms with secondary data obtained from company reports, industry publications, and academic literature. Statistical tools such as percentage analysis, regression analysis, and reliability testing were employed to assess post-acquisition customer perceptions and behavioral changes. The findings indicate that the acquisition has positively influenced customer satisfaction, service convenience, and cross-platform usage. However, moderate concerns related to trust and service consistency persist, emphasizing the need for continuous customer-focused integration strategies. The study highlights the importance of incorporating customer experience as a key success metric in evaluating strategic acquisitions within digital service industries.*

Keywords: *Customer-Centric Analysis, Strategic Acquisition, Quick Commerce, Zomato, Blinkit, Customer Experience*

I. INTRODUCTION

India's digital service industry has witnessed unprecedented growth over the last decade, driven by technological advancements, affordable internet access, and changing consumer preferences. The increasing penetration of smartphones and digital payment systems has enabled consumers to adopt online food delivery and grocery platforms as a part of their everyday routine. Convenience, time efficiency, and reliability have emerged as key factors influencing customer decisions in this sector.

The food delivery market in India has evolved from a simple aggregator model to a complex digital ecosystem offering multiple services. Zomato, one of the leading players in this space, initially established

itself as a food discovery and delivery platform. With changing market dynamics and increasing competition, Zomato strategically acquired Blinkit (formerly Grofers), a prominent quick commerce platform specializing in instant grocery and essentials delivery. This acquisition marked a strategic shift toward building a comprehensive digital convenience platform.

While mergers and acquisitions are often justified on the basis of cost synergies, market expansion, and financial performance, their true success is increasingly measured through customer experience and satisfaction. In digital service platforms, customers are highly sensitive to changes in service quality, pricing, delivery reliability, and trust. Any negative customer experience during post-acquisition integration can lead to customer churn and brand dilution.

Therefore, this study adopts a customer-centric perspective to analyze Zomato's acquisition of Blinkit. It seeks to understand how customers perceive the integration, whether the acquisition has improved service convenience and satisfaction, and how it has influenced loyalty and usage behavior. By focusing on customer experience alongside financial and operational outcomes, the study contributes to a more holistic evaluation of strategic acquisitions in India's fast-growing digital economy.

II. RESEARCH METHODOLOGY

The present study follows a descriptive and analytical research design aimed at evaluating the customer-centric impact of Zomato's acquisition of Blinkit. A mixed-method approach was employed to ensure a comprehensive assessment by combining quantitative customer data with qualitative insights derived from secondary sources.

Sources of Data.

Primary Data:

Primary data were collected using a structured questionnaire administered to 150 active users of Zomato and Blinkit. The questionnaire consisted of close-ended questions designed using a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.” The questions focused on key customer-centric variables such as service quality, delivery speed, convenience, trust, satisfaction, loyalty, and post-acquisition usage behavior.

Secondary Data:

Secondary data were sourced from Zomato’s annual reports, investor presentations, industry research reports, academic journals, newspapers, and credible business websites. These sources were used to analyze financial performance, operational efficiency, and industry trends related to the acquisition.

Sampling Technique and Sample Size

Convenience sampling was adopted due to time limitations and ease of access to respondents. The sample primarily consisted of urban consumers aged between 18 and 45 years, representing the most frequent users of online food and grocery delivery platforms. A sample size of 150 respondents was considered adequate for conducting statistical analysis and drawing meaningful conclusions.

Tools and Techniques for Analysis

The collected data were analyzed using the following statistical tools:

- Percentage and frequency analysis to summarize respondent profiles and general trends
- Cronbach’s Alpha to test the reliability and internal consistency of the questionnaire
- Regression analysis to examine the relationship between customer satisfaction and loyalty
- One-sample t-tests to assess changes in customer perceptions after the acquisition

This methodological framework enabled a systematic evaluation of both customer experience and organizational performance.

III. RESULTS AND DISCUSSION

The study analyzed primary data from 150 respondents to assess customer awareness, satisfaction, loyalty, trust, and usage behavior after Zomato’s acquisition of Blinkit.

Table 1: Demographic Profile of Respondents

Particulars	Category	No. of Respondents	Percentage (%)
Age	18–25 Years	62	41.3
	26–35 Years	54	36.0
	36–45 Years	34	22.7
Gender	Male	88	58.7
	Female	62	41.3
Usage Frequency	Daily	47	31.3
	Weekly	68	45.4
	Occasionally	35	23.3

Discussion: Majority are young (18–35 years) and frequent users, indicating strong reliance on digital delivery platforms.

Table 2: Customer Awareness Post-Acquisition

Awareness Level	No. of Respondents	Percentage (%)
Highly Aware	71	47.3
Moderately Aware	52	34.7
Low Awareness	27	18.0
Total	150	100

Discussion: 82% of respondents are highly or moderately aware, reflecting effective brand communication.

Table 3: Customer Satisfaction Post-Acquisition

Satisfaction Level	No. of Respondents	Percentage (%)
Highly Satisfied	56	37.3
Satisfied	63	42.0
Neutral	21	14.0
Dissatisfied	10	6.7
Total	150	100

Discussion: 79.3% are satisfied or highly satisfied, highlighting improved service integration and convenience.

Table 4: Customer Loyalty

Loyalty Response	No. of Respondents	Percentage (%)
Increased Loyalty	68	45.3
No Change	49	32.7
Decreased Loyalty	33	22.0
Total	150	100

Discussion: Nearly half of the respondents show increased loyalty, though consistent service is needed to prevent dissatisfaction.

Table 5: Trust Level

Trust Level	No. of Respondents	Percentage (%)
High Trust	59	39.3
Moderate Trust	64	42.7
Low Trust	27	18.0
Total	150	100

Discussion: Moderate trust indicates room for improvement in transparency and customer support.

Table 6: Relationship Between Satisfaction and Loyalty

Variable	Coefficient (β)	t-value	p-value
Constant	1.12	4.36	0.000
Customer Satisfaction	0.68	8.94	0.000

Discussion: Satisfaction significantly drives loyalty ($p < 0.05$), emphasizing customer-centric strategies for sustainable growth.

VI. CONCLUSION

Zomato's acquisition of Blinkit is a strategic move that strengthens its position in India's quick commerce market. The integration has enhanced service convenience, customer satisfaction, and cross-platform usage, transforming Zomato into a comprehensive digital convenience ecosystem. Long-term success depends on maintaining service quality, building customer trust, and addressing operational challenges like refunds and grievance handling. The study underscores that customer-centric strategies are essential in digital service acquisitions for sustainable growth. Future research could include longitudinal studies or comparisons with other quick commerce platforms.

APPENDIX

Survey Questionnaire Overview

Demographics: Age, Gender, Usage Frequency

Customer Awareness: Awareness of Blinkit acquisition (High / Moderate / Low)

Customer Satisfaction: Satisfaction with services post-acquisition (Highly Satisfied / Satisfied / Neutral / Dissatisfied)

Customer Loyalty: Change in loyalty after acquisition (Increased / No Change / Decreased)

Trust Level: Level of trust in the integrated platform (High / Moderate / Low)

Statistical Tools Used: Percentage analysis, Regression analysis, Cronbach's Alpha, t-test

ACKNOWLEDGMENT

I would like to express my sincere gratitude to all those who supported me in the successful completion of this study. I extend my heartfelt thanks to my faculty guide, for her invaluable guidance, encouragement, and constructive feedback throughout the research process. I am also grateful to the management and staff of Zomato and Blinkit, as well as all the respondents who participated in the survey, for providing their time and insights. Finally, I wish to thank my family and friends for their continuous support and motivation during the research.

REFERENCES

- [1] Zomato Limited. (2023). Annual Report. Zomato Ltd.
- [2] Blinkit. (2023). Company Overview and Business Model.
- [3] Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.
- [4] Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. Harvard Business Review.
- [5] McKinsey & Company. (2022). Mergers and Acquisitions in the Digital Economy.
- [6] Kumar, V., & Reinartz, W. (2016). Creating Enduring Customer Value. Journal of Marketing, 80(6), 36–68.
- [7] Reserve Bank of India. (2023). Reports on Digital Payments and E-commerce Growth.