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Grocermax: The Online Grocer

9B20A014

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Case (PDF) • 13 pages

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#### ✓ About This Product

GrocerMax, an online grocery retailer based in Gurugram, India, had grown steadily since its inception in 2015, managing to gain a foothold in the highly competitive online grocery market. GrocerMax had also succeeded in achieving higher average order values than many of its rivals. However, in mid-2016, the company faced a number of challenges. As a new entrant, its familiarity and brand awareness among consumers was likely much lower than that of the established competition. How could GrocerMax increase its reach? What promotional activities and marketing strategies could GrocerMax's management team adopt to drive more traffic to GrocerMax's website and increase sales while keeping costs under control?

#### ✓ Learning Objective

This case can be used in graduate- or advanced undergraduate-level courses related to e-commerce or digital marketing, in a marketing class to illustrate the emergence of online retailing and digital tools in brand building, and in courses related to retail strategy and management. This case encourages students to critically think about different courses of action that an e-commerce start-up can take to increase its visibility and attract more customers. After working through the case and assignment questions, students will be able to:

- To examine the challenges associated with online grocery retailing in India.
- To understand the various e-grocery models and the pros and cons of each model.
- To discuss how an e-grocer can use different types of online media to increase reach and conversions.

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