MARKETING

Reimagining Digital Marketing in India's Quick-Commerce Industry: The Ten-Minute Promise, Consumer Behaviour and Brand Positioning at Blinkit

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Abstract

India's quick-commerce platforms have transformed the marketing of everyday retail by making speed, availability and convenience central parts of the consumer proposition. Blinkit, which evolved from Grofers and became part of Zomato (now Eternal Limited) in 2022, has used a combination of digital advertising, social content, moment marketing, application-based discovery and an expanding product assortment to build a distinctive position in this market. This case study examines how the ten-minute delivery promise operated as a brand communication device, how Blinkit's public-facing message evolved after quick-commerce firms removed explicit ten-minute claims in January 2026, and how digital marketing can support awareness, engagement, purchase intention and repeat use.

The study uses a secondary-data-based case method. Evidence includes Eternal Limited's FY2025–26 annual report, Q2 FY2026–27 results reported on 21 October 2026, Blinkit's official company and advertising pages, documented campaign examples, industry reports, academic literature and independent business reporting. The study does not conduct primary consumer research and does not claim access to Blinkit's internal marketing analytics. Campaign outputs such as views, impressions and sessions are treated according to their source quality and are not interpreted as proof of incremental sales or loyalty unless such outcomes were explicitly reported.

The evidence suggests that Blinkit's marketing advantage rests on more than a delivery-time claim. Its strongest strategic assets include high brand salience around immediate needs, culturally fluent content, rapid response to consumer conversation, in-app point-of-decision advertising and a growing assortment. At the same time, public data does not establish a causal relationship between a particular campaign and customer retention. Industry research identifies price, assortment, freshness and trust as key barriers to deeper adoption. The case therefore recommends a shift from a single speed-led promise to a broader, evidence-backed convenience platform built around relevance, availability, reliability and measurable customer value.

Keywords: integrated marketing communications; quick commerce; Blinkit; consumer behaviour; brand positioning; commerce media; India

1 Case synopsis and central decision

The case is set at a strategic inflection point. For several years, the ten-minute delivery proposition helped quick-commerce platforms communicate urgency and convenience in a simple, memorable way. Yet a time-specific claim became exposed to questions about delivery-partner safety, operational pressure and the accuracy of customer expectations. In January 2026, Reuters reported that Blinkit, Zepto and Swiggy were asked by the Labour Ministry to stop marketing grocery deliveries as a ten-

minute service. Blinkit's current corporate language is broader: 'Instant commerce indistinguishable from magic.' The shift creates a marketing problem: how can Blinkit preserve the memory structure and distinctiveness built around speed while communicating a more responsible, credible and durable promise?

Decision question for discussion: Should Blinkit continue to lead with speed and urgency, reposition around broader convenience and assortment, or adopt a segment-specific communication strategy that varies by shopping mission and category?

2 Executive summary

Quick commerce has moved from an emergency top-up service towards a broader digital retail channel. Redseer and Google estimated the Indian market at approximately US$13 billion in FY2026 and projected a possible US$70–90 billion market by FY2031. The forecast is a scenario, not a realised outcome, and its range reflects uncertainty around adoption, unit economics and consumer trust (Bhatnagar & Khetan, 2026a).

Blinkit's FY26 operating scale was substantial: Net Order Value (NOV) of ₹48,567 crore, 917 million orders, net average order value of ₹530, 22.1 million average monthly transacting customers and 2,243 stores at the end of March 2026. NOV grew 117% year-on-year and order volume grew 116%. The near-flat 0.3% year-on-year rise in net average order value indicates that volume and customer growth were central to this expansion (Eternal Limited, 2026a).

The brand's communication system operates across social platforms, outdoor advertising, in-app messages and a commerce-media proposition for advertisers. Documented examples include the coriander feature response on X in May 2024, a Bengaluru riddle-based outdoor campaign in November 2025, and the '2025 in a Blink' year-end data-led outdoor campaign in December 2025. Blinkit's advertiser platform also describes sponsored placements in search, category and cart environments, cohort-based targeting and campaign reporting (Blinkit Ads, n.d.).

The most consequential finding is that the ten-minute promise is both a marketing asset and a constraint. It offers a clear memory cue, but a fixed numerical claim can create operational, legal, reputational and trust risks. After public reporting of the January 2026 intervention, Blinkit's public positioning shifted to a broader instant-commerce idea. The change creates an opportunity to move from time-based differentiation to mission-based communication: urgent top-ups, planned replenishment, category discovery, dependable availability and relevant local assortments.

Consumer evidence supports this wider proposition. Redseer's October 2026 analysis distinguished frequent 'Instant-Default' users from more occasional, offer-sensitive users. It identified assortment, pricing and quality/hygiene as barriers to converting more shoppers into routine users. A November 2026 journal study of 200 online respondents in Anand and Ahmedabad found that convenience and last-minute need were prominent self-reported reasons for quick-commerce use, but its geographical and sampling limitations mean the results cannot be generalised nationally or attributed to Blinkit specifically (Macwana et al., 2026).

The case concludes that digital marketing can create awareness, salience and engagement, but public evidence is insufficient to prove that a specific campaign caused increased retention or profitable sales. Blinkit should therefore connect brand storytelling to a disciplined measurement framework covering reach, consideration, conversion, repeat behaviour, trust and incremental contribution. The

most defensible long-term position is not 'fastest at any cost', but 'the most relevant and dependable way to meet immediate and everyday needs'.

3 Industry background and evolution of quick commerce

3.1 From traditional retail to instant commerce

India's grocery market remains structurally diverse, with neighbourhood kirana stores, supermarkets, e-commerce marketplaces and quick-commerce platforms serving overlapping but distinct shopping missions. Traditional stores compete through proximity, familiar relationships, flexible quantities and the ability to inspect fresh produce. Conventional e-commerce competes through broad assortment, search and delivery across longer fulfilment windows. Hyperlocal delivery reduced the distance between merchant and customer, while quick commerce reorganised fulfilment around compact, digitally managed stores positioned close to demand clusters.

The distinction is not merely a shorter delivery estimate. Quick commerce combines local inventory, real-time digital ordering, store-level picking, routing and last-mile delivery. Its marketing proposition therefore depends on the credibility of the service system. Advertising may create an expectation, but availability, substitutions, freshness, product accuracy and delivery reliability determine whether the experience reinforces or weakens the brand promise.

3.2 Market scale and growth outlook

Redseer and Google's October 2026 report estimates that India's quick-commerce market grew from roughly US$0.4 billion in FY2022 to approximately US$13 billion in FY2026. It projects a potential US$70–90 billion by FY2031, equivalent to a five-to-seven-fold expansion. The report draws on a survey of more than 1,200 consumers across metro and non-metro cities and more than 50 store interactions. These figures are industry estimates and projections, not audited company results (Bhatnagar & Khetan, 2026a).

The market's next phase is likely to depend on whether platforms can move beyond small, urgent top-up purchases and win planned household baskets, non-grocery categories and users in non-metro markets. Redseer's analysis points to different consumer segments: an estimated four million 'Instant-Default' users who order approximately eight to ten times per month, and 24 million 'Instant-Occasional' users who order around two to three times monthly. In its study, wide assortment was the leading reason for the former segment, while offers were a leading reason for the latter. The figures are Redseer's cohort estimates and should not be treated as census counts (Bhatnagar & Khetan, 2026b).

Table 1. Industry estimates for Indian quick commerce and their interpretation for marketing

Industry evidence	Reported estimate	Interpretation for marketing
Market size, FY26	Approximately US$13 billion	The channel has moved beyond an experimental niche.
FY31 market projection	US$70–90 billion	Forecast range; not a guaranteed outcome.
Instant-Default cohort	~4 million users; 8–10 orders/ month	Retention, breadth of assortment and habit reinforcement matter.

Industry evidence	Reported estimate	Interpretation for marketing
Instant-Occasional cohort	~24 million users; 2–3 orders/ month	Promotions, relevance and occasion-based communication may matter more.
Barriers in metro planned baskets	Assortment 37%; pricing 32%; quality/hygiene 31%	Brand communications must be supported by credible product and service proof.

Source: Redseer and Google market work summarised by Bhatnagar and Khetan (2026a, 2026b). Percentages reflect the report's survey definitions, not universal Indian consumer incidence.

3.3 What changes as the market matures?

At an early stage, a simple speed promise can help consumers understand a new format. As the category matures, competing platforms can imitate the same claim. Differentiation must then shift towards assortment depth, price competitiveness, product authenticity, reliable fulfilment, customer service and app discovery. This is consistent with Redseer's 2026 assessment that quick-commerce platforms need to address trust and assortment gaps to capture larger planned baskets, while non-metro markets require attention to low-ticket economics and local trust (Bhatnagar & Khetan, 2026b).

This evolution raises a key integrated-marketing challenge: the external brand story must keep pace with changes in service design. If advertising continues to foreground an old delivery promise after the operating or regulatory context changes, communications risk becoming inconsistent with the actual service proposition.

4 Company profile: Blinkit

4.1 History and evolution

Blinkit was founded as Grofers in December 2013. In December 2021, the company announced the Grofers-to-Blinkit rebrand and described its strategic direction as 'instant commerce indistinguishable from magic'. The rebrand marked a shift from a conventional online grocery identity to a quick-commerce-led proposition (Dhindsa, 2021; Blinkit, n.d.-a). Zomato announced its proposed acquisition in June 2022, and the transaction was completed in August 2022 according to the parent company's FY2022–23 annual report (Zomato Limited, 2022; 2023).

Eternal Limited's FY26 annual report describes Blinkit as a business-to-consumer quick-commerce platform whose orders are fulfilled through a network of stores typically located within a three-kilometre radius of customers and served by independent last-mile delivery partners. Its assortment spans daily essentials, electronics, beauty and personal care, home décor, toys, sports accessories and general merchandise (Eternal Limited, 2026a).

4.2 Business model and consumer touchpoints

The customer journey generally begins with an immediate or planned need, followed by app opening, search or feed-based discovery, product comparison, basket formation, payment, fulfilment and post-purchase evaluation. Each stage creates a marketing touchpoint. The home screen and recommendations influence discovery; product pages communicate availability and value; sponsored placements can influence choice at search and cart stages; push notifications may reactivate users; and delivery experience can reinforce or weaken brand trust.

Blinkit's network is part of the marketing proposition because proximity and assortment make the promised convenience possible. In FY26, the company reported 2,243 stores, presence in more than 250 cities, 8.5 million square feet of warehousing space and more than 100,000 stock-keeping units across India. These figures illustrate how service capacity supports the brand's breadth and availability claims (Eternal Limited, 2026a).

4.3 Brand identity and positioning

Blinkit's historical identity combined the brand name with a strong speed cue. Its 2021 rebrand positioned the service as instant commerce; in 2025, outdoor executions still used explicit ten-minute copy. By the current research cut-off, Eternal's corporate description uses 'Instant commerce indistinguishable from magic', while Blinkit's press page describes delivery within minutes. This broader language allows the brand to communicate immediacy without reducing the entire proposition to a single numerical threshold (Eternal Limited, n.d.; Blinkit, n.d.-a).

The brand's positioning can be interpreted as a blend of functional convenience and emotional relief: it helps customers resolve small, immediate needs without interrupting their routines. Humour and cultural references make the proposition memorable, while wide assortment and local availability aim to turn awareness into repeat usage. The risk is that a highly memorable promise may overtake the rest of the value proposition, leaving consumers with a narrow mental association: fast delivery rather than dependable everyday utility.

4.4 Commerce media and the advertiser proposition

Blinkit Ads presents the platform as a retail-media environment where brands can use sponsored placements in search, category pages and carts, together with cohort-based and city-level targeting. The advertiser page lists audience scale and campaign-performance claims, including 84 million-plus 'highly engaged users' per month and improvements in return on ad spend. These are vendor marketing claims: the public page does not provide enough detail on methodology, baseline, attribution window or independent verification to treat them as audited outcomes (Blinkit Ads, n.d.).

A separate Eternal corporate page reports that more than 37 million customers use Blinkit monthly. The 37-million customer statement and the 84-million advertiser audience statement appear to use different and insufficiently explained definitions. They should not be combined or treated as interchangeable monthly active customer figures. The discrepancy highlights the importance of transparent metric definitions in commerce-media selling.

5 Literature review and theoretical framework

5.1 Integrated marketing communications

Integrated marketing communications (IMC) is concerned with coordinating brand communication across channels so that the organisation presents a coherent, audience-centred message. Kliatchko (2008) revisits the IMC construct and identifies four pillars: stakeholders, content, channels and results. Applied to Blinkit, the framework asks whether social media, outdoor advertising, in-app promotions and retail-media placements speak to a consistent consumer proposition; whether messages are adapted to channel context; and whether outcomes are evaluated beyond impressions.

The central IMC test is not whether a brand appears on many platforms. It is whether the channels reinforce one another across a customer journey. A witty outdoor headline may create awareness, a

social post may encourage sharing, an app placement may help a customer find a product, and a reliable order may reinforce the experience. If the app experience is inconsistent with the promise made in advertising, integration breaks down at the point of service delivery.

5.2 Service convenience and perceived value

Berry et al. (2002) argue that service convenience has multiple dimensions rather than being a single idea. Their framework distinguishes time and effort costs across decision, access, transaction, benefit and post-benefit stages. For quick commerce, a short delivery window addresses access and benefit convenience, but customers also care about how easily they can find the right product, complete checkout, obtain a correct order and resolve a problem. This is why the marketing proposition should extend beyond speed.

5.3 Brand equity and distinctive associations

Keller's (1993) customer-based brand equity model explains how brand knowledge affects consumer response to marketing. Brand awareness and brand image are built through associations that are strong, favourable and unique. Blinkit's speed association is distinctive and easy to retrieve, but if rivals offer similar fulfilment promises, the association becomes less unique. The brand must therefore reinforce other associations—assortment, reliability, local relevance, product discovery and service recovery—without diluting its core convenience meaning.

5.4 Customer engagement and social interaction

Brodie et al. (2011) conceptualise customer engagement as a multidimensional, interactive experience connected to value co-creation. A view or a like is a visible interaction, but it is not a complete measure of engagement. Comments, consumer participation, repeated interaction, advocacy and customer actions may indicate deeper relationships. Blinkit's coriander response illustrates how a consumer suggestion can become a public brand interaction and a product change. Yet the public post's reach cannot tell us whether the interaction increased repurchase or lifetime value.

5.5 Impulse buying and persuasive communication

Rook (1987) describes the buying impulse as a distinct consumer experience in which an urge to purchase emerges. In a quick-commerce environment, immediacy, low-friction checkout, reminders and product recommendations can reduce the time between desire and purchase. However, it would be incorrect to assume every quick-commerce order is impulsive. Redseer's consumer segmentation and Macwana et al.'s (2026) survey both indicate a mixture of last-minute needs, routine use, planned purchases and convenience-driven choices.

The Elaboration Likelihood Model (Petty & Cacioppo, 1986) offers a second lens. Some advertising works through central-route processing, where consumers evaluate product quality, price, authenticity and delivery reliability. Other communication may work through peripheral cues such as humour, familiarity, celebrity presence or visual salience. A strong marketing system should not rely exclusively on peripheral attention: the app must provide sufficient product information and credible service evidence to support considered choices.

5.6 Framework application matrix

Table 2. Application of each theoretical framework to Blinkit, and the evidence it requires

Framework	Core question	Application to Blinkit	Evidence needed
IMC (Kliatchko, 2008)	Are stakeholders, content, channels and results coordinated?	Assess consistency between OOH, social, app and advertiser communication.	Channel audit, message coding, campaign objectives and outcome data.
Service convenience (Berry et al., 2002)	Where does the service save customer time and effort?	Examine discovery, access, checkout, fulfilment and after-sales effort.	Search usability, fulfilment reliability, service recovery data.
Customer-based brand equity (Keller, 1993)	What brand associations are strong, favourable and unique?	Test whether speed, convenience, assortment and reliability are distinctive.	Brand tracking, recall, associations, preference studies.
Customer engagement (Brodie et al., 2011)	Does interaction create reciprocal value?	Interpret comments, participation, UGC and repeat interactions.	Engagement quality, repeat sessions and cohort behaviour.
Impulse buying (Rook, 1987)	What triggers unplanned purchase?	Explore urgency, reminders, merchandising and frictionless ordering.	Consumer survey and order-level classification.
ELM (Petty & Cacioppo, 1986)	How do consumers process persuasive messages?	Separate rational proof from humour, topicality and celebrity cues.	Creative testing, message recall, conversion and trust measures.

6 Research methodology

6.1 Research design and approach

This study is an applied, descriptive-analytical, secondary-data-based single-company case study. Blinkit is examined as an instrumental case through which to understand integrated digital marketing in India's quick-commerce category. The approach combines documentary analysis, public campaign analysis, company performance review, industry comparison and synthesis of academic theory.

The study uses triangulation: company reports establish reported company metrics; official pages establish brand and advertiser claims; campaign publications document creative executions; academic studies provide conceptual foundations; and industry research offers market and consumer context. Triangulation improves interpretive reliability but does not eliminate the limitations of proprietary data being unavailable.

6.2 Data sources and collection

Table 3. Evidence categories, sources used and what they can establish

Evidence category	Sources used	What they can establish
Company primary disclosures	Eternal FY26 annual report; Q2 FY27 exchange results; official Blinkit / Eternal pages	Reported company metrics, business descriptions, corporate positioning and disclosed expense categories.
Official campaign/ advertiser material	Blinkit Ads page; official rebrand post and company press page	Publicly stated advertising products, brand language and official corporate descriptions.

Evidence category	Sources used	What they can establish
Independent campaign reporting	Campaign Asia, Media4Growth, Social Samosa, Exchange4Media, Meta Reels award entry	Observable campaign design and reported outputs, with varying levels of independent verification.
Industry research	Redseer / Google reports; industry consumer research	Market estimates, consumer cohorts, adoption barriers and industry context.
Academic literature	Peer-reviewed marketing and consumer-behaviour research	Definitions, theories and analytical frameworks.

6.3 Sampling of campaign evidence

Campaign examples were selected purposively rather than randomly. The sample prioritises documented cases that illustrate different communication tasks: reactive social listening (coriander), contextual out-of-home advertising (Bengaluru riddle), data-led brand storytelling ('2025 in a Blink'), commerce-media monetisation (Blinkit Ads), creator-led brand activation (Zepto's Fake Shaadi) and performance-oriented social video (Instamart's 'Yeh Se Leke Woh Tak'). The selection is illustrative and does not represent all marketing activity by the three firms.

6.4 Variables and indicators

Table 4. Constructs, operational indicators and their limitations

Construct	Operational indicator	Publicly observable?	Limitation
Brand visibility	Reach, impressions, views, follower growth, search interest	Partly	Definitions and platform windows differ; some metrics are self-reported.
Engagement	Likes, comments, shares, saves, video completion	Partly	Engagement quality and unique reach are often unavailable.
Consideration	Product searches, product-page visits, add-to-cart	Mostly no	Requires internal app analytics.
Conversion	First orders, conversion rate, incremental order lift	Mostly no	Requires transactional attribution and control design.
Retention	Cohort repeat purchase, frequency, 30/60/90-day repurchase	No	Requires customer-level internal data.
Trust / service quality	Stock-outs, freshness complaints, delivery accuracy, refunds	Partly	Public reviews are non-representative; operational logs are private.
Marketing efficiency	CAC, ROAS, incremental contribution, CLV/CAC	No	Requires spend allocation and customer economics by cohort.

6.5 Analytical techniques

Comparative content analysis: code each campaign by audience need, message, channel, format, interaction mechanism, call to action and disclosed outcome.

Descriptive trend analysis: compare Blinkit's FY24–FY26 reported NOV, orders, average order value, monthly customers, store count and adjusted EBITDA margin.

Competitor benchmarking: compare public strategy and selected campaign outputs without assuming identical measurement definitions.

Thematic synthesis: connect consumer research and campaign evidence to convenience, value, trust, assortment and purchase behaviour.

6.6 Limitations and ethics

No primary interviews, surveys or observations were conducted for this manuscript. No access was available to Blinkit's proprietary advertising account, campaign attribution dashboard, customer CRM, cohort retention, customer acquisition cost or order-level data. As a result, causality cannot be established between a particular creative execution and commercial outcomes. Social metrics are snapshots reported by publishers or platforms and may be affected by paid distribution, timing and platform algorithms. The study uses publicly available corporate and published research material and does not identify private individuals beyond public professional attribution in source material.

> **Primary-research status.** This manuscript is secondary-data-based. The questionnaire in Appendix A is proposed for future administration only; it has not been circulated and has no respondents or findings.

7 Blinkit's integrated digital marketing strategy

7.1 From a product promise to a brand platform

The ten-minute message compressed a complicated service system into a single benefit that consumers could understand quickly. It reduced the cognitive effort of deciding where to buy an urgent item: the message suggested that a need could be resolved almost immediately. In marketing terms, it connected a service attribute (short delivery time) with a consumer benefit (time and effort saved) and a brand association (Blinkit as the last-minute solution).

The same simplicity created risk. A fixed delivery-time message can be interpreted as a universal guarantee even when traffic, weather, product availability, distance and local operating conditions vary. A numerical promise can also become a focal point for labour and safety criticism. In January 2026, Reuters reported that the Labour Ministry had instructed major quick-commerce operators to stop marketing grocery delivery as a ten-minute service, citing road-safety and delivery-worker concerns. The report relied on sources familiar with a confidential meeting; it should not be described as a published statute or formal legal ban without separate legal evidence (Reuters, 2026).

The strategic lesson is that a brand promise must be compelling but operationally supportable. Blinkit's wider 'instant commerce' language can maintain a strong sense of immediacy while allowing communication to emphasise range, local availability, dependable fulfilment and the customer's specific shopping mission.

7.2 Social media and moment marketing: the coriander case

In May 2024, a customer publicly suggested that Blinkit provide coriander in a way that mirrored a familiar neighbourhood-greengrocer practice. CEO Albinder Dhindsa responded on X that the feature was live. Campaign Asia reported that the post generated more than 1.2 million views, 14,000 likes, 1,500 reposts and over 500 comments (Little, 2024).

The case is significant because the brand did not merely publish a pre-planned promotional message. It listened to a culturally specific consumer expectation, acknowledged it publicly and connected the interaction to a product feature. This sequence makes the interaction feel authentic and gives the

audience a reason to participate. The content also communicates that the company is willing to adapt its product experience in response to consumer feedback.

Under the IMC framework, the episode links stakeholder insight, content, a public social channel and a service change. Under customer-engagement theory, it also illustrates interaction and co-creation. However, the reported X metrics measure attention to one public post. They do not establish the number of customers who used the feature, the incremental orders it generated or whether customer loyalty improved.

7.3 Contextual out-of-home: the Bengaluru riddle

A November 2025 Bengaluru outdoor campaign used incomplete product words such as 'SO_P', 'P_N' and '_ _ O V E' as bus-shelter riddles. The solution linked the guessed item to Blinkit's delivery promise. The creative used local language and English, placing an interactive puzzle in a high-traffic commuter setting (Media4Growth, 2025a).

The campaign demonstrates how OOH can create a low-effort participation moment and connect the medium to a product category. It is more memorable than a generic list of delivery benefits because the viewer completes the message mentally. The execution also makes the assortment salient: the items are everyday needs that a consumer might remember when a similar need arises. No independently verified reach, recall or conversion results were identified in the public campaign report, so its effectiveness can be discussed at the creative-strategy level, not as a proven sales driver.

7.4 Data-led storytelling: "2025 in a Blink"

Blinkit's year-end OOH campaign in December 2025 used order-related observations to create humorous lines about how India shops. The campaign translated aggregate shopping behaviour into culturally recognisable moments rather than relying only on speed-based product claims (Media4Growth, 2025b).

The approach can strengthen brand distinctiveness by making data itself a content asset. Everyday shopping patterns become a form of social commentary, encouraging consumers to see themselves in the brand's story. It also shifts the message from 'we are fast' to 'we understand what people need'. The public report did not disclose independently verified campaign reach, brand lift or sales attribution, so no ROI conclusion is made.

7.5 In-app marketing and commerce media

Blinkit Ads positions the application as a media environment as well as a transaction platform. Sponsored placements in search, category pages and cart surfaces reach customers close to a purchase decision. City-level and cohort-based targeting give advertisers the ability to adapt campaigns to geography and consumer behaviour. This is strategically important because retail media can connect exposure with product interaction and, subject to reliable measurement, purchase outcomes (Blinkit Ads, n.d.).

The opportunity creates a different kind of integrated communication. Brand advertising may generate category demand, social content may create familiarity, and in-app sponsored placement may help a shopper discover a product at the point of intent. The risk is that excessive sponsored content can undermine trust or make discovery feel pay-to-play. Ad load, relevance, disclosure and measurement transparency therefore become part of the consumer experience.

7.6 Campaign evidence matrix

Table 5. Campaign evidence matrix: execution, reported outputs and evidence strength

Case / period	Execution and strategic role	Publicly reported output	Evidence strength / limitation
Coriander response, May 2024	Reactive social listening; converts consumer suggestion into visible service response.	>1.2m views; 14k likes; 1.5k reposts; >500 comments on X.	Campaign Asia report; post-level engagement, not sales attribution.
Bengaluru riddle OOH, Nov 2025	Contextual puzzle; makes product needs and fulfilment proposition memorable.	Creative description and locations reported; no outcome data disclosed.	Independent campaign trade coverage; no reach or conversion proof.
2025 in a Blink, Dec 2025	Uses aggregate order insights and humour to humanise shopping habits.	Creative examples reported; no independently verified campaign ROI.	Campaign report; no measured brand lift disclosed.
Blinkit Ads / Brand Central	In-app commerce media; sponsored discovery close to purchase.	Advertiser page claims audience scale and ROAS/ search lift.	First-party vendor claims; definitions and methodology not fully public.
Zepto Fake Shaadi, Dec 2025	Creator-led cultural activation with UGC and brand partners.	Publisher reports 40m campaign impressions and 31.83m content views.	Case-study account reports campaign results; not audited independent attribution.
Instamart "Yeh Se Leke Woh Tak", 2025	Rohit Sharma-led Reels ad; A–Z assortment and deeplink to app subpage.	Award entry reports 6.37m thruplays, 4.89 lakh sessions and 8.39k orders.	Agency/entrant-submitted award data; useful as directional campaign case, not audited financial result.

Sources: Little (2024); Media4Growth (2025a, 2025b); Blinkit Ads (n.d.); Social Samosa (2025); Meta Reels Impact Awards (2025).

8 Consumer behaviour and digital brand engagement

8.1 The consumer job-to-be-done

Quick-commerce demand can be divided into distinct shopping missions: emergency replacement, forgotten ingredients, immediate consumption, small convenience top-ups, planned replenishment, discovery of non-grocery products and occasional promotional purchases. These missions differ in urgency, basket size, need for product evaluation and price sensitivity. A uniform message focused only on speed may fail to address the reasons customers use the service for larger or less urgent baskets.

Redseer's October 2026 analysis provides a useful segment distinction. It estimates a group of frequent 'Instant-Default' customers and a larger group of 'Instant-Occasional' customers. For the latter, offers are a leading reason to transact; for the former, assortment is a more important reason. The report also identifies assortment, pricing and quality/hygiene as obstacles to moving more grocery spend online (Bhatnagar & Khetan, 2026b). For marketing, this implies a shift from one universal proposition to need-state and cohort communication.

8.2 New consumer evidence: a geographically limited 2026 study

Macwana et al. (2026) published a cross-sectional study based on 200 online respondents in Anand and Ahmedabad, Gujarat, surveyed in July 2026. The study reports that 29% selected emergency or

last-minute requirements and 27% selected convenience or time savings as reasons for using quick commerce. Seventy-eight per cent reported perceived time savings, and 72.5% said their overall experience met expectations. At the same time, 26.5% identified poor freshness or quality and 23% identified short remaining shelf life as problems. Fifty-two per cent anticipated continuing purchases, while 42% were uncertain.

These findings are useful because they show both convenience value and trust-related friction. They must be interpreted cautiously: the study is geographically restricted, uses a web-survey sample, is not Blinkit-specific and does not establish a causal impact of marketing communication. Its platform identities are anonymised in the published abstract, so the results should not be attributed to Blinkit.

8.3 Convenience, immediacy and impulse

Convenience can lower the non-monetary cost of purchasing. An app that is easy to access, simple to search and quick to complete can reduce time and effort at several points in the service journey (Berry et al., 2002). Immediacy may also make a need feel more actionable: a forgotten item or spontaneous desire can be satisfied without a long wait. This is compatible with impulse-buying theory, but it does not mean every quick-commerce purchase is an impulse purchase (Rook, 1987).

A consumer may also use quick commerce for routine, planned replenishment. Marketing should therefore avoid treating the category as purely impulsive. If Blinkit wants to deepen use, it must serve both the immediate top-up and the planned basket. That means combining quick discovery with transparent prices, product details, accurate stock status, freshness information and suitable larger pack sizes.

8.4 Brand trust and the expectation gap

A time promise can generate trial, but repeat use depends on the service being perceived as reliable and fair. If actual delivery time, product availability or item quality repeatedly falls short of the impression created by advertising, brand credibility can weaken. The ten-minute statement also carries implications beyond customer satisfaction because workers and regulators may interpret it as pressure to meet a fixed deadline. The removal of explicit time claims makes the credibility of the wider service experience more important.

8.5 Implications for consumer segmentation

Table 6. Consumer segments, decision drivers and recommended message territory

Segment / mission	Likely decision driver	Recommended message territory	Proof required
Urgent top-up	Immediate need; low tolerance for delay	Nearby availability and dependable fulfilment	Live stock accuracy, delivery reliability, order accuracy.
Frequent default user	Assortment, familiarity, routine utility	Everyday range and easy replenishment	Depth of assortment, stock continuity, service recovery.
Occasional / offer-sensitive user	Price, discount, specific occasion	Relevant offers and clear value	Transparent final price, offer terms, incremental repeat.
Planned household basket	Range, quality, hygiene, pack size, price	A dependable alternative for selected planned needs	Freshness controls, product detail, price comparisons, bulk availability.

Segment / mission	Likely decision driver	Recommended message territory	Proof required
Non-metro first-time / low-frequency user	Local trust, small basket economics, familiarity	Local relevance, language, assurance and value	Freshness, fulfilment coverage, clear fees and local support.

9 Competitive digital marketing analysis

Blinkit, Zepto and Swiggy Instamart compete in a category where speed is easily communicated but less easily defended. The comparative question is not which brand posts the most content; it is which brand creates the most relevant, distinctive and credible reasons for consumers to choose it across different shopping occasions.

Table 7. Competitive comparison of Blinkit, Zepto and Swiggy Instamart

Dimension	Blinkit	Zepto	Swiggy Instamart
Brand communication	Instant-commerce identity; high use of topical humour and product-led moments.	Quick-commerce proposition combined with youth/culture-led activations and collaborations.	Uses Swiggy ecosystem and assortment communication; creator/video-led performance activity.
Documented campaign example	Coriander moment; Bengaluru riddle OOH; "2025 in a Blink".	"The Great Indian Fake Shaadi" with Britannia and creator ecosystem.	"Yeh Se Leke Woh Tak" featuring Rohit Sharma and A–Z assortment story.
Public campaign result	Coriander post reported 1.2m+ views; other campaign results not publicly quantified.	Publisher reports 40m impressions for Fake Shaadi; self-reported campaign case.	Award entry reports 6.37m thruplays, 4.89 lakh sessions and 8.39k orders.
Distinctive observed approach	Reactive service communication and data-led topical humour.	Cultural event activation, creator network and user participation.	Celebrity-led short-form video linked to in-app deeplink and measurable response.
Evidence gap	No public, comparable CAC, retention or incremental conversion data.	No public, comparable CAC, retention or incremental conversion data.	Award-entry metrics are not comparable to rivals' metrics or independently audited.

9.1 Directional social-media benchmark

An Exchange4Media article drawing on Qoruz data, published in January 2025, reported social posting and engagement snapshots for the three brands: Blinkit 2.7 thousand posts and 2.26% engagement; Zepto 1.5 thousand posts and 2.89%; and Swiggy Instamart 1.8 thousand posts and 2.87%. It also reported different interaction totals. Because the article does not provide a fully standardised public methodology, precise sampling window or consistent reach denominator in the accessible summary, these figures should be treated as a directional, third-party snapshot rather than a definitive ranking (Exchange4Media, 2025).

The comparison illustrates a useful analytical principle: publishing more often does not automatically produce higher engagement rates. Content resonance, creative relevance, audience mix, paid amplification and platform distribution all matter. The data cannot show which brand produced the greatest incremental orders or long-term brand equity.

9.2 Competitive lessons

Blinkit's reactive and topical content can make the brand feel culturally close to everyday consumers, but it should be complemented by proof of availability, quality and service reliability.

Zepto's creator-led cultural activations show how a functional delivery brand can seek a role in seasonal rituals and entertainment. Campaign outputs should be connected to more meaningful brand and business measures.

Instamart's reported deeplink campaign illustrates the value of designing a measurable path from video exposure to app session and order. This is a stronger measurement architecture than views alone, although award-entry results still require independent validation.

10 Marketing performance analysis and findings

10.1 Blinkit's scale as marketing context

Blinkit's company-reported growth provides the scale context in which its marketing strategy operates. NOV increased from ₹10,503 crore in FY24 to ₹22,371 crore in FY25 and ₹48,567 crore in FY26. Orders increased from 203 million to 424 million and 917 million. Average monthly transacting customers grew from 5.1 million to 10.2 million and 22.1 million. Store count expanded from 526 to 1,301 and 2,243 respectively (Eternal Limited, 2026a).

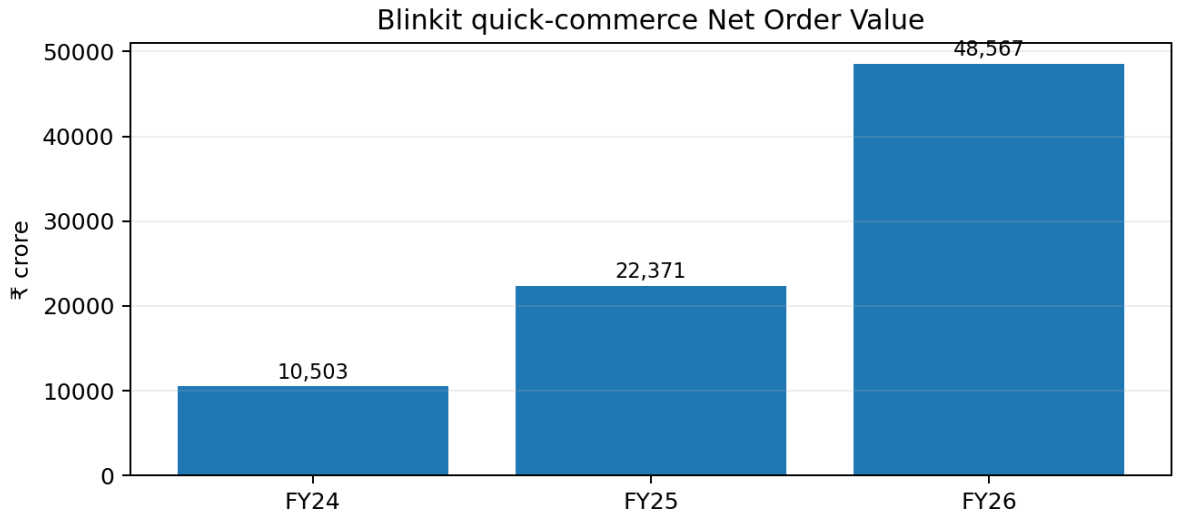


Figure 1. Blinkit quick-commerce Net Order Value (NOV), FY24-FY26. Source: Eternal Limited (2026a)

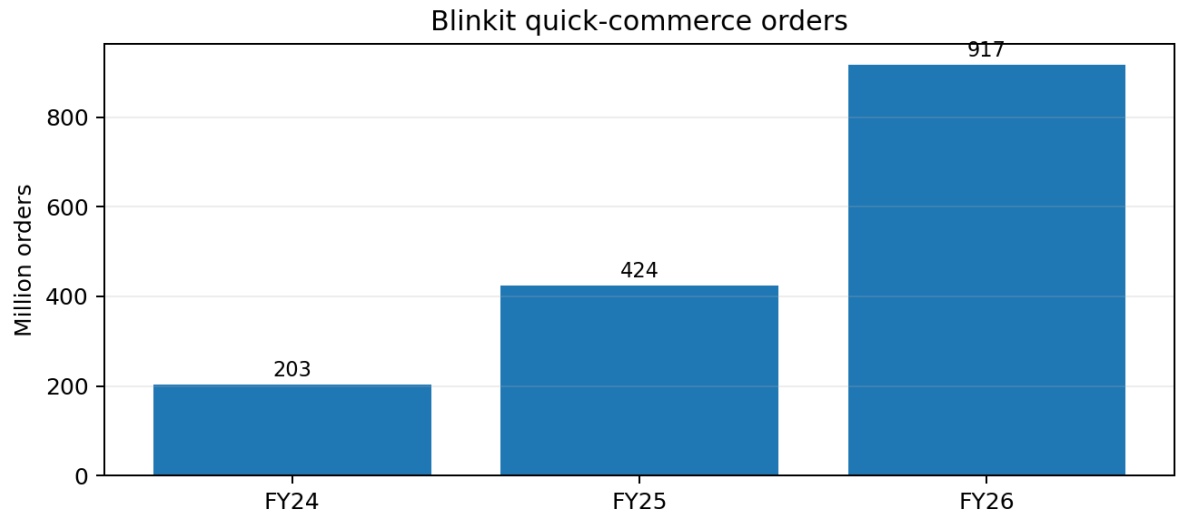


Figure 2. Blinkit quick-commerce orders, FY24-FY26. Source: Eternal Limited (2026a)

This growth should not be attributed to digital marketing alone. It coincided with store-network expansion, geographic expansion, inventory ownership, assortment changes, broader market adoption and other commercial decisions. The data establishes business growth, not campaign causality.

10.2 Supporting profitability context

Blinkit's contribution margin increased from 2.5% of NOV in FY24 to 4.3% in FY25 and 5.0% in FY26. Its adjusted EBITDA margin improved from -3.7% to -1.3% and -0.6% over the same years. Business Standard's report on the Q2 FY27 results stated that Blinkit generated adjusted EBITDA of ₹184 crore on NOV of ₹20,940 crore, up 79.3% year-on-year, and had 2,751 stores at quarter-end (Eternal Limited, 2026a; Srivastav, 2026).

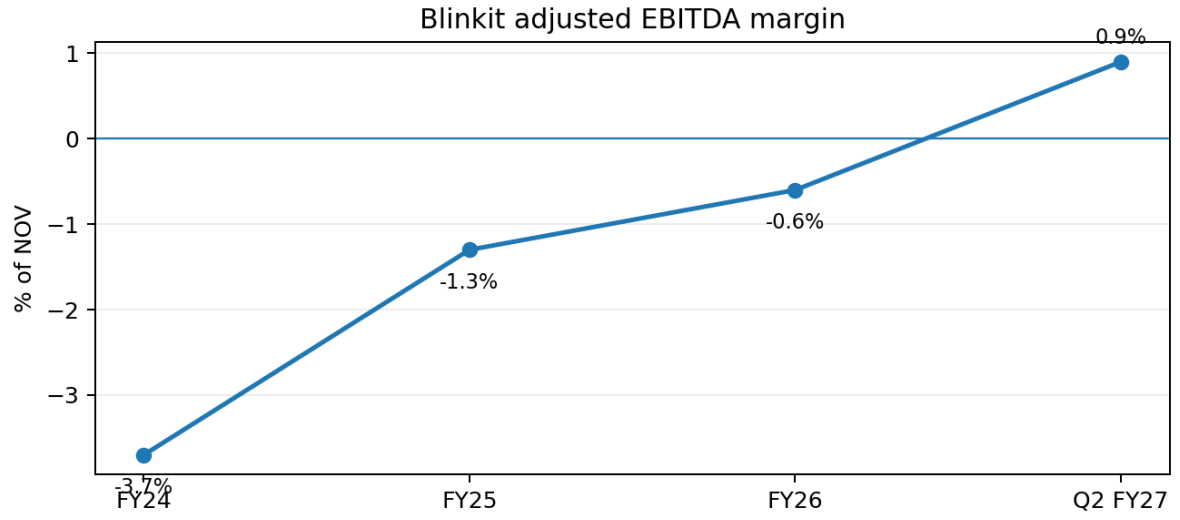


Figure 3. Adjusted EBITDA margin (% of NOV), annual FY24-FY26 and Q2 FY27. Source: Eternal Limited (2026a)

These indicators suggest that growth and operating economics improved over the period. They do not show that marketing spend caused the improvement. Contribution and adjusted EBITDA include

operational variables beyond campaign performance. The figures are therefore included as supporting commercial context rather than the central measure of marketing effectiveness.

10.3 Marketing expenditure disclosure and its limits

Eternal's FY26 annual report lists consolidated advertisement and sales promotion expense of ₹3,350 crore, compared with ₹1,972 crore in FY25, a 70% increase. The company states that the category includes platform-funded subsidies (where not netted from revenue), marketing and branding costs, customer appeasement costs and refunds across its businesses. It attributes the increase to higher marketing and branding costs and promotional spends, including digital marketing to drive quick-commerce customer growth (Eternal Limited, 2026a).

> **Important accounting boundary.** The ₹3,350 crore figure is a consolidated Eternal expense category, not Blinkit's standalone marketing budget. It includes more than advertising, including discounts and subsidies, customer appeasement and refunds. It cannot be used to calculate Blinkit CAC, ROAS or campaign ROI.

This disclosure matters for marketing analysis because it shows that financial reporting aggregates several activities and business units. A robust case should not divide the consolidated expense by Blinkit orders or NOV and label the result 'Blinkit marketing cost per order'. That calculation would mix unrelated costs and segments.

10.4 Performance metrics: what is measurable and what remains private?

Table 8. Funnel stages, recommended KPIs and the public evidence available

Funnel stage	Recommended KPI	Public evidence in this case	What management would need
Reach	Unique reach, frequency, impressions, aided awareness	Some campaign views/impressions reported; official advertiser reach claims.	Deduplicated reach, paid/organic split, target audience and brand-lift research.
Act / consideration	Product search, product-page views, saves, add-to-cart	Few campaign case entries report app sessions.	App event analytics, product-level funnel and search-to-cart data.
Convert	First order, session-to-order, incremental orders, ROAS	Instamart award entry provides one campaign-reported session-to-order rate; no equivalent Blinkit metric public.	Attribution window, holdout tests, spend allocation, margin-adjusted ROAS.
Engage / retain	Repeat purchase, order frequency, 30/60/90-day retention, CLV	Company publishes monthly transacting customer and total order trends.	Customer-level cohort analysis and matched campaign exposure.
Trust / service	Order accuracy, stock-outs, freshness, refunds, delivery reliability	Selected qualitative research and public company operating data.	Operational dashboards and customer experience tracking.

10.5 Objective-linked findings

Table 9. Research objectives, evidence-based findings and their limits

Research objective	Evidence-based finding	Interpretation and limitation
Industry evolution	Quick commerce expanded quickly; Redseer estimates a $13bn FY26 market and $70–90bn FY31 potential.	Growth opportunity is large but forecast uncertainty and trust/price barriers remain.
Integrated digital marketing	Blinkit uses social, OOH, app-based placements and commerce-media tools.	The channel mix is visible; internal cross-channel attribution is not public.
Brand positioning	The speed cue was central in historical marketing; current language is broader instant commerce.	The brand must transfer distinctive associations from a numeric promise to dependable convenience.
Consumer behaviour	Recent research identifies convenience and last-minute needs, while highlighting freshness and quality concerns.	Evidence is not Blinkit-specific and one study is geographically limited.
Content and engagement	Coriander response and OOH examples show localised, participative and humorous creative approaches.	Public post metrics do not prove incremental revenue or retention.
Competitive positioning	Competitors use creator, cultural and performance-led activations.	Public campaign outcomes are self-reported or non-comparable in multiple cases.
Marketing performance	Company releases disclose customers, orders and NOV; private funnel and cohort metrics are unavailable.	A marketing ROI conclusion cannot be made from public data alone.

11 Strategic marketing recommendations

11.1 Reposition from a time claim to an outcome promise

Blinkit should retain immediacy as a brand asset but avoid making an exact delivery time the sole organising idea. Communication should emphasise the problem solved: forgotten ingredients, everyday replenishment, urgent household needs, personal-care restocking and discovery of products nearby. The creative proposition should be supported by reliable service and transparent delivery estimates. This reduces overdependence on a potentially vulnerable numeric claim while retaining the emotional benefit of convenience.

Suggested message territory: “Everything you need for the moment you need it” — a strategic territory for testing, not an existing Blinkit tagline.

11.2 Build need-state segmentation into content planning

Use distinct communication streams for urgent top-up shoppers, frequent default users, price-sensitive occasional users and planned-basket shoppers. Redseer’s segment work suggests that offers are particularly important to occasional users, whereas assortment matters more to frequent users. Content and app merchandising should reflect the different decision drivers rather than exposing every cohort to the same urgency-led message (Bhatnagar & Khetan, 2026b).

11.3 Turn assortment and trust into demonstrable brand proof

The category's adoption barriers—assortment, pricing, quality and hygiene—should be treated as marketing priorities, not only operational issues. Blinkit could make product freshness, expiry information, authenticity, replacement policies and customer support more visible at product and campaign touchpoints. For non-grocery categories, detailed product content, demonstrations and clear return/replacement policies can reduce perceived risk.

11.4 Integrate social listening with service recovery and product learning

The coriander example demonstrates how a customer suggestion can become an earned-media moment when the company responds credibly. Blinkit should systematise social listening by categorising recurring questions, complaints and unmet needs; routing them to product and operations teams; and closing the loop publicly when a meaningful change is made. The metric should not only be reach, but also resolution quality, recurring complaint reduction and subsequent user behaviour.

11.5 Connect content to the app journey

Every campaign should have a clear next step. A short video can lead to a curated category page; an OOH QR code can lead to a local assortment; a creator collaboration can lead to a themed collection; and a seasonal campaign can lead to a relevant basket. The measurement architecture should track each step, with separate attribution for paid, organic and earned exposure. A campaign should not be credited with all subsequent orders simply because a user saw a post.

11.6 Use controlled experiments for incremental impact

Where internal data is available, Blinkit should use geo experiments, audience holdouts or controlled A/B tests to estimate the incremental effect of creative and offers. For example, a cohort exposed to an assortment-led message can be compared with a matched holdout that receives the standard communication. Outcomes may include product discovery, order conversion, incremental contribution and 30/60-day repeat purchase. These are proposed methods, not analyses performed in this report.

11.7 Strengthen commerce-media transparency

As Blinkit Ads grows as an advertiser proposition, its reporting should clearly define audience scale, unique reach, active users, impressions, attributed orders, attribution windows and the treatment of organic baseline sales. Advertisers should be able to distinguish attributed conversions from incremental conversions. This transparency can strengthen the platform's credibility and help advertisers evaluate long-term investment.

11.8 Recommended marketing scorecard

Table 10. Recommended marketing scorecard

Strategic priority	Core metrics	Cadence	Interpretation safeguard
Brand salience	Aided/unaided awareness; brand search; message recall	Quarterly	Separate awareness lift from sales effect.
Content effectiveness	Reach, view-through, saves, shares, qualified comments	Campaign / monthly	Record platform, paid/organic status and denominator.
Consideration	Product detail views, add-to-cart, category visits	Weekly / campaign	Track exposure-to-action funnel and user cohort.

Strategic priority	Core metrics	Cadence	Interpretation safeguard
Conversion	Incremental first orders, conversion, margin-adjusted ROAS	Campaign / monthly	Use holdout or geo-test where possible.
Retention	30/60/90-day repeat rate, order frequency, CLV by cohort	Monthly / quarterly	Compare matched cohorts and account for seasonality.
Trust	Stock-out rate, substitution, freshness complaints, refund and delivery accuracy	Weekly / monthly	Combine operational data with consumer feedback.
Commerce media	Unique reach, search lift, attributed and incremental sales	Campaign / advertiser report	Disclose definitions, attribution window and methodology.

12 Conclusion

The case demonstrates that the ten-minute delivery proposition functioned as more than a service description: it was a compressed brand idea that made the benefit of quick commerce immediately understandable. Blinkit used this idea across public communication, social content and outdoor advertising. Its most distinctive examples show how brand meaning can be built through culturally relevant humour, responsiveness to customer feedback and participation in everyday conversations.

The evidence also shows why speed alone is not a durable marketing strategy. First, the claim is imitable: competing platforms can communicate similar delivery promises. Second, an exact time claim can become exposed to concerns about safety, service variation and credibility. Third, consumer adoption depends on assortment, price, freshness, quality and trust, particularly when platforms seek to capture planned household baskets rather than occasional top-ups. Finally, public campaign outputs cannot establish that views or impressions caused an increase in repeat purchasing or lifetime value.

Blinkit's scale and business growth provide important context, but the case does not attribute them to marketing alone. FY26 quick-commerce NOV and order volume expanded sharply, while contribution and adjusted EBITDA margins improved. These trends coincided with significant operational expansion, inventory-model changes and category growth. A valid marketing-effectiveness assessment requires more granular customer and campaign attribution data than is publicly available.

The central answer is therefore conditional. Integrated digital marketing can strengthen Blinkit's awareness, brand salience and consumer engagement, and it can help convert service convenience into a differentiated market position. However, long-term brand preference and retention depend on the consistency between what the brand promises and what the customer experiences. Blinkit's most defensible position is likely to combine immediacy with credible assortment, value, product assurance and reliable fulfilment. The ten-minute promise may have helped introduce the category; a broader promise of relevant and dependable convenience is better suited to sustaining it.

13 Discussion questions

1. How should Blinkit preserve the brand equity built around the ten-minute message after explicit time-based claims were withdrawn from public advertising?
2. Which of the documented Blinkit campaigns best demonstrates integrated marketing communications, and what evidence would be required to prove its commercial effectiveness?

3. How should Blinkit balance content that creates reach and cultural relevance with content that reduces purchase uncertainty about price, assortment and product quality?

4. What metrics should Blinkit Ads report to advertisers to distinguish attributed sales from incremental sales?

5. How should the brand adapt its communication for frequent default users versus occasional, offer-sensitive customers?

6. What are the risks of using urgency and impulse-oriented messaging in a service where the delivery promise has labour-safety and reliability implications?

7. Which competitor campaign offers the strongest lesson for Blinkit, and what aspects should not be copied without further testing?

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