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MBA General Management

Dissertation LCMB7020_LON

2023

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**COMPARISON BETWEEN THE INDIAN E-COMMERCE
MARKET WITH THAT OF THE UK E-COMMERCE
MARKET**



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Acknowledgements

I would like to express my deepest gratitude to my supervisor, Jia Miao, for his guidance, support, and invaluable insights throughout the entire process of this dissertation. His expertise, patience, and encouragement have been instrumental in shaping this research and bringing it to completion. I would like to acknowledge University of Wales Trinity Saint David, London, MBA department and the resources provided by the institution. The support and facilities available, including the library resources, access to academic journals, and research assistance, have been indispensable in conducting this study.

I would also like to express my gratitude to my family and friends for their unwavering support, understanding, and encouragement throughout this challenging journey. Their belief in my abilities and their constant motivation have been a driving force behind my perseverance.

Lastly, I would like to acknowledge all the individuals who have influenced and inspired me academically and personally. Their guidance, mentorship, and words of wisdom have played a significant role in shaping my intellectual curiosity and passion for research.

While it is impossible to thank everyone who has contributed to this dissertation, please know that your support and encouragement have not gone unnoticed. I am truly grateful for all the assistance and inspiration I have received along the way.

Ganga Subramanian

Abstract

In the review of literature, the concept of e-commerce is illustrated effectively with several types of e-commerce models such as B2B, B2C, C2C, and several other models. The factors that influence the e-commerce business such as the competitive pricing, product quality and other factors evaluated properly. The significance of the e-commerce business in recent days along with the difference in business models of the UK and India is also illustrated effectively. The methodology provides a brief discussion on the “research philosophy, approach, design, data collection and analysis method” to make it constructive. As observed following the “secondary data collection” method would help in bring more subjective insights into the subject-matter making the research more comprehensible and constructive. It is analysed the incorporating the “thematic analysis” would bring more organised approach in the interpretation of data adequately.

The revenue patterns of e-commerce organizations in the UK and India are shaped by a combination of external business environment factors and internal government policies. This evaluation shows that the expectations are higher in the market of India than in the UK because the GDP growth rate of India is the highest in the world, but the UK faced the chance of recession.

Table of contents

Chapter 1: Introduction.....	8
1.1 Introduction.....	8
1.2. Research background.....	8
1.3. Research rationale	10
1.4. Research Aims	12
1.5 Research Objectives	14
1.6. Research questions.....	14
Chapter 2: Literature Review.....	16
2.1 Introduction.....	15
2.2 Conceptual framework.....	15
2.3 Concept of e-commerce marketing	15
2.4 Types associated with e-commerce marketplaces.....	16
2.5 Significance of e-commerce marketing	18
2.6 Factors that influence the e-commerce market.	20
2.7 Differences in the pattern of the business model of the e-commerce market in the UK and India	21
2.8 Differences linked with the revenue pattern of the e-commerce market in the UK and India	22
2.9 Issues linked to the e-commerce market.....	23
2.10 Strategies used by organizations to resolve the issues in e-commerce marketing. ..	24
2.11 Theoretical application.....	25
2.12 Gap of the Literature	27
2.13 Summary	27
Chapter 3: Research Methodology.....	28
3.0 Introduction.....	28
3.1Research onion	28
3.2 Research philosophy	28
3.3 Research approach	29
3.4 Research Design	30
3.5 Research Strategy	30
3.6 “Data collection method”	31
3.7 Data analysis technique.....	31
3.8 “Inclusion and exclusion criteria”	33
3.9 Sample Size	33

3.10 Timeline	34
3.11 Ethical consideration.....	35
3.12 Summary	35
Chapter 4: Findings, analysis, and Discussion	37
4.1 Chapter Introduction	37
4.2 Findings.....	37
4.3 Analysis	42
4.4 Discussion	48
4.5 Chapter Summary	52
Chapter 5: Conclusion and Recommendation	53
5.1 Conclusion.....	53
5.2 Linking with Objectives	55
5.3 Recommendation	55
5.4 Research limitation	56
5.5 Future scope	56
Reference	58

List of figures

Figure 1.1: Expected revenue generation in the e-commerce market of India.....	11
Figure 2.1: Conceptual framework	15
Figure 2.2: Features of B2B e-commerce marketplaces	16
Figure 2.3: B2C2C model.....	22
Figure 2.4: New Growth Theory.....	26

Chapter 1: Introduction

1.1 Introduction

India and the UK both have among of the world's fastest-growing e-commerce markets. The two economies will be evaluated and compared in this dissertation, showing the similarities and differences in each nation's approaches to e-commerce. We will look at the regulatory and legal systems of both countries to better understand the dynamics of their respective e-commerce markets. We'll compare the varied levels of consumer trust and safety in both countries and examine the influences of the various marketing approaches on how customers behave. Furthermore, we will examine the potential advantages and disadvantages of the two marketplaces, along with their potential effects on the future expansion of e-commerce in both nations. According to Ponzoa and Erdmann (2021), the increasing significance of e-commerce in the global economy has generated considerable interest in comparing the Indian and UK e-commerce marketplaces within the business community. This research study delves into a comprehensive examination and evaluation of the two industries, with a specific emphasis on Amazon and Flipkart, two prominent giants in the e-commerce realm. By evaluating the two online marketplaces and the two companies, this dissertation will provide an insightful study of the present degree of competitiveness between Amazon and Flipkart. The two corporations' market-specific success tactics will also be covered, along with the implications of those strategies for the development of the e-commerce industry. Therefore, this dissertation will carefully compare the Indian and UK e-commerce industries in order to provide a comprehensive picture of the present scenario of e-commerce in both countries.

1.2. Research background

The best businesses in the UK and India operate their e-commerce operations in accordance with this identical problem statement. According to a credible study, establishing an online store by an economic entity completely utilises the benefits of the internet or electronic advertising (Guercini, Ranfagni, and Runfola, 2020). Gaining a comprehensive understanding of the factors that have shaped the development of remote work arrangements and the rationale behind investigating e-commerce practices is crucial. By specifically examining variations in revenue and business models, this study aims to alleviate apprehensions surrounding the

assessment of the impact of events like epidemics on the markets in the UK and India. To accomplish this, it will delve into various aspects of e-commerce (Hood et al., 2020). This research endeavour will contribute to the formulation of a business concept that highlights the notable disparities across markets, thereby facilitating comprehension of divergences in commerce. Consequently, this investigation aims to contribute to the development of a novel business concept concerning the prevalent distinctions observed among markets. Furthermore, by analysing the e-commerce industry, its management practices, and post-pandemic business operations, this study aims to identify the advantageous aspects of both marketplaces.

The primary objective of this research is to emphasize the untapped potential of remote employment opportunities that have emerged within organizations because of the epidemic. Additionally, addressing the challenges associated with implementing e-commerce businesses during the pandemic is crucial to enhance overall operational effectiveness. The findings of this study will play a vital role in formulating a model for implementing e-commerce within corporate environments in India and the UK. To enhance the value of e-commerce businesses and facilitate organizational growth and operations, it is essential to address various aspects of business management. Due to the absence of definitive previous research on this topic, it is crucial to establish and analyse various levels of e-commerce businesses in the UK and India, taking into account their influence on post-pandemic growth.

This research will make a valuable contribution to the development of a conceptual framework focused on the potential adoption of remote workforce within multinational companies (Kirby-Hawkins, 2019). By comprehending this specific research domain, a thorough examination of the implications and benefits associated with incorporating e-commerce business practices into the operational dynamics of the UK and India can be facilitated. Consequently, a comprehensive analysis of the subject matter can be conducted. The primary objective of this study is to investigate the influence of the e-commerce industries in the UK and India on the participation of global corporate organizations. Notably, reputable sources highlight the recognition by certain corporate entities, such as Amazon and Flipkart, of the significance of e-commerce in both the UK and India. It is crucial to grasp the motivating factors behind these countries' increased investment of time and resources in studying remote work practices.

The key determinant influencing this is the implementation of various business models in the UK and India. Improvements in communication skills play a vital role. A strong e-commerce network connecting consumers and businesses in different models like B2C, B2B, C2C, or C2B is essential for efficiently establishing e-commerce businesses within a short timeframe.

Ivanova et al. (2021) attribute the successful establishment of advanced e-commerce businesses to the effectiveness of interactions within these models. It is important to comprehend the differences between the e-commerce patterns in the two countries, as they vary to some extent. A thorough understanding of these patterns is crucial to develop the necessary solutions.

The growth of prominent e-commerce organizations heavily relies on their online presence and market reach, both in India and the UK. To gain a comprehensive understanding of the distinctions between the e-commerce markets in these two countries, it is essential to conduct a thorough comparison and analysis of their respective trends.

1.3. Research rationale

The main aim of conducting a comparative analysis between the e-commerce markets of India and the UK, with a specific focus on Amazon and Flipkart, is to gain a comprehensive understanding of the distinctions between these two marketplaces. This research endeavour seeks to identify potential market opportunities for both Amazon and Flipkart, while exploring the competitive landscapes of each market. As stated by Vathalulu (2021), the study can also assess the strengths, weaknesses, opportunities, and threats for both organizations in each market. Furthermore, this research aims to shed light on customer behaviour within each market and to examine the marketing strategies that can be employed by each company to target their respective markets effectively.

The findings derived from this study will empower Amazon and Flipkart to formulate strategies that will enable them to expand their market share in both India and the UK. Ivanova et al. (2021) attribute the successful establishment of advanced e-commerce businesses to the effectiveness of interactions within these models. The primary focus of this research problem statement is to compare the e-commerce markets in India and the UK, with a specific emphasis on the leading players, Amazon, and Flipkart. This study aims to explore consumer behaviour, market size, the competitive landscape, and the effectiveness of market-specific strategies implemented by both companies. Furthermore, this analysis will delve into the expansion strategies pursued by these businesses in each market and identify the factors that drive their growth. Additionally, the study will explore the influence of the Covid-19 pandemic on consumer behaviour and market expansion in both India and the UK. Ultimately, the research will provide valuable recommendations to Amazon and Flipkart on how they can enhance their performance in both markets.

The focus of this research study is to predict the potential consequences of adopting an e-commerce business model on e-commerce organizations operating in both the UK and India. Developing robust e-commerce capabilities is vital for the overall progress and expansion of businesses within this industry.

Therefore, it is important to take necessary actions to enhance individual e-commerce proficiency. The study aims to assess how effectively a specific company can navigate and influence both the UK market and the e-commerce industry. Furthermore, the research aims to address and provide solutions to various existing issues in e-commerce practices.



Figure 1.1: Expected revenue generation in the e-commerce market of India

(Source: ibef.org, 2023)

According to a recent report, the B2B market in India experienced a growth rate of 8.3% in 2022, resulting in a revenue of \$900 million. To gain insights into general business trends, it is crucial to have a comprehensive understanding of the key aspects of the e-commerce markets in both India and the UK. Several objectives have been established to enhance the comprehension of e-commerce business skills in a broader context, aiming to benefit future business capabilities. This study aimed to determine the effectiveness of e-commerce business skills in enhancing e-commerce business abilities and provide recommendations for their development. It specifically focused on examining the impact of comparing the Indian and UK e-commerce markets in creatively addressing the challenge of enhancing individuals' e-commerce business skills to positively influence the overall economy. The analysis delved into the issue, particularly in light of the pandemic, to explore how this educational approach could

be prioritized and presented. By conducting a comprehensive analysis of the existing literature on the topic, we can ascertain the benefits of comparing the Indian and UK e-commerce markets at the business level. Furthermore, this study will present specific examples that illustrate the impact of exposing these markets to e-commerce capabilities. The exploration of the Indian and British e-commerce markets from multiple perspectives, as demonstrated by Scarcella (2020) and Karpunina et al. (2021), has highlighted their influence on individuals' ability to participate in e-commerce ventures. Gaining a comprehensive understanding of the key factors in comparing the Indian and UK e-commerce markets, along with their rationales, can serve as a valuable foundation for future growth in the respective business sectors of these two markets. To anticipate the outcomes of this investigation, a range of study objectives and research questions have been formulated. Two objectives of this research are to comprehend the rationale behind e-commerce business development in both markets and to assess the extent to which effective e-commerce practices can enhance the overall conditions of these markets by implementing appropriate strategies. The dissertation also covers the methodologies employed to ascertain the variations in revenue patterns between the two markets.

1.4. Research Aims

The primary goal of this study is to conduct a comparative analysis of the e-commerce markets in the UK and India, specifically examining their respective business models and revenue trends. The dissertation aims to investigate the influence of e-commerce on overall revenue patterns, with a particular emphasis on these rapidly growing markets. Gaining a comprehensive understanding of the broader business trends requires a thorough examination of the key aspects of the Indian and UK e-commerce markets. To achieve this, several objectives have been established to enhance the comprehension of e-commerce business capabilities, which can contribute to future business competencies. The study aims to assess the effectiveness of e-commerce business skills in improving e-commerce capabilities and provide recommendations for their growth. The primary focus of this research is to investigate and compare the impacts of the Indian and UK e-commerce markets, with a particular emphasis on innovative approaches aimed at enhancing individual e-commerce business skills to achieve positive economic outcomes. The analysis of the issue has been elaborated, particularly in relation to the pandemic, to assess the prioritization and presentation of this teaching strategy. By conducting a comprehensive examination of the current ideas underpinning the topic, the study aims to determine the advantages of comparing the Indian and UK e-commerce markets

at the business level (Scarcella, 2020). Furthermore, the research will provide detailed examples illustrating the impact of e-commerce business capabilities on these markets. The Indian and British e-commerce markets offer various perspectives for comparison, and these comparisons have implications for individuals' involvement in e-commerce endeavours (Karpunina et al., 2021). A succinct evaluation of the essential factors in comparing the Indian and UK e-commerce markets, along with their underlying justifications, can establish a solid foundation for future business growth in both markets. To forecast the research findings, several study objectives and research questions have been formulated. One objective of the research is to understand the rationale behind the development of e-commerce businesses in both the Indian and UK markets. This entails assessing the potential benefits that successful e-commerce markets can bring to these two markets by implementing effective strategies. Additionally, the dissertation will delve into the methods used to determine the differences in revenue patterns between the two markets. By addressing these objectives, the research aims to provide insights into the comparative analysis of the Indian and British e-commerce markets, offering a comprehensive understanding of the factors influencing their growth and development.

1.5. Research Objectives

RO1: The first objective is to identify and analyse the distinct business model patterns observed in the e-commerce markets of the UK and India.

RO2: The second objective is to examine and compare the key differences in revenue patterns between the e-commerce markets in the UK and India.

RO3: The third objective is to identify and address existing challenges and issues related to the e-commerce business in both the UK and India.

RO4: The fourth objective is to formulate strategic methods and approaches that can enhance the e-commerce sector in both the UK and India.

These research objectives aim to provide a comprehensive understanding of the differences between the business models and revenue patterns in the e-commerce markets of the UK and India. Additionally, the objectives focus on identifying and addressing the current challenges and formulating strategies to improve the e-commerce sector in both countries.

1.6. Research questions

RQ1: What distinguishable variations can be identified in the observed business model patterns within the e-commerce markets of the UK and India?

RQ2: What are the primary discrepancies observed in revenue patterns between the e-commerce market in the UK and the e-commerce market in India?

RQ3: What are the present obstacles and problems confronted by the e-commerce enterprises in the UK and India?

RQ4: What measures can be implemented to enhance the e-commerce industry in both the UK and India?

Chapter 2: Literature review

2.1 Introduction

This section of the literature review evaluates the concept as well as the types of e-commerce marketing. It also illustrates the importance of e-commerce marketing and the factors that influence the e-commerce market. Patterns of the business models and the pattern of revenue in the e-commerce market of India along with the UK are also elaborated effectively considering the organisations Amazon as well as Flipkart. Issues linked with the market and the strategies for resolving issues are mentioned properly in this section of the study. Different theories are also mentioned in this case that can be applied by companies associated with the e-commerce business for achieving a target in the market.

2.2 Conceptual framework

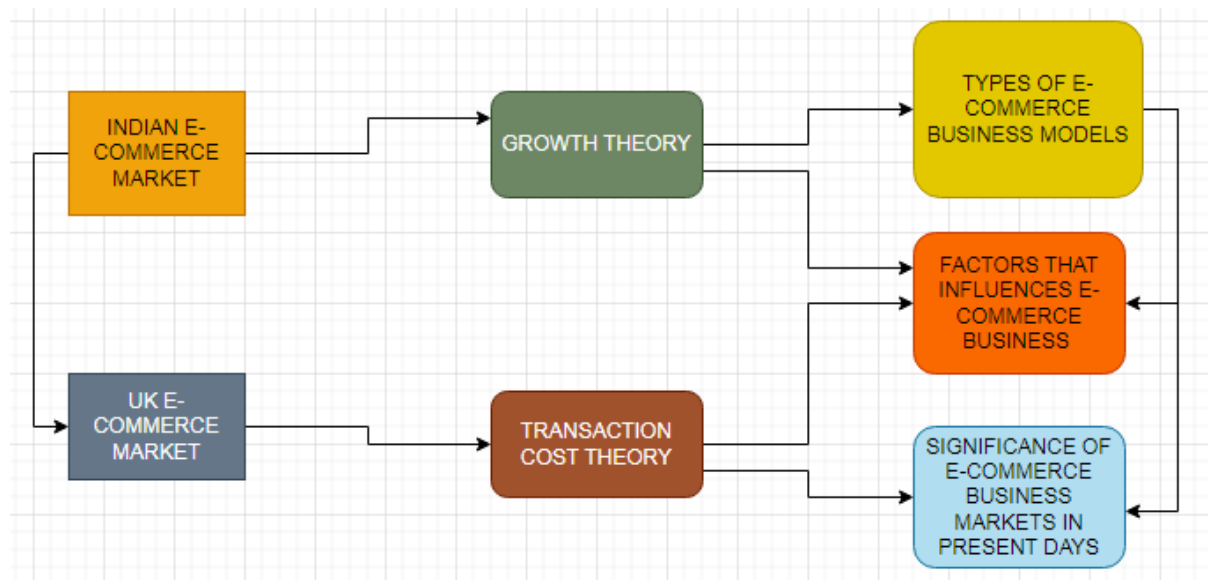


Figure 2.1: Conceptual framework

2.3 Concept of e-commerce marketing

E-commerce marketing is associated with the promotion of products and selling the products as well as services by companies electronically. Advancements in technologies in this case also help companies to use the different policies such as the development of digital content, utilisation of social media, email market, and other approaches for attracting customers. The E-commerce market is linked with the virtual place of a market where the buyers and the sellers

conduct several types of transactions (Kwilinski *et al.* 2019). E-commerce companies such as Amazon in this case focus on developing an effective website of the company where the customers can observe the products properly. On these websites, the companies mentioned the details of products properly which can help the customers to select the required products. Different types of payment options are also provided by the e-commerce organisations that can help customers to pay the companies effectively.

2.4 Types associated with e-commerce marketplaces.

The different types of the e-commerce markets are “***Business-to-business (B2B), business-to-consumer (B2C), and consumer-to-consumer (C2C)***” markets. In the case of the B2B market, the online platforms are used by the companies for selling the products to other companies. In this market, the seller focuses on enhancing the trust of the customers or the other companies that can help the companies in maintaining the sustainability of business which is important for achieving long-term goals.



Figure 2.2: Features of B2B e-commerce marketplaces

(Source: Cano *et al.* 2022)

The topmost B2B platforms in the contemporary market are ***eWorldTrade, Alibaba, Tradewheel, SeeBiz, Amazon Business***, and several other marketplaces that help the companies to offer the products efficiently (Lorien *et al.* 2022). B2C marketplaces are very common for all that are linked with selling products to customers by the organisations. ***Newegg***,

Walmart, Amazon, and different other platforms are associated with this type of B2C marketing. In this type of platform, the organisation reflects the products properly with the details of products and the prices of products which is important for helping the customers to select the needed products properly. It can also help the customers to make comparisons between the alternative products that can help in choosing the best product for the customers.

C2C platforms are linked with the electronic platforms that help one person who has a product to attract another person who has the need for that product. No companies are involved in this type of market. Etsy, eBay, Airbnb, and several other e-commerce platforms are involved with this type of marketplace. In this marketplace, a person can purchase a product from the other person after providing proper details of the product and the person (Sánchez Torres *et al.* 2021). It is useful; for reducing the wastage of products and effective in reducing the loss of economy. A customer can avail of freelancing services also from these types of platforms that can fulfil the requirements of customers. Based on the marketing operation e-commerce marketplaces can be classified into several platforms such as "**independent, buyer-oriented, supplier-oriented, vertical, and horizontal e-marketplace**". An Independent market refers to primarily a B2B market where the platform of marketing is provided by a third party.

Buyer-oriented e-marketplace refers to the markets that are operated by the buyers' consortiums. This type of marketplace is effective for purchasing products at lower rates and helpful for reducing the administrative costs. Suppliers used this marketplace for attracting the customers in the markets effectively. In a supplier-oriented marketplace, the suppliers promote the products for sale, and it helps the suppliers to attract customers effectively. It is helpful for developing a sustainable customer base of suppliers (Rohmah *et al.* 2021). Vertical marketplaces help the business organisations to purchase the required products and sell the manufactured products that are effective in improving the operation ability of the companies. In horizontal e-marketplaces, the sellers and the buyers of different places or regions and different industries relate to each other. Different products such as stationery products or the office equipment can be purchased through the utilisation of this process.

The current e-commerce market in UK is considered one of the most advanced markets in Europe. It is constantly growing through the online sales of B2B services and products. Soejm elements have started to show more significant signs of maturity. However, the global pandemic of Covid 19 has been responsible for reducing the growth of the UK B2B market. As suggested by Terán *et al.* (2022), due to the issue in the supply chain during the pandemic,

the transition has been seized. Apart from this Ukraine war and spiralling inflation squeezes the consumers' purchase power and affect the demand within many industries. 69% of the overall market was accounted for in 2021 by e-commerce. Other than this, 96% of total businesses in the UK adopt digital exposure. By 2027, the overall volume of gross merchandise would increase its capacity and going to generate approximately \$125 billion from the marketplaces as well as e-commerce sight projects. Currently, the total value is \$20 million. As opined by Rangsang and Millayani (2021), talking about the impact of Covid 19 on e-commerce in India, B2C sales have been affected the most. However, there is an increment in B2C deals in online sales for medical compliances, food, and other necessary household items.

2.5 Significance of e-commerce marketing

In modern-day business e-commerce marketing platforms are used by companies to reach a large section of the population in a market or a country. At present days the enhancement in the number of internet users and consciousness of the people regarding the technology influences the organisations to focus on this type of marketing. It is effective for the companies to enhance the awareness of customers regarding the products of a company in a short period which is useful for instant enhancement of sales of the companies (Mucowska, 2021). E-commerce platforms are useful for reducing the costs of advertisement as well as the effort. In traditional methods, the companies can promote products by developing hoardings or the pamphlets. However, in the case of e-commerce platforms, the companies can promote all the products or the inventory efficiently which is important for attracting the customers effectively. These platforms are effective in assessing the demand of the customers in a market.

The feedback section of the customers is useful in this case for the companies to assess the perspectives of customers and the issues faced by the customers. Therefore, the organisations, in this case, can take steps that can help in resolving the issues of the customers effectively which is important for satisfying customers. The marketing executives of the organisations also used these platforms for making interactions with the customers to understand the demand of customers and to resolve their issues of customers (Suharto *et al.* 2022). It helps the executives to develop relationships with customers and make a loyal customer base for the company. In the market of India Amazon have the highest visitors in a month which is 295 million on the website, and Flipkart held the second position with 167 million (statista.com, 2023). On the other hand, in the UK the active users of Amazon were 579.5 million as per the data of 2020 (cybercrew.uk, 2023). It is useful for attracting customers and

influencing customers for purchasing products that revealed the significance of e-commerce in marketing. Providing details of services as well as products are effective in this case for attracting customers in the market.

Companies used several processes such as email marketing, SEO, paid ads, and also used social media for influencing the purchase decision of the customers that can provide benefits to the company. In the case of the e-commerce marketplaces business transactions are conducted throughout the day which is beneficial for enhancing the opportunities of business. People enjoy the convenience of providing the order for products at any time and the service of online delivery also helps, in this case, enhancing the convenience of the customers in these markets that helps attract customers (Priansa and Suryawardani, 2020). This type of business operation is also effective in enhancing the transparency in business. People can compare the prices of the alternate products through these platforms which can help the customers to evaluate the products effectively and to choose a suitable product.

Internet shopping is the most popular activity in UK other than in any country. Consumers in e-commerce are currently accounting for 30% of the overall retail market across the globe (Overdrive Digital.co.UK, 2023). The total revenue generated by e-commerce is \$120 billion. According to a report from 2021, 82% of the total population in the UK has actively participated in online shopping in the UK. The overall revenue is estimated to show a compound growth rate annually of 8.4%. As stated by Cheba *et al.* (2021), it ends up developing a projected volume of the market of around \$230,356.7 million by 2027. It has also expected to enhance the market volume by 19% in 2023 (Overdrive Digital.co.UK, 2023). This significant growth rate is responsible for contributing a large amount to the economy of the UK.

E-commerce is responsible for broadening the brand as well as expanding the business in India. The economy of India is one of the fastest-growing economies in the world. The overall e-commerce market is expanding by 51% annually (Inspirajournals.com, 2023). Earlier the impact of E-commerce on the Indian economy was very little. Now the time has changed, and several leading organisations are contributing significantly to the e-commerce market in India. According to statistical data, the overall usage of the internet in India has climbed up to 658 million in 2022. As argued by Purba *et al.* (2021), it suggests that more people are becoming inclined toward online shopping. In the Indian economy, e-commerce is being used as a significant platform for developing the economic infrastructure of the country.

2.6 Factors that influence the e-commerce market.

Competitive pricing is an effective factor that influences the e-commerce marketing of the companies. Some companies in the world such as the Chinese brands focus on developing products with a higher level of technology at a lower price that influences the customers effectively to purchase these products. Customers also search for products with lower prices in the e-commerce platforms that influence the different stores to reduce the prices of the product. This type of competition reduces the profit margin of the stores but helps the customers to get the products at a lower price (Cheba *et al.* 2021). **The quality of the products** is another factor that influences the e-commerce market. The customers get the chance in these markets to compare the features of the products or alternate products efficiently which can help in assessing the quality of products.

The time of shipping of the products also plays an important role in influencing the e-commerce marketplace. The organisations also compete for providing their products in less time. Improper infrastructure and issues in the management of the supply chain can create problems for the companies in this case to ship the products fast to the customers. Late shipping cannot satisfy the customers and can influence the customer to choose another marketplace. Simplification in the **policy of return** of products is also important and influences the customer's decision of purchasing a product (Gunawan *et al.* 2019). In some cases, the complex return policy of some of the e-commerce markets affects the mindset of customers and the customers select the marketplaces that have simple processes for returning products. The e-commerce platforms also provide rewards to the customers that can help in encouraging the customers to purchase products. It is an effective policy to make the customers loyal to the company which is important for sustainable sales of the products of the organisations. In this way, these factors influence the e-commerce marketplaces effectively.

Other than this there are several more factors which influence the e-commerce market of India as well as the UK differently. The major factor that is responsible for the growth in the Indian E-commerce market is the enhancement of internet usage as well as Smartphone penetration. According to the suggestion of Shahzad *et al.* (2020), with the help of a Smartphone along with proper connectivity to the internet, browsing products from shopping sites has become easier for people. This has been responsible for influencing and pushing the overall e-commerce market in India towards an upward trend.

The overall growth of the e-commerce market in the UK relies on different kinds of factors, enhancing the confidence of the consumers and increasing loyalty programmes. These factors are responsible for influencing the growth of e-commerce in the UK.

2.7 Differences in the pattern of the business model of the e-commerce market in the UK and India

The E-commerce business model of the UK and India has both similarities and similarities. In the UK main business models that are used in e-commerce marketing are B2C, B2B, C2C, and the C2B model of business. The B2C market is linked with the market where the business organisations sell the products to the customers which is a very common model of business. B2B marketplaces are associated with the market where business organisations sell products to other business organisations (Kirby-Hawkins *et al.* 2019). In the C2C model of business, the customers sell products to other customers which have become popular in recent days. On the other hand, the C2B model is linked with the market where the consumers sell products to organisations. For example, an artist can sell his painting to companies that sell paintings in the market. However, all the companies in the UK need to follow the e-commerce directives of the government of the UK for maintaining their business.

In India B2B marketing, B2C, C2C, B2C2C, and D2C model of the e-commerce business has been followed effectively. The B2C2C model is also called **“organised social commerce”** where a seller sells the products to the customers and the customer again resells the product to other customers.

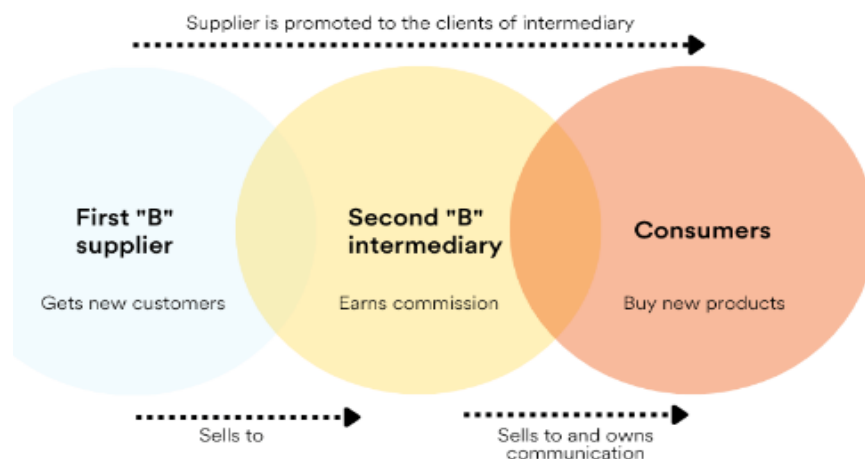


Figure 2.3: B2C2C model

(Source: Agarwal and Srivastava, 2021)

For example, Dealshare, Meesho, Bulbul, and different other platforms are associated with this type of marketing. This type of business model cannot be observed in the market of the UK. The organisations believe that the resellers can help in enhancing the trust of consumers effectively and that can influence the purchase behaviour of the customers in a market effectively. Direct to consumer (D2C) business model focuses on selling the products directly to the consumers. This model of business reduces the need for third parties in case of selling products to the consumers which is effective in reducing the cost of the products for the buyers. In India, the companies follow the **IT Act, of 2011** for maintaining the e-commerce business effectively (Priyanka and Sudha, 2019). Therefore, the evaluation of the two markets revealed that in the Indian market, B2C2C and D2C business models are followed that are not followed in the UK.

There are several kinds of business models that have been used in India as well as the UK. The primary models that have been used in both the countries are B2C model, B2B model, C2C model and C2B model. As stated by Ullal *et al.* (2021), in this matter, India is more inclined to use the B2C business model whereas UK is more intrigued to use the B2B business model. The B2C model is a kind of straightforward model and can be implemented within a developing country like India.

2.8 Differences linked with the revenue pattern of the e-commerce market in the UK and India

Revenue pattern in the e-commerce market allow the company to have a predictable income, increase loyalty, and decrease marketing and acquisition spending. The UK is the 4th largest market for e-commerce with US\$166,707.6 million by 2023 predicted revenue. As per the data it is estimated that the size of the e-commerce market in India will be \$300 billion in 2030 that will show a significant growth (statista.com, 2023). According to the annual report of Amazon in 2022 the sales of the company has increased by 9% (annreports.com, 2022). Annual report of Flipkart in 2022 revealed that the revenue of the company increased by 18.74% (wwipl.com, 2023). These data reveals that the revenue generation of these two organisations have increased continuously. Use of e-commerce in both the countries has increased with the enhancement of internet users in the markets. The revenue of the UK-based e-commerce market as opined by

Peng and He (2021), the e-commerce revenue model generates profitability after trading with the customers and provides predictable income. Contradictorily, the market condition of Indian e-commerce industries has ranked 8th in the global market and generates less revenue than the UK. As per the study of Srivastava and Bagale (2019), higher enhancing social legitimacy and increase of customer loyalty can provide the company with higher revenue growth. The report for November 2022 has shown that 5.44 million registered sellers have provided 12.28 million orders to 62,247 customers in India (ibef.org, 2023). Regarding this, the growth of the revenue in e-commerce is increasing with the demand of the customers.

The e-commerce market's growth in India is 60-70% annually, and with the growing Indian market e-commerce is gaining revenue as the success rate of the business. As stated, (Revinova, 2019) India earned a B2C e-commerce turnover, of 37,572 million US dollars in the year 2017. India had the smallest turnover of 17% with the partnership of South Africa. On the other hand, the UK is leading with 16% in 2016, and the global retail trade of the UK is expected to grow by 3,400 billion in US dollars by the year 2025. As opined by Lone *et al.* (2019), the UK is having a strong consumer base globally and opens for distribution in large numbers in the future. The revenue of the UK e-commerce market is so high that the possibility of the e-commerce market gaining high income is possible and the growth of the market is fast.

The overall trend in sales from e-commerce in the UK has observed a slowdown regarding its growth in 2022 of 4.2%. In the previous year, the overall growth was estimated to be 16%. The digital space in the UK is still accountable for contributing 35.9% of the overall retail, sales of the UK (Inspirajournals.com, 2023). There are several e-commerce platforms which have market shares in the UK. For example, companies like Wix stores, Shopify and WooCommerce have acquired a significant number of shares in the e-commerce market in the UK. The predicted revenue from the e-commerce market in India in 2023 is \$71,292.1 million. The annual company rate of growth has been valued at 13.9%.

2.9 Issues linked to the e-commerce market.

The growth of the e-commerce market in the current has increased globally, with the emergence of e-commerce sites several issues also arise in the global market. E-commerce businesses completely rely on digital media, such as websites, social media, and various e-commerce sites. This abandoned use of digital sites is increasing website spoofing, malware, and IOT hacking in the e-commerce business. IoT attack is malicious and responsible for attempting exploitation of different devices which are connected through the internet. In this case, attackers might get

control over the device and tend to steal sensitive data. As suggested by Sensuse *et al.* (2020), other than this, spoofing of websites is taking place and emerged as a major issue for E-commerce. This challenge is linked to the e-commerce market for both countries. This has made the companies vulnerable to stealing company information as well as harvesting user credentials that can be used for further attacks and so on. According to Kim's (2020) findings, cyber security provides a range of remedies to address consumer issues, including data breaches, exposure of private information, and a combination of compromised integrity and inadequate customer service. These solutions help the consumers to get back their trust in the e-commerce sites by maintaining the details of the consumers. On the other hand, increase in natural pollution in the environment is also a main concern. As per the study by Mucowska (2021), online shopping is a leading environmental issue in society, co2 emissions during the home delivery process, and it is predicted to increase by 21% by 2030. Regarding this, online shopping is not an eco-friendly process for the environment and may the nature in a long-term procedure.

The rapid growth of e-commerce sites, especially in the covid-19 pandemic situation generates a level of competition. Chong and Ali (2022) stated that the forms of competition occur with the new entrants in the market, and create differences in the cost, differentiation, innovation, and growth strategy of the company. Hence, e-commerce markets also share the global platform, the competence becomes difficult among the industries to sustain in the market. However, e-commerce gives customers to have the pleasure of shopping from their own place, but the experience does always not leave a positive impact. As opined by Wilson and Christella (2019), to maintain the competition in the market, many companies are not paying attention to delivering the best services to the consumers. Customer loyalty is the key component in business, due to the lack of awareness consumers are losing their trust in e-commerce sites.

2.10 Strategies used by organizations to resolve the issues in e-commerce marketing.

The issues of the e-commerce sites can affect the progress of the online shopping market and create lots of complexities. These issues need to be mitigated on an urgent basis, the e-commerce industries can use product strategy, customer relationships, and corporate considerations for resolving these situations.

Maintenance the consumer satisfaction in the industry is necessary to generate growth and increase the revenue rate. As stated by Hong *et al.* (2019), companies need to focus on their

customer's behavioural patterns and understand the demand of the customers. Digital transformation is required in the modern business process, especially in e-commerce sites. Analysing the risk factors of digital media and the way of resolving them is necessary for the e-commerce industry. As per the study of Priambodo *et al.* (2021), technology offers the most exciting business opportunities in the marketplace. Resolving the issues of cybercrime e-commerce sites may appoint technological infrastructure such as AI and machine learning for increasing cyber security in the digital sites.

The rapid increase of competition in the e-commerce market is creating a threat to the existing industries in the market. In the views of Wanzu *et al.* (2019), all businesses of small and large sizes are facing challenges in the marketplace and to cope with the problem management is adopting e-commerce sites. This huge adoption of e-commerce is creating issues for the existing e-commerce platforms, innovation, and new approaches that may help the industries to sustain.

There are several strategies used to resolve the challenges of R-commerce marketing in both countries. As referred by Li and Zhang (2021), adopting a flexible technology in e-commerce marketing, especially for a country like India, is very much important to mitigate this issue. Other than this, global sales need to be supported to resolve e-commerce issues. In this matter, the UK must focus on integrating advanced analytics at the time of forecasting revenue and profit margin earned from e-commerce marketing.

2.11 Theoretical application

2.11.1 Implications of Growth Theory of e-commerce in the selected context

The growth theory implication helps to increase the economic growth in the e-commerce sites according to the desires of the populace in the drive of ongoing productivity and economic growth. As stated by Puaschunder (2019), Solow's growth theory is based on two factors capital and labour to increase the desired growth of the people. The new growth theory also aligned technology for the improvement of the growth strategy, and advanced technology such as AI and machine learning emerge the economic growth in the e-commerce sites.

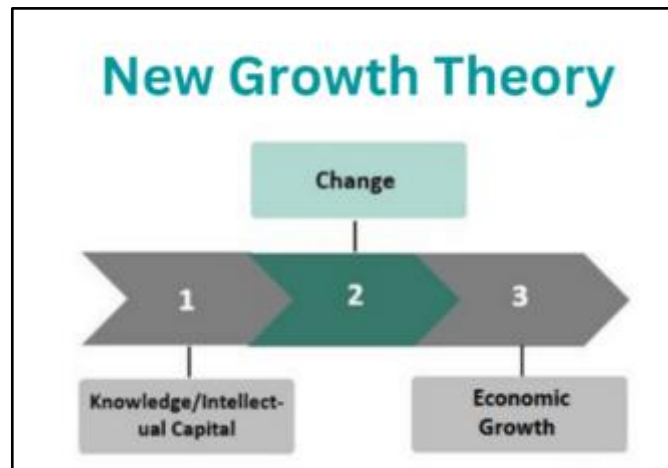


Figure 2.4: New Growth Theory

(Source: wallstreetmojo.com, 2023)

The new growth theory in organizational growth seeks a better way to do things for squeezing profits from the marketplace. As stated by He et al. (2019), the endogenous growth theory is the definitive theoretical method for increasing financial development and sustainable economic growth. Considering the method of the new growth theory, e-commerce sites need to adopt a pricing strategy, introduce new technologies, and appoint expert employees for increasing financial growth.

2.11.2 Significance of Transaction-cost Theory in terms of e-commerce marketing

Transaction-cost theory is an alternative factor of the industry for understanding governance speculation. As per the view of Cuypers *et al.* (2021), the transaction-cost theory is used to enlighten the broad range of organizational phenomena, such as horizontal diversification, multinational enterprise, and strategic alliance. Considering the transaction-cost theory, e-commerce sites may focus on the governing body of the industries and analyze the change process and strategic alliances of the company with the supply chain, stakeholders, and other management teams. Halaburda *et al.* stated that (2019), the aforementioned industry can reduce its cost price by adopting the transaction-cost theory and implementing a new pricing strategy. Hence, the theory includes the creation of buying groups with customers or third parties to improve the process negotiation for reducing the cost of the products. Considering this, the e-commerce industries can implement the theory for managing the cost price and the product value for the suppliers and customers for better sales.

2.12 Gap of the Literature

Complete information regarding the selected research topic has been univale in academic literature, for example, most of the journal articles lack information specifically on the UK and India. This has created a gap inter nature. Furthermore, some of the peer-reviewed content has access permission causing an inability to collect information for the research on both UK and Indian e-commerce aspect. The concept of e-commerce business and service quality is immensely important (Wilson *et al.*, 2019). Nonetheless, limited information has been found in some cases of this research. Apart from time limitations, this has caused an overall gap in the process of reviewing the literature for this research.

2.13 Summary

This chapter acknowledges the increasing significance of e-commerce in both developed and developing countries by analysing the key aspects that the UK and India prioritize in their e-commerce strategies. Theoretical implications suggest that various types of e-commerce markets coexist in the market, and their associations in India and the UK differ. These differences encompass factors such as revenue patterns, business models, and influencing factors, which distinguish the two marketplaces from each other. Consequently, addressing the issues specific to both marketplaces and finding solutions for them hold equal significance.

Based on this analysis, it can be concluded that adopting a strategic approach and fostering innovation can help mitigate the challenges faced by the e-commerce markets in both countries. By strategically addressing the specific needs and opportunities of each market, and by promoting innovation in areas such as technology, logistics, and customer experience, it becomes possible to overcome the obstacles and unlock the full potential of e-commerce in both the UK and India.

Chapter 3: Research Methodology

3.0 Introduction

Methodological approach to study ensures that it follows a proper structure and makes interpretations of results in an organised manner. In addition, it also provides a framework to the research driven by the belief that it makes it more comprehensible in fulfilling the respective research objectives. The methodological section makes brief analysis philosophy, data collection, and research and analysis methods to make the study more constructive.

3.1 Research onion

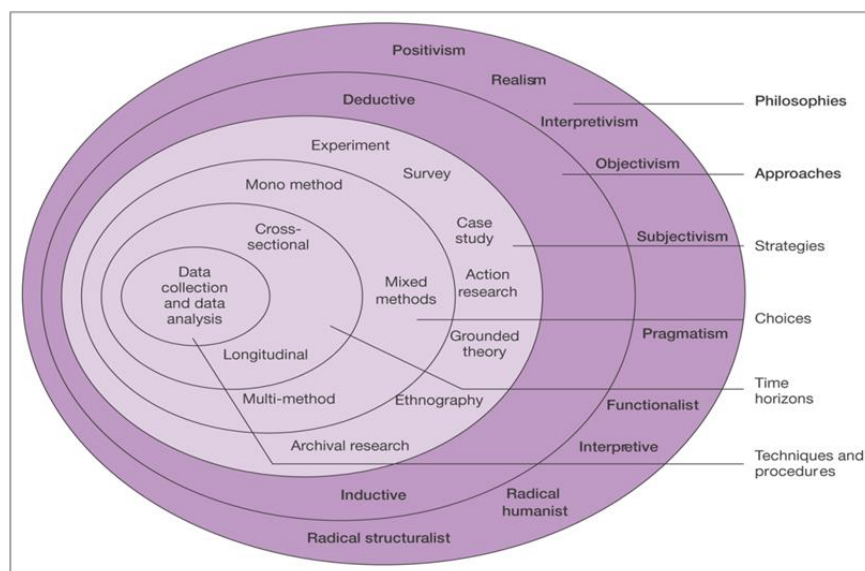


Figure 3.1: “Research onion”

(Source: Saunders et al. 2015)

3.2 Research philosophy

A “research philosophy” is a set belief that allows a research paper to carve the ways through which data would be obtained. There are four “research philosophies” namely “positivism, interpretivism, pragmatism, and realism”, which is more often used in research to strengthen the force of data collection (Hürlimann, 2019). This research followed the “interpretivism research philosophy”, which helped in understanding and determining the contextual and conceptual basis of the research. It is analysed that the e-commerce market in both India and UK is different due to its different market nature and subsequent consumption pattern.

Therefore, using the “interpretivism” research philosophy is beneficial for determining further insights into the variables influencing e-commerce market in both the countries. A further argument can be put forward in favour of other “research philosophies”, however, the other three do not match with the nature of research and its objectives.

“Positivism philosophy” has a wider scope in the research aspect, which allows undertaking observation and other management approaches to develop a factual basis for research. It is analysed that comparing the e-commerce market of both countries requires more definition of the concepts such as constituents of e-commerce marketing, market variables, and proposition of other variables, which requires analysing past references (Pandey, 2019). Henceforth, using positivism can undermine the research scopes drastically, which can further limit the scope of this research. Similarly, in case of “pragmatism and realism”, the similar limitations are observed, which can create challenges for obtaining the results of determined research objectives. It is justified that using interpretivism would allow bringing lights on the concepts of subject-matter making the research more viable.

3.3 Research approach

“Research approach” is a framework that enables in defining procedure and means through which data is to be collected. In addition, the research approach also determining the basis through logical stances is to be weaved making this research more credible. There are three “research approaches”, which are used in different nature research like “inductive, deductive, and abductive”. This study followed a “deductive research approach” to make the logical stance more explorative rather than restricted to a predetermined idea. It is analysed that “deductive approach” allows generating theories, which binds the subject-matter to more comprehensive discussion (Pandey and Pandey, 2021). In any case, development of theories is crucial for research to provide proper shape to ideas and a medium for supporting the concepts.

“Inductive approach” is quite opposite of deductive as it is based on the predetermined and leads the study to further generalisation. Considering the subject-matter, it is clear that the primary research objective is to create a comparative stance to identify key factors that make e-commerce markets of both UK and India effective. However, adoption of the “inductive approach” can limit the scope of research by leading the study to mere generalisation. Henceforth, it is justified that using “deductive approach” would help the research in making more specific facts pertaining to the subject-matter.

3.4 Research Design

“Research design” is considered a blueprint of study that helps in defining the steps through which the research would follow. In view of Sherif *et al.* (2018), there are mainly four “research designs”, which provides a research subject with proper strategy strictly including “Descriptive, Correlational, Causal-Comparative/Quasi-Experimental, and Experimental Research”. In this research, the “descriptive design” is followed to make explicit elucidation of concepts of the subject matter. It can be stated that this design is more subjective, which would bring focus on the comparative stance of “e-commerce market in UK and India”. The advantage of this design lies in enabling the research to incorporate a narrative style while interpreting key factors (Siedlecki, 2020). As a result, a research gains further validity as its comprehensibility rises more significantly.

It is clearly visible that other designs like “causal comparative” are not suitable as it also involves defining the “cause and effects”, which is not the primary concern of this study. Along with this, the study revolves around making a comparative stance among two different e-commerce markets, therefore using exploratory design is not suitable for the research. It mainly involves identifying key differences, which does not require the adoption of other designs except “descriptive design”.

3.5 Research Strategy

Research strategy is a planning that equips a researcher to make a proper plan for collecting data to make the research more factual. As observed by Rezigalla (2020), there are two “research strategies” namely “qualitative and quantitative” to make research fulfil its exigencies properly. The research followed “secondary qualitative research” to shed more light on the theory, history, concepts, and context. Moreover, the nature of the study reflects that in distinguishing the market of e-commerce in India and UK, the study needs to make proper analysis of past context. However, the “quantitative research” mostly focuses on collecting primary and statistical data”, which can devoid the study of its conceptual basis (Bloomfield and Fisher, 2019). The “quantitative strategy” mostly focuses on collecting statistical data, which can limit the scope of the subject matter in determining underlying variables clearly. Henceforth, it is justified that using “qualitative research design” would help this research in fulfilling its objectives adequately.

3.6 “Data collection method”

“Data collection method” is a procedure through which research generally acquires its validity and authenticity, which further enhances the viability of the research. In conducting research, there are three methods, which are widely followed, namely “primary, secondary, and mixed” (Rezigalla, 2020). The study followed the “secondary data collection method”, which allows gathering secondary data from “journals, case study and articles”. This further includes analysis of cases of Myntra, in India and Boohoo, in UK to understand the parameters of the e-commerce market to comprehend its operational aspects. It further helps in assessing the point of similarity and differences to gain more clear understanding. This allowed identification of different factors, which makes the research more prominent and informative. In addition, this “data collection method” is time and cost effective, which can help the research in competing within due time. On the other hand, conducting “primary and mixed” are both time and cost intensive, in addition, it is unable to provide clear insights into concepts. The case studies to be incorporated are “A case study of Amazon and Flipkart India”, and “a case study of e-commerce website grows sales from £45k per annum, now on track for £500k turnover”.

3.7 Data analysis technique

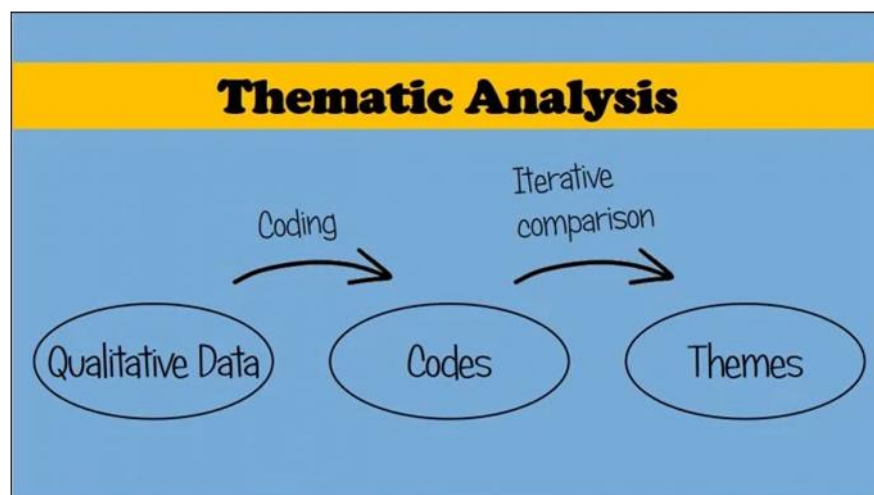


Figure 3.7: “Thematic analysis in qualitative research”

(Source: “Castleberry and Nolen, 2018”)

“Thematic analysis” is used to assess the information examination method utilised for the analysis of qualitative data involving a set of data with patterns of data mining in themes. As opined by Kiger and Varpio (2020), effective thematic analysis is associated with the

incorporation of qualitative data analysis methods to help in the identification of patterns of research with subject experience. This chapter acknowledges the increasing significance of e-commerce in both developed and developing countries by analysing the key aspects that the UK and India prioritize in their e-commerce strategies. Theoretical implications suggest that various types of e-commerce markets coexist in the market, and their associations in India and the UK differ. These differences encompass factors such as revenue patterns, business models, and influencing factors, which distinguish the two marketplaces from each other. Consequently, addressing the issues specific to both marketplaces and finding solutions for them hold equal significance.

Based on this analysis, it can be concluded that adopting a strategic approach and fostering innovation can help mitigate the challenges faced by the e-commerce markets in both countries. By strategically addressing the specific needs and opportunities of each market, and by promoting innovation in areas such as technology, logistics, and customer experience, it becomes possible to overcome the obstacles and unlock the full potential of e-commerce in both the UK and India. During the analysis of e-commerce markets, a particular focus has been placed on examining the level of competition between Amazon and Flipkart. This analysis has uncovered unique prospects and opportunities that are present within the research, allowing for a deeper understanding of data patterns and potential market growth in the overall financial market. As opined by Braun and Clarke (2019), the advantage of the incorporation of the thematic analysis technique in secondary qualitative research lies in flexible approaches to draw analysis patterns and tactical implications in extensive qualitative analysis. The incorporation of the thematic analysis technique in secondary qualitative research helps in enabling the researchers' point of view in the generation of new concepts and insights for deriving data. However, Lochmiller (2021) contradicted this and pointed out that thematic analysis creates multiple areas of data interpretation from the actual dataset which can be intimidating to interpret data from a reliable dataset. Comparing and contrasting, the data analysis technique is required to be an authentic formulation of the theme codes as per the requirements of research objectives.

3.8 “Inclusion and exclusion criteria”

Inclusion criteria	Exclusion criteria
The secondary resources are required to be incorporated, mainly including websites, news articles, case studies, and journals which help in the generation of new concepts and insights for deriving data.	Secondary sources are required to be excluded, mainly including websites, news articles, case studies, and journals.
The secondary sources of websites, news articles, case studies, and journals are to be chosen in relation to the topic of “comparison between the Indian e-commerce markets with that of the UK e-commerce market”.	The secondary sources of websites, news articles, case studies, and journals are not required to be chosen in relation to the topic of “comparison between the Indian e-commerce markets with that of the UK e-commerce market”.
Articles are required to be incorporated which are published five years from the current year.	Articles are not required to be incorporated which are published five years from the current year.
The ways of article gathering from current research and articulation help in a collection of the latest information based on localisation strategies on the past five years' trends.	The way of article collection is from current research and articulation will not be based upon recent research or articulation.
Journals that are to be included in the study are required to be authentic as well as valid in terms of sources of scholarly authors and the authorised publication houses	Journals that are to be included in the study are not required to be authentic in terms of sources of scholarly authors and the authorised journal houses

Table 3.8: “Inclusion and Exclusion criteria”

(Source: Created by the author)

3.9 Sample Size

The total sampling size of the research is the adoption of eight case studies on comparison between the Indian e-commerce markets with that of the UK e-commerce market.

3.10 Timeline

Research activities	Week 1 to Week 3	Week 3 to Week 5	Week 5 to Week 7	Week 7 to Week 9	Week 11 to Week 13	Week 13 to Week 15
“Choice of the topic”						
“Problem statement”						
“Research Objectives and research questions”						
“Significance of research”						
“Secondary qualitative research”						
“Thematic analysis”						
“Conclusion and recommendation”						
“Future scope”						

Table 3.10: Gantt chart

(Source: Created by the researcher)

3.11 Ethical consideration

This study has been objectified to portray case studies on the topic of "comparison between the Indian e-commerce market with that of the UK e-commerce market" incorporating mono-methodology. In this mono-methodology, there has been the exploitation of "secondary qualitative research methodology". The ethical consideration of this study lies in the incorporation of the "UK Copyright Act" ***"Data Protection Act 2018 (DPA 2018)"***, and ***"Data Protection Act 1998"*** (Beds.ac.uk, 2022). According to this copyright act, the overall research is concentrated on the ethical connection under the ***"General Data Protection Regulation "******under*** "European Union law". Data protection and privacy are observed to be concentrated on the ethics based upon the conduction of this research with a formal study and gaining insights of case studies of the Indian and UK e-commerce market. Further, the data which has been collected is from authorised as well as ethical sources. The data from authorised as well as ethical sources are required to be protected in terms of its confidentiality so as to have personal data, in cases of the "structured paper filing system", along with the incorporation of research in a computer system.

3.12 Summary

In the overall research, it has been discussed the conduct of secondary qualitative research methodology with the incorporation of eight case studies on comparison between the Indian e-commerce market with that of the UK e-commerce market. In the course of the research paradigm, interpretive research philosophy has been adopted. This is because, in secondary qualitative research methodology, it is obvious to interpret secondary data incorporated from websites, news articles, case studies, and journals on the topic of "comparison between the Indian e-commerce markets with that of the UK e-commerce market". Moreover, the research has chosen a deductive research approach to analyse secondary data from case studies on the topic of "comparison between the Indian e-commerce markets with that of the UK e-commerce market". It helped in building the research mode towards making a scope of accurate utilisation of data with building research paradigm on secondary qualitative. Further, the ethical consideration of the research lies in the incorporation of the UK Copyright Act ***"Data Protection Act 2018 (DPA 2018)"***, and ***"Data Protection Act 1998"*** under "GDPR or General Data

Protection Regulation ". It helps in protecting data confidentiality and authorisation with no copying of data but rather analysing it.

Chapter 4: Findings, analysis, and Discussion

4.1 Chapter Introduction

A comparison between the market of India and the market of the UK has been illustrated in this findings section of the research. Cases of several organisations such as Walmart, Amazon, Flipkart, and different other companies have been used for describing the differences in business model patterns of revenue, and the challenges in the UK and the Indian e-commerce market. The finding is one of the most important chapters of a dissertation because it includes the output of the study for which the report was prepared. Thematic analysis has been used here for presenting the information.

4.2 Findings

Theme 1: Comparison of the business models pattern such as B2B, B2C and B2B2C of the e-commerce market between India and the UK

There are different types of business models such as B2B, B2C, D2C and many more which business organizations follow in operating their business in different nations. The B2C e-commerce market in India is expected to grow by 10.75 % on an annual basis till 2023 (Finance.yahoo.com, 2023). This suggests that the organizations operating in the B2C model in India will get most of the benefits. For example, **Amazon** and **Flipkart** both follow a B2C business model in India (Finance.yahoo.com, 2023). The B2B business model is also famous among e-commerce companies in India. For instance, Amazon India follows a B2B business model as well so that small businesses in India can sell their products in India (.in, 2021). A similar type of both B2B and B2C business model is also followed by Amazon in the UK (Business.amazon.co.uk, 2023). This suggests that all the businesses organizations in the e-commerce sector follow different type of business model so that the businesses can attract both other businesses and customers at the same time.

A maximum of the e-commerce companies follows both B2B and B2C business models. For instance, **Myntra** follows both the B2B and B2C business model in its business operation in both India and UK (Alippo.com, 2023). On the other hand, there are other business models such as B2B2C which assists businesses to enter new markets without any investment. For instance, **Boohoo** operates in a B2B2C business model in India (Indiaretail.com, 2022). However, this type of B2B2C business model is not followed by Boohoo in the UK. In the UK, Boohoo uses the direct selling model which is B2C (Boohoo.com, 2023). Walmart follows a

B2B business model in India and tends to collaborate with the Indian local businesses (Corporate.walmart.com, 2019). On the other hand, in European countries that include the UK, **Walmart** follows a B2C business model (Shippypro.com, 2023). This shows the difference in business models for similar companies in India and the UK.

The e-commerce platform Alibaba uses both B2B and B2C business models in India (Alibaba.com, 2023). On the other hand, **Alibaba** uses a B2C business model in the UK (Retailtimes.co.uk, 2023). The e-commerce platform **eBay** uses a B2B business model in India (Pages.ebay.in, 2023). However, eBay uses a B2C business model in its business operation in the UK (Ebay.co.uk, 2023). **Etsy** follows a B2C business model in India and sells its product directly to Indian consumers (Etsy.com, 2023). This similar type of B2C business model is also followed by Etsy in its business operation in the UK (Etsy.com, 2023). This suggests the similarities and dissimilarities in the business models of e-commerce companies in both India and the UK. In the literature review section, it was already identified that e-commerce companies generally are of three types of business to business or B2B, business to consumer or B2C, and consumer to consumer or C2C. This is applicable to both Indian and UK e-commerce markets.

Theme 2: Differences in revenue pattern such as profit and loss between the Indian and UK e-commerce markets

The revenue of e-commerce companies in both India and the UK is increasing due to the increasing demand in the market. However, there is a difference in the growth of the Indian and UK e-commerce markets due to the difference in demand. For instance, the e-commerce market in India is expected to grow by 18 % annually till 2025 (Livemint.com, 2023). On the other hand, the UK e-commerce market is expected to grow by 8.43 % from 2023 to 2027 (Statista.com, 2023). Amazon India specified a revenue growth of 214.62 billion Indian rupees in 2022 (Statista.com, 2022). However, the revenue growth of **Amazon** in the UK decreased to \$30 billion in 2022 (Statista.com, 2023). This shows a higher revenue pattern for Amazon in the Indian market, compared to the UK market.

The revenue growth of **Flipkart** India increased by 18 % in 2022 (Businessworld.in, 2023). **Myntra** generated revenue of 35.01 billion Indian Rupees in 2022 (Statista.com, 2022). On the other hand, the incorporation of British fashion brands in Myntra has increased its demand for sales by 60 % (Livemint.com, 2022). **Boohoo** has no direct marketing option in India, it operates through Myntra hence, the revenue patterns are not clear in the case of Boohoo in

India. However, Boohoo reported revenue growth of 11 % in the year 2022 in the UK (Fibre2fashion.com, 2023). **Walmart** India faced a business loss of 7 % in 2022 due to a lack of product demand (Business-standard.com, 2022). However, the business invasion of Walmart in the UK failed which resulted in a lack of revenue for the organization (Ft.com, 2020).

The revenue of **Alibaba** increased by 2 % in the fourth quarter of 2022 (Retail.economictimes.indiatimes.com, 2023). The revenue of **eBay** UK increased by 1,678 million dollars in 2020 (Statista.com, 2023). On the other hand, eBay India has also observed a double-digit revenue growth in 2021 (Yourstory.com, 2021). The revenue of Etsy India increased by 40 % in 2019 (Inc42.com, 2019). In the same year, Etsy UK generated a year-on-year revenue growth of 36 % (Bbc.com, 2019). This suggests a more prospective revenue growth for e-commerce companies in India compared to the UK. The higher revenue growth of the e-commerce companies in India shows that there is a higher demand in the Indian market for e-commerce goods. The demand in the local market controls the revenue of the organization as well as its business sustainability.

In the literature review section, it was already estimated that both the Indian and UK e-commerce markets or companies are growing significantly because of the huge demand for online purchases. However, research has helped in finding that there is a difference in the growth of UK e-commerce companies and Indian e-commerce companies based on the distinction in demand. For instance, the growth rate in India is 18% on an annual basis whereas that of the UK is 8.43% (Livemint.com, 2023). This shows that the demand is high in the Indian e-commerce market compared to the UK market.

Theme 3: Government regulations and payment related issues become challenging for the e-commerce companies in India and the UK

Internet shopping, which has become remarkably popular throughout the world, faces severe challenges which decrease the efficiency of the UK and Indian e-commerce market in meeting consumers' expectations. Being a global e-commerce brand, multiple firms including Amazon, Flipkart, Alibaba, Walmart and many other brands faced multiple challenges. Based on the views of Aggarwal and Jain (2020), **infrastructural problems, poor cyber laws, government regulations, issues related to payment and tax** along with **insufficient digital literacy** are some major problems associated with the Indian e-commerce market. Moreover, technical faults as well as cyber security breaches also negatively impacted the Indian e-commerce market. For instance, in India, **Amazon** faced significant issues due to “**unfavourable regulatory environment**” which decreased its overall profitability and negatively impacted overall

business operation (Indiaretail.com, 2023). Due to this, all the sellers of Amazon face rising “**regulatory scrutiny**” along with enhancing market competition in different rapid growing categories.

Apart from this, the UK-based e-commerce market also faced multiple challenges which caused severe problems for the e-commerce brands including Flipkart, Amazon, eBay, Boohoo and much more. In present time, growing E-commerce fraud, “**reducing cart abandonment rates**”, increasing flexibility of the delivery experience along with providing “**integrated payment methods**” become major challenges for the UK e-commerce market (Calashock.uk, 2023). In this context, major global e-commerce brands operating within this country faced considerable problems which reduced business sustainability. Based on a report, the UK e-commerce market faced significant **economic challenges** due to the increasing inflation rate of this country (Swifterm.com, 2023). For instance, e-commerce giant **Amazon** faced major criticism regarding the “**anti-competitive concerns**” due to harming the market competition within the e-commerce industry by providing unfair advantages to its merchants (Business-standard.com, 2022). This can also be challenging for this firm to run its overall operational activities smoothly along with providing required products to their customers as per the preferences.

In the literature review section, it was identified that government regulation as well as payment related concerns are creating challenges for the e-commerce companies in both countries. This is because of the similarities in business operations being performed in both countries. Previous studies conducted on this aspect had estimated that government regulation will become a very big challenge in the upcoming years which has been verified through the findings in this section. For instance, government regulation related to disclosure is hampering the privacy of the company within the industry (Sharma, 2020). In the same way, payment issues have increased in the case of e-commerce companies, especially in cases of return or exchange of products. It has been found that customers are afraid to use their credit or debit cards while paying as they think it will breach privacy or leak their private information. Also, some e-commerce companies do not facilitate cash on delivery options when the customer has placed the order or while accepting the order.

Theme 4: Incorporating Multi-currency transaction and security standard for overcome the business challenges of the e-commerce sector of India and the UK

Regarding the UK and Indian e-commerce market, differences in payment preferences, strict government regulations along with incorporation of multiple tax laws caused vital challenges for global e-commerce platforms operated in these two countries. Due to this, it can be beneficial for the several e-commerce brands including, Amazon, Boohoo, Flipkart, eBay along with other firms to incorporate effective strategies for addressing those vital challenges.

As stated by Yaacoub *et al.* (2020), utilising “**Secured Payment Gateway**”, “**Server Security**”, “**Anti-malware and Antivirus Software**”, “**data backup**” along with maintaining “**Payment Card Industry Data Security Standard**” can support e-commerce brands in addressing technical challenges. In this context, implementing these advanced technological solutions can be beneficial for Flipkart, Amazon, and eBay in reducing data breaches issues. Moreover, these e-commerce firms need to improve their “**online payment systems**” for dealing with payment related issues faced within the Indian and UK e-commerce market. As per the views of Nuruzzaman and Weber (2021), **strategic technical integration** along with ensuring effective “**Multi-currency transactions**” can support e-commerce brands in improving their payment system. In this context, managers of Amazon, Flipkart, eBay, Myntra and other e-commerce platforms need to enhance their payment strategy for resolving payment related issues.

As the e-commerce platforms in both these countries faced significant market competition, it can be essential for the e-commerce brands to **modify their business model pattern** as per the changing market dynamics. Based on the views of Parfenov *et al.* (2021), incorporation of the “**Business to Business to Consumer**” (**B2B2C**) business model can support e-commerce firms in attracting more potential customers along with enhancing its overall consumer base. Hence, modification of business model structure in UK and India through including B2B2C can support Amazon, Walmart, Flipkart and other firms in improving their financial performance along with addressing vital economic challenges in both these countries.

In the literature review section, it was already discussed that the payment preferences of customers differ from country to country or culture to culture. In the same way, scholars had found that government regulations in the e-commerce market differ from one country to another. To test whether this is true or not, information has been collected in the case of companies like Amazon, Boohoo, Flipkart and others. For instance, in the UK customers are very concerned about cybercrime when it comes to online payment systems due to which UPI

has not developed much there (Kumar et al. 2022). In India, UPI payment systems such as Google Pay, Phone Pay, and Paytm have developed a lot when it comes to e-commerce businesses. In previous studies, scholars had identified that there is a requirement for a secured payment gateway in the case of e-commerce companies because of cybercrime issues. However, detailed information was absent on the same. The findings in this section have elaborated the idea discussed in the literature review section stating that companies need to incorporate server security, data backup, anti-virus software, anti-malware software and many more to provide customers with a better experience.

4.3 Analysis

Theme 1

The first theme is trying to elaborate and provide more information regarding the views of scholars presented in point 2.4 in the literature review section. To gain an understanding of the e-commerce markets of both India and the UK, it is important to identify different categories that are present in them. It was found that “business to business”, “business to customer”, “consumer to consumer” are the three most used business models in the case of e-commerce which helps companies in making revenue (business.com, 2021). However, business models that are used in both these countries differ from one another in some respects. Despite its small size, the UK is a big e-commerce player & comfortably secures 3rd place on the list. eBay U.K., Amazon U.K., & Asos are top e-commerce websites in the U.K, and it has one of the biggest percentages of total retail sales in e-commerce. India is one of the fastest-growing e-commerce markets. There is a rise in retailers that are joining online shopping ranks, due to which India saw digital sales rise by 27 per cent in 2021 (business.com, 2021).

E-commerce organizations follow different types of business models in different countries so that they can increase their revenue growth in different countries. For instance, Amazon is following both the B2C and B2B business model in its business operation in India (Finance.yahoo.com, 2023). The B2C business model is highly applicable in increasing the organizational revenue as it sells directly to customers. On the other hand, As mentioned by Matenga and Mpofu (2022), the B2B model of business assists in inventory optimization and improvement in the operational capability of the business. For this reason, Amazon UK also follows both the B2B and B2C business model (Business.amazon.co.uk, 2023). The B2B2C business model is highly effective in reaching consumers easily and increasing the

organizational revenue base. For this reason, Boohoo operates a B2B2C business model in India and sells its products on the website of Myntra (ndiaretailing.com, 2022). Other e-commerce companies such as Alibaba, Etsy and eBay also follow different types of business models in their business operations in both India and the UK. Hence it can be said that business organizations are needed to mould their business model as per the business environment of the country so that an optimum level of business growth can be ensured.

Theme 2

The second theme is trying to elaborate and provide more information regarding the views of scholars presented in point 2.8 in the literature review section. Scholars had presented their views that if revenue is considered then the UK is the 4th largest market for e-commerce earning 166707.6 million dollars. The market size of India is less than that of the UK comparatively has been found by the reviewed literature (Srivastava and Bagale, 2019). The theme has discovered that even though the market of e-commerce is greater for the UK compared to India, the annual growth rate of India is higher than that of the UK. This shows that in the past few years, e-commerce sales have increased in India more than in the UK.

Assessment of the revenue pattern of both the countries of the UK and India reflects that the market in India has grown faster than the market of the UK. Different geopolitical issues such as wars, trade wars, and hike in the processes of energy sources induce the inflation in the market of the UK. However, developing countries like India do not face this type of situation because of strong actions by the government and the central bank to control inflation. However, the other factors such as the prices of the products and different other reward systems by the organisations influence the sales in the different markets. For example, Myntra provides up to 80% of discounts on the products in different festive seasons in India (thehindu.com, 2023). However, for the overseas products in the UK, the company cannot provide this type of discount that can reduce the sales growth of the company in the UK.

In India, the revenue of the companies such as Walmart, Flipkart, eBay, Etsy, and others has been induced because of some changes in the policies of the government. Allowing the 100% foreign investments in the e-commerce sector for the B2B business model makes a positive impact on the e-commerce companies in the Indian market (ibef.org, 2023). Innovation in the business infrastructure of e-commerce in the country, enhancement of digital literacy, and the investment in this sector induce the revenue of the organisations in this market. In the market of the UK, e-commerce business holds 30% of the market linked with retail in 2022 which was 20% in 2020 (trade.gov, 2023). It reflects the increase in the hold of the e-commerce market in the country. However, the future trends show that the rate of growth of this market will be

higher in India than in the UK because of the continuous growth of the GDP of India as well as the enhancement of the population.

Theme 3

The third theme is trying to elaborate and provide more information regarding the views of scholars presented in point 2.9 in the literature review section. The scholars tried to identify certain common issues which are taking place in the e-commerce sector of both countries and suggested some of them such as bigger value propositions, big basket data leaks, cross-border regulations and many others. In this theme an in-depth analysis of the challenges has been done which helped in identifying that these are not the only issues that the e-commerce companies are facing rather there are several others that must be discussed. In the last few years in India, a lot of concerns have been arising within the industry because of regulations of the government. Based on the views of Revinova (2019), the government is strictly controlling the actions of e-commerce companies which is creating pressure on them. For instance, e-commerce companies have more disclosure requirements compared to other companies for the welfare of the stakeholders which is creating immense pressure on the companies. Companies in the UK are suffering from online or digital payment systems in the case of e-commerce businesses. An increase in the risk of cybercrime is creating a significant number of challenges for the companies within the industry.

Due to increasing competition, “*weaker value proposition*” in quick commerce along with limited opportunities also become major issues within the Indian e-commerce market. Based on a report, *Flipkart* faced considerable issues regarding the “*BigBasket data leak*” within the Indian ecommerce market due to which data of some Flipkarts’ users has been exposed in multiple internet platforms (Inc42.com, 2021). Occurrence of this data breach negatively impacted the brand reputation of Flipkart in the Indian market as these leaked necessary details of approximately 2 Crore BigBasket uses of Flipkart.

Apart from this, technical problems, “*cross-border regulations*”, slow as well as late deliveries along with unfavourable political landscape become major challenges for the UK e-commerce market (Giang, 2020). Due to this, major e-commerce platforms of this country faced challenges for maintaining their regular business activities. For instance, *eBay* faced severe limitations for managing its “*multi-channel inventory*”, *lengthy shipping procedure*, *competitive marketplace* along with incorporation of “*Buyer-centric return policies*” within

the UK-based e-commerce market (Sellerchamp.com, 2022). In this context, it can be stated growing competition in both the Indian and UK-based e-commerce industry has become challenging for the brand which reduces their efficiency in meeting consumers' demand.

Theme 4

The last theme is trying to elaborate and provide more information regarding the views of scholars presented in point 2.10 in the literature review section. The literature that has been reviewed points out that the scale of growth in the e-commerce segment is significant and thus it is important that companies come up with certain solutions for the betterment of the services that they are providing. To find out how authentic the arguments of the scholars are, research has been conducted and analysed in this theme. It has been found that there is a need for better payment solutions which customers can trust especially in the UK. As per the views put forward by Wadhawan and Arya (2020), cybercrime is increasing at a significant rate because of which operations of the business are being negatively affected. This will help the companies in gaining the trust of the customers. Apart from this, companies can come up with E-Service flexibility solutions so that they can meet consumer demand and reduce transaction costs as well as delivery time. Most of the customers have presented complaints regarding late delivery of products and more conflict during the exchange or return of products.

Due to increasing market competition in both the e-commerce market, UK and India, e-commerce brands are forced to enhance their delivery flexibility for improving consumer satisfaction. As opined by Harahap (2020), increasing **E-service flexibility** can support business firms in **meeting consumer demand, reducing transaction costs, improving delivery flexibility** along with providing better service to all the customers. In this context, it can be stated that adopting effective e-service flexibility strategies can support Flipkart, Amazon, Myntra and Boohoo in providing better delivery services to its customers in the UK and India. However, modifying business structure can be problematic for e-commerce brands as this can require additional investment at the initial stages.

Managers of e-commerce brands including Flipkart, Myntra, and Amazon along with eBay need to reduce its operational expenses through incorporating modern technologies within its workplace. This can ensure better service delivery to the customers. Apart from this, e-commerce brands need to adhere as well as meet all the **government regulations** associated with **trading practices, packaging requirements** along with **customer services** for maintaining ethical businesses (Oloruntobi *et al.* 2023). Following the government regulations and adhering

to legal business rules can support e-commerce platforms including Flipkart, Amazon, Alibaba and Myntra to avoid the occurrence of unfair trading practices within its business operations.

The analysis if the two e-commerce markets are summarised in the below tables:

Theme 1: E-commerce Business Models in India and the UK

Category	India	UK
Common Business Models	B2B, B2C, C2C	B2B, B2C, C2C
Prominent E-commerce Websites	Amazon, Flipkart, Myntra, Boohoo	eBay, Amazon, ASOS
Retail Sales in E-commerce	Rapid growth with 27% increase in 2021	Significant percentage of total retail sales
Importance of Business Model	B2C model for revenue increase, B2B for inventory optimization	Both B2B and B2C models followed
Role of Business Environment	Business models shaped by the country's environment	Adaptation to business environment necessary

Table 4.3: Theme 1

(Source: Created by the author)

Theme 2: Market Size and Growth of E-commerce in India and the UK

Metric	India	UK
Revenue Ranking	Market size smaller than the UK	4 th largest market for e-commerce
Growth Rate	Higher annual growth in India	Slower growth rate in the UK
Factors Influencing Revenue	Government policies, digital literacy, investment	Market hold, GDP growth, population

Table 4.3: Theme 2

(Source: Created by the author)

Theme 3: Common Challenges in E-commerce in India and the UK

Challenges	India	UK
Regulatory Pressure	Disclosure requirements, government regulations	Cybercrime, online payment systems
Data Breach	Big basket data leak	Lengthy shipping procedures
Competition	Weaker value proposition, limited opportunities	Multichannel inventory management, competitive marketplace
Delivery issues	Late delivery, exchange conflicts	Slow and late deliveries, buyer-centric return policies

Table 4.3: Theme 3

(Source: Created by the author)

Theme 4: Solution for E-commerce Growth and Better Services

Solutions	India	UK
Trustworthy Payment Solutions	Address cybercrime concerns	Enhance payment solutions for customer trust
E-Service Flexibility	Reduce transaction costs, improve delivery flexibility	Meet customer demand, reduce delivery time
Compliance with Regulations	Adhere to government regulations and legal business rules	Maintain ethical practices, avoid unfair trading
Technology Adoption	Incorporate modern technologies to reduce operational expenses	Improve service delivery and efficiency

Table 4.3: Theme 4

(Source: Created by the author)

4.4 Discussion

RO1: To identify the differences between the business model patterns of e-commerce markets in the UK and India

Objective 1

From themes 1 and 2.7 sections of the Literature Review, it has been identified that there are both similarities and dissimilarities in the business model of the e-commerce companies in both India and the UK. For instance, Amazon follows both B2B and B2C business models in its business operation in India and the UK. On the other hand, Walmart uses the B2B business

model in India and the B2C model in the UK (Corporate.walmart.com, 2019). This shows the similarities in the business model of the same companies in India and the UK. From the LR it has been identified that B2B business organizations sell products to other business organizations (Kirby-Hawkins *et al.* 2019). On the other hand, in the B2C model, the business organizations sell products directly to the consumers. Theme 1 of the findings has suggested that the B2B2C model of business is an effective model in increasing the selling range of e-commerce organizations. For instance, the example of Boohoo in selling its products to India on the Myntra website is a highly effective business approach (Indiaretailing.com, 2022). It can be said that e-commerce organizations are needed to evaluate the capability of the local sellers of the countries and identify their selling capability on the website.

A B2B and B2C model of business is effective in ensuring the organizational revenue as a constant procurement and supply of the goods are ensured in this model. For this reason, the business model of Amazon and Flipkart has observed growth in both India and the UK. From 2.7 of LR, it has been identified that e-commerce organizations are needed to follow the laws and regulations of the local government. For instance, the IT Act 2011 of the Indian government maintains the operations of e-commerce organizations (Priyanka and Sudha, 2019). In a similar manner, the Unfair Commercial Practices Directive of the UK government maintains the operation of distance trading and activities of the e-commerce websites (Iclg.com, 2023). Hence it can be said that e-commerce organizations are needed to follow the local regulations of the government so that the sustainability of the business operation can be ensured. However, as mentioned by Corwin and Johnson (2019), a lack of business alignment to the local regulations of the government may result in business failure. Hence the e-commerce organizations such as Amazon, Flipkart, eBay, Etsy and others are needed to follow the guidelines of the government for setting the right model for their business.

Objective 2

RO2: To examine the key differences between the revenue patterns of the UK e-commerce market and the Indian e-commerce market.

Evaluation of the data of findings shows that the business of the e-commerce organisations is enhanced both in the UK as well as in India. However, the market of India had observed a growth of 21.5% in this e-commerce market in 202 but at the same time UK observed a growth of 4.2% (osome.com, 2023). In India, the government focuses on improving the "ease of doing business" and reduces the complexities in getting the licence of business. The approach of

digitisation in the economy in India also helps this country to boost the e-commerce business. India is the largest country by population and the enhancement in the internet users also helps the e-commerce companies to influence more customers and inducing the revenue of companies.

The total revenue generation of the Indian e-commerce market will be \$350 billion in 2030. On the other hand, the chances of recession have been enhanced in the UK, which reduces the estimation of the rate of growth of the revenue of the e-commerce business. The investment in the companies has also been reduced because of the fear of recession that will have a negative impact on the e-commerce business of the country. Organisations such as Amazon had observed a 27% growth in the revenue of the company in India but in the UK the company faced negative growth. Walmart also observed a growth in the revenue of about 4.8% in the UK but the company registered a 7% growth of revenue in the market of India (inc42.com, 2023). The average age of the people in the UK is above 40 years but in India, it is 28.2 years according to data from 2022 (hindustantimes.com, 2023). It induces the chances of employment generation in India faster than in the UK, which can also enhance the opportunity for e-commerce organisations like Amazon, Boohoo, and other companies.

Objective 3

RO3: To determine existing problems regarding the e-commerce business in both UK and India

The objective 3 of this research emphasises evaluating the several challenges that exist in the e-commerce market of the UK as well as in India. The findings section reflects that in the Indian market organisations mainly faced the challenges linked with ineffective cyber law, poor infrastructure, issues associated with taxes, lack of digital literacy, and the regulations of government. In India, Companies like Amazon face regulatory issues because of the aggressive pricing policy of the company in the Indian market that affects the business of local companies. Flipkart also faced this same issue linked with aggressive pricing that can provide a competitive edge to this company in the market. In India, the FDI rules the country restrict the foreign e-commerce organisations to sell products directly through inventory and these regulations forced these organisations to contract with a third party for selling products in the market (techcrunch.com, 2023). Companies like Walmart faced the problem in India because of the higher level of taxes for importing goods (kr-asia.com, 2023). It reduces the profit of the

company (incomewolf.in, 2023). Myntra also faced the problem of technical glitches in the e-commerce market of India that affected the business of this company. People in India have less awareness regarding the prevention of cyber threats that induce the cyber issues in the country. Therefore, the interest of one section of people regarding the e-commerce business has decreased, which affects the business of companies like eBay, Alibaba, Etsy, Boohoo, and other companies.

In the market of the UK, e-commerce brands faced different challenges associated with the enhancement of fraud cases in an e-commerce business, issues of payment methods, rigidity in the market, and the poor economic situation of the country. Data from different companies like Amazon, and Flipkart revealed that these organisations faced problems for violating the rules of market competition as well as issues of data breach. An enhancement in the rate of inflation reduces the purchasing power of people in the UK which affects the demand for products. Inflation along with a lower rate of economic growth which is 0.3% in March 2023 of the country reduces the sales of companies like eBay, Boohoo, Etsy, Amazon, Walmart, and several other brands (ons.gov.uk, 2023). Customers demanded multiple methods of payment and the lack of the multiple processes also affects the business of these e-commerce organisations.

Objective 4

RO4: To strategize the methods that can improve the scenario in the e-commerce sector in both UK and India

In the present time, e-commerce firms need to consider the increasing market competition along with security breaches as vital problems and address those challenges for improving customer services. As identified in 2.10 section of LR, business firms need to concentrate on the behavioural pattern of their customers along with understanding their overall demand for ensuring **better digital transformation** (Hong *et al.* 2019). However, transforming consumer demand along with changing business environments can become challenging for e-commerce firms within this “**shifting ecommerce landscape**” in meeting customers’ expectations along with providing better delivery options. As stated by Tien *et al.* (2021), providing “**multi-channel support**”, **personalised service facilities** along with offering “**self-service support**” opportunities to customers can support e-commerce firms in providing better quality consumer services. In this context, recognising customers' requirements through conducting effective

market research can be beneficial for multiple e-commerce firms such as Amazon, Flipkart, Alibaba, Myntra along with eBay to improve their operational strategies.

Moreover, in Theme 4 of Findings, it has been evident that incorporating “Multi-currency transactions” along with improving “online payment systems” can support e-commerce firms in addressing payment related issues (Nuruzzaman and Weber, 2021). However, constant fluctuations in exchange rates as well as currency can be challenging for e-commerce platforms for operating business activities within a multi-currency business world. Due to this, it can be advantageous for e-commerce platforms to ***concentrate on regulatory requirements*** associated with “***foreign currency transactions***” along with managing the overall “***cash-flow system***” for ensuring better financial improvements (Rijanto, 2021). Moreover, implementing advanced technologies associated with accounting systems such as blockchain, machine learning, and cloud computing along with artificial intelligence can support Flipkart, Amazon, Walmart, and Etsy along with eBay in improving their efficiency related to foreign transactions.

4.5 Chapter Summary

Amazon and Flipkart both e-commerce platforms follow the B2C business model in the Indian market, however Myntra follows both the B2B and B2C structure in the UK and India. In India, the revenue of Flipkart increased, on the other hand Walmart India revenue decreased significantly. Following government regulations along with improving “E-service flexibility” can support these firms in addressing existing challenges. The e-commerce sector has become one of the most important industries across the globe because of the increasing demand and sales within the industry. More and more customers are purchasing products online as it was safe for them from the hustle of travelling to the mall physically. However, the e-commerce sector differs from country to country because of several factors. The Indian e-commerce market is different from that of the UK based on revenue growth rates. There is a need for better payment solutions which customers can trust especially in the UK for gaining the trust of the customers. The government is strictly controlling the actions of e-commerce companies which is in turn creating pressure on them. E-commerce companies need to incorporate server security, data backup, anti-virus software, and anti-malware software to provide customers with a better experience.

Chapter 5: Conclusion and Recommendation

5.1 Conclusion

This research study conducts a perfect comparison between the e-commerce market of India and UK. All the necessary factors that impact the two markets have been discussed here with proper evidence. This research study is also carried out to incorporate different perspectives regarding the comparison between two e-commerce markets. This chapter is strictly based on the findings ascertained in the context of the research objectives. It has been found that different organisations across the globe are much more inclined towards operating their businesses in the e-commerce market. The development of science and technology, organisations have become more intrigued towards obtaining the benefits of it as much as possible. In this case with the adoption of several digitalised tools in their operations, different areas of the business have been affected differently.

According to the previous chapter, it has been found that differences in business model patterns have been observed in both the country's e-commerce markets. It has also been observed that India is more inclined to use the B2C business model at the time of operating in the e-commerce market. Significant growth has been observed in the B2C e-commerce market annually. As opined by Grabellus *et al.* (2019), the Indian organisations which have been operating in the B2C market have obtained most of the benefits. Some renowned companies like Flipkart and Amazon are currently following the B2C model. These organisations have gained several advantages while using this business model. For example, the B2C model has provided an opportunity for globalisation. It means, companies can target a larger audience. Apart from this B2C model is responsible for cutting down the physical and operational infrastructure costs bringing cost efficiency within the organisation.

It has been also found that several global organisations choose a different business model when it comes to operating in different countries. For example, Amazon uses the B2C model in India but in the UK, it uses both B2B and B2C models while operating in the market. Another business model that has been used by organisations in both India and UK is B2B2C. This e-commerce model is used for entering foreign markets without making an investment. However,

this business model has not become globally adaptable in terms of conducting operations in the e-commerce market.

With the help of this research study, it has also been derived that, there are many differences in the revenue patterns of the organisations. The primary reason for the variance in revenue growth relies on the difference in demands for the e-commerce market in both countries. It has also been found that the annual growth of the e-commerce market in India is higher than the growth of the e-commerce market in the UK. Higher revenue growth in the e-commerce market represents a strong financial position for the organisation. It also significantly contributes towards the economy of the country as well. Several organisations in India have adopted different techniques to maximise e-commerce revenue. For example, they have made improvements in their websites to enhance the number of potential buyers. In addition to that, offering sample products and increasing traffic to the e-commerce store is equally important for increasing the overall revenue.

There is no doubt that digital infrastructure in business provides lots of advantages, but it comes with different challenges as well. One of the major challenges that organisations are facing while operating in the e-commerce market, is payment-related issues. It has been found that this major issue has created several challenges for organisations in both countries and is largely responsible for decreasing the efficiency of the organisations. Other than this, different government regulations and laws in India and UK are also major challenging factors that create hindrances while operating in the e-commerce market. Some major problems have been identified in this research which are associated with the Indian e-commerce market. For example, infrastructural problems in organisations, poor cyber laws, and insufficient literacy in digital marketing are widely responsible for affecting the e-commerce market in India. On the other hand, the UK has been facing various challenges in the context of e-commerce. The country has been facing problems in enhancing flexibility in delivery along with providing integrated methods for payment. In this matter, a proper orchestration of payments can be responsible for allowing the business to bring integrated payment methods.

In this research, it has also been discussed that organisations in UK and India, incorporate security standards as well as multi-currency standards in order to overcome the challenges of e-commerce business. It has been observed that several organisations have got benefited from this. They have been using several upgraded software in order to address the technical challenges.

5.2 Linking with Objectives

The first objective of this research was based on the differences between different business model patterns in both the countries India and UK. This has been met though by using the first theme of the research. It has been discussed, how the two countries have been using business models like B2B and B2C at the time of operating in the e-commerce market. Some examples have been provided where different organisations are using these models and achieve a higher revenue and profit margin.

Revenue patterns of different e-commerce markets in the UK and India have been addressed in the second objective. This specific objective has been achieved in theme two. In this case, the primary focus has been given to the annual growth in revenue for both markets. Numerical data have been provided to clarify the concept more precisely.

This research study has also addressed the existing problems that both the country's e-commerce markets are currently facing in its third objectives. It has identified the recent challenges that the e-commerce markets are facing and how it has been affecting the business during third theme. Different kinds of issues have been raised in different countries in terms of operating in the e-commerce market. In theme three these issues have been discussed in detail. This research has emphasised both the country's challenges and provided solutions for them.

Finally, different kinds of strategies have been recommended in order to improve the position of the e-commerce sector was the fourth objective. In theme four is addressed properly and assessed all the relevant information. It has been observed that both countries have been facing some problems in this context hence appropriate strategies have been suggested to provide them with guidance.

5.3 Recommendation

- According to the above discussion, there are several areas that need to be improved in terms of operating in the commerce market. A developing country like India must focus on promoting its e-commerce market more to achieve higher growth in future. In order to do this, the utilisation of different social media platforms is a must. It offers a different array of technical methods for promoting business activities online. In addition to this pay per click (PPC) advertisement needs to be launched in order to build an effective strategy within the organisation.

- Operating business activities with the help of digitised software can be responsible for data hampering and trafficking. Important information can be stolen from any malicious websites or users. In this case, it is highly recommended to protect data from different unethical sources (Naslund *et al.* 2020). Using strong user passwords along with effective central monitoring can be helpful in overcoming these issues.
- In this matter, it can be suggested that the companies must make it easier for the customers while finding a product. Customers that leave the official website of the company unhappily, might not return to the e-commerce store of the organisation (Cheng *et al.* 2019). All organisations operating in the e-commerce market must adopt strategies that provide a better user experience. Providing them with a better experience and multiple options can be useful for executing a better user experience.
- Efficient inventory management can also be recommended for operating a business in e-commerce. It is helpful for forecasting revenue and demand for a specific product. Companies need to be more focused on delivering products which are desired by customers. In other words, removing unwanted stock from the inventory can be useful for achieving this.

5.4 Research limitation

At the time of doing the research on this specific topic, several limitations have been identified. One of the common limitations regarding this matter is the limited access to data. Several organisations have restricted to exposure of their information to the public. the information related to the company's performance in the e-commerce market is confidential in nature. Hence it was hard to get access to the data. Other than this formulation the desired goals and objectives have also been difficult in this case. It has taken lots of effort and time to accomplish. The time scale was also very limited for this research. For proper execution of the study along with implementing all the data into this research need more time.

5.5 Future scope

Science and technology are growing faster and it is high time to upgrade commercial business activities according to that. Bringing modernisation into business and operation is very important in terms of gaining competitive advantages. This research study is going to be

beneficial for business operators in terms of conducting effective management processes for operating business in the e-commerce sector. It can be helpful for guiding the business by providing them with the pros and cons of e-commerce marketing.

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