Mapping User Q-Commerce Journey: An Integrated model of Adoption and Satisfaction

Meghna Saini[1]
Research Scholar, Department of Commerce, MDU, Rohtak
meghna.rs24.comm@mdurohtak.ac.in
Dr. Seema Rathee[2]
Associate Professor, Department of Commerce, MDU, Rohtak
rathee.seema.comm@mdurohtak.ac.in

Abstract- Quick Commerce (Q-commerce) has arisen as the third generation of digital retail, promising delivery of products within minutes which changes consumer expectations of convenience, speed, and reliability. Q-commerce platform adoption rates are rising rapidly but sustaining consumer loyalty and continuance remains a challenge. Most of the existing literature on digitally facilitated commerce applies models such as the Technology Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology (UTAUT/UTAUT2), Expectation-Confirmation Theory (ECT), Diffusion of Innovation Theory (DOI) or E-SERVQUAL independently but few attempts have been made to integrate these into a unified framework customized to the mechanisms of Q-commerce. This paper presents a conceptual model by combining perceived usefulness and perceived ease of use from Technology Acceptance Model (TAM), three service quality dimensions from E-SERVQUAL—interaction quality, information quality, and interface quality and satisfaction from ECT (Expectation-Confirmation Theory) which comes after a customer adopts a product and then compare the outcome with the expectations which results in confirmation leading to satisfaction. The conceptual framework says that adoption is shaped by perceptions of usefulness, ease of use and technology enabled service quality which then influence satisfaction when expectations are confirmed ultimately driving long-term continuance. By drawing insights from e-commerce, m-commerce, and Q-commerce research the study finds gaps in existing literature, including limited attention to integrated models and service quality in instant commerce. The proposed study contributes by bridging gap between adoption and satisfaction literature and by guiding Q-commerce platforms to focus on delivery

speed but also on digital service quality to ensure continuous consumer engagement.

Keywords: Q-commerce, TAM, E-SERVQUAL, ECT, adoption, satisfaction

I. INTRODUCTION

Due to technological progress and continuously changing customer needs commerce has been evolved a lot. Traditional commerce transformed shopping by making products available online but the product will be delivered after multiple days. The rise of mobile commerce further expanded accessibility but it is Q-commerce (quick commerce) that presents the leading edge by delivering products within 10 to 30 minutes because their operational model is based on dark stores and micro-warehousing. Q-commerce grew significantly during the COVID-19 pandemic when demand for hyperlocal fulfillment surged alongside increased digital adoption (Černikovaitė,2021). Global platforms like Getir in Turkey, Gorillas in Germany, and JOKR in the United States pioneered this model while in India, Blinkit, Zepto, and Swiggy Instamart have rapidly captured market share. India’s Q-Commerce has expanded its market presence and is still growing. By 2025, India's quick commerce market is projected to generate US $5384m revenue with estimated growth figures reaching nearly US $9771m by 2029 (Statista,2024). This surge is being driven by the increasing demand for faster, more convenient delivery solutions particularly in the grocery segment which has been significantly impacted by the rise of quick commerce. Grocery expenditure accounts for nearly 20% of India's economy (Statista,2024), which is 3rd largest grocery market globally and CAGR of Indian grocery market is 57% which shows that there is lot of scope for Q-Commerce operators. The importance of Q-Commerce not only lies on the speed but also the fact that it will redefine how consumers expect convenience, reliability and trust. Past research has indicated that consumers have become more focused on delivery speed and painless service experiences than on price. For businesses, Q-Commerce is an opportunity and challenge to allow for larger basket sizes, impulse purchases and new opportunities for cross selling. The challenge stems from balancing operational sustainability with consumer satisfaction as ultra-fast delivery is logistically demanding and cost-intensive. This ultimately suggests that success in Q-commerce is not only about getting customers in with discounts or promotions but also about creating long-lasting adoption and satisfaction that will convert into continuance. In spite of the

importance of Q-Commerce in the digital world today, research on Q-commerce is still limited comparing to studies on e-commerce and m-commerce. Most of the work that we have up to date applies models such as the Technology Acceptance Model (TAM) that have been established in order to explain the initial adoption or Expectation-Confirmation Theory (ECT) that may be used to examine the continuance behaviour. TAM emphasizes on perceived usefulness and perceived ease of use while ECT emphasizes on satisfaction derived from expectation confirmation and E-SERVQUAL has been used to study online service quality through dimensions such as Interaction, Interface and Information quality. However, these models are frequently studied in isolation and give fragmented insights. Few attempts have been made to integrate them in the context of Q-commerce, in which adoption and satisfaction are closely interlinked, and where service quality plays a central role, in addition to perceptions of technology. This gap offers the possibility to develop a full conceptual framework to bring together constructs from TAM, E-SERVQUAL, and ECT. This paper focuses on two constructs from TAM - perceived usefulness and perceived ease of use that represent evaluation of the functional value and ease of use of a Q-commerce platform by consumer. From E-SERVQUAL, three dimensions of the quality of the service are highlighted: the quality of interaction, the quality of information, and the quality of the interface. Interaction quality reflects responsiveness, empathy and problem resolution; information quality - accuracy, relevance and transparency of product and service information; and interface quality - usability, responsiveness and visual appeal of the app or platform.

Together, these dimensions of service quality form perceptions of consumers about more than just the basic promise of fast delivery. Finally, satisfaction (from ECT) is defined as the result of expectation confirmation, where adoption drivers and service quality are linked to continuance intention. The objective of this study is to propose an integrated framework explaining consumer's adoption and continuance in Q-commerce incorporating technology acceptance, service quality and satisfaction. The framework is arguing that the dimensions of perceived usefulness, ease of use and service quality jointly determine adoption and this leads to satisfaction whenever expectations of the consumer are met or exceeded. Satisfaction in turn determines whether or not consumers continue to use the platform and is therefore the critical

bridge between initial adoption and long-term loyalty.

II. THEORETICAL BACKGROUND

Quick Commerce (Q-Commerce) is often described as the next generation of e-commerce, it offers ultra-fast delivery of products usually within 10 to 30 minutes of ordering via an application on smartphone (Paché,2022). Q-Commerce does not rely on the" trail error return of product" model, but offers necessary and familiar products (Stojanov, 2022). In contrast to it, traditional e-commerce focuses on variety and price competitiveness. So Q-Commerce is a business model which purely focuses on speed, convenience, and hyperlocal accessibility (Ranjekar, 2023). This business model bring into play dark stores, micro-warehouses, and speedy last-mile delivery to meet consumer's rising expectations for immediacy and instant gratification. During the COVID-19 pandemic, Q-Commerce saw exponential growth as consumers were dependent on stay at home orders due to lockdowns and quarantine regulations for groceries, medicines, and daily essential (Gupta et al., 2004; Černikovaitė, 2021).

While Q-Commerce evolved from e-commerce and m-commerce, it is distinct in several ways. E-commerce revolutionized the concept of retailing by making it possible to shop online from desktops and laptops however, the time allotted to deliver the order was often spread out over a period of several days (Gupta et al., 2004). M-commerce expanded the capabilities of e-commerce on mobile platforms which makes it portable and personalised (Almousa, 2013). However both models emphasized not speed but convenience, price and variety. Q-Commerce sets itself apart by cutting delivery time to 10 to 30 minutes and delivers instant gratification, so it does attract consumers and make them crave impulse buys, urgent needs, and consumption for lifestyle purposes (Stojanov, 2022). This distinction makes Q-Commerce a disruptive innovation which brings about a paradigm shift in consumer behaviour. The Technology Acceptance Model (TAM) is one of the most influential conceptual model in the research proposed by Davis (1989) that explains how individuals form intentions toward adopting new technologies. TAM has two constructs namely perceived usefulness and perceived ease of use, both of which influence cognitive evaluations on part of consumer prior to adoption of usage. In the context of Q-Commerce, perceived usefulness refers to the degree to which users feel that the rapid delivery platforms make their lives more efficient

on a daily basis through time savings, convenience and access to important needs. Prior studies in online shopping, mobile banking and food delivery consistently demonstrate that the usefulness of a technology is a strong predictor of technology adoption (Gefen et al., 2003; Zhou, 2013). Perceived ease of use, meanwhile, relates to how effortless consumers find the service interface. Intuitive navigation, simple ordering processes, and seamless payment experiences reduce cognitive load during usage, thereby encouraging adoption and positively influencing satisfaction with the service.

TAM explains early adoption behaviour, service quality perceptions during usage are equally important in shaping the overall consumer experience in Q-Commerce. The E-SERVQUAL model (Parasuraman et al., 2005) helps to know how by consumer's evaluate online service performance. Interface quality which includes usability, clarity design, and responsiveness, is specifically important in Q-Commerce because speed is expected not only in delivery but also in browsing and checkout. As the Q-Commerce business model is based on speed and convenience, poorly designed interface can weaken the core concept of speed in Q-Commerce (Cristobal et al., 2007). Interaction quality which includes customer support responsiveness and empathy is becomes crucial when service issues occur like substitutions, delay in product delivery or missing items that are common due to the operational complexities of ultrafast delivery models. Effective interaction and customer support enhances trust and reduces dissatisfaction and frustration that pop up due to such failures (Santos, 2003). Information quality also contributes in shaping customer perceptions by ensuring that platforms provide accurate transparent delivery time, stock details and product information. High-quality information improves decision-making by reducing uncertainty and confusion, which ultimately strengthens satisfaction.

TAM and E-SERVQUAL explain adoption-related beliefs and service quality perceptions, they do not capture the next chapter that come into play that is how these experiences translate into continuance behaviour. The Expectation–Confirmation Theory (ECT) fills this gap. ECT was introduced by Oliver in 1980 and extended to information systems by Bhattacherjee (2001), provides this missing post-adoption lens. According to ECT consumer uses any product or service with certain expectations and later on evaluate its actual performance. The

degree of confirmation whether expectations are met, exceeded, or unmet determines satisfaction, dissatisfaction or delight. Q-Commerce users have demanding need of instant gratification which is fulfilled by precise delivery windows, product freshness, accurate order fulfilment, and instant transaction processing. If these expectations are confirmed customer feels satisfied which leads to greater loyalty and continuance intention. In contrast repeated disconfirmation such as frequent delays, stock-outs, inadequate product description or delayed checkouts and slower payment processing undermines customer satisfaction.

Synthesizing TAM, E-SERVQUAL, and ECT provides a comprehensive understanding of Q-Commerce adoption and satisfaction which further leads to continuance. Prior beliefs regarding usefulness and ease of use influence initial adoption and perceptions of interface quality, interaction quality, and information quality shape the service experience during usage. Satisfaction comes out as a important psychological outcome that mitigates the gap between preadoption and long-term involvement. It is conceptualized as both a result of perceived usefulness, ease of use, and quality of service which become a key predictor of whether user will keep relying on the platform over time or not. This integrated perspective makes it possible to holistically explain how consumers can be led from first-time adoption to sustainable use in Q-Commerce environments.

III. CONSOLIDATION OF LITERATURE AND FACTORS CATEGORISATION UNDER TAM AND E-SERVQUAL

The review and synthesis of the existing literature on Q-Commerce, E-Commerce and M-Commerce shows that the determinants of consumer behaviour can be broadly categorized as technology-related adoption factors and service quality-related experience factors. In line with the Technology Acceptance Model (TAM) the adoption-oriented factors identified across earlier studies such as time saving, convenience, speed of transactions, efficiency in fulfilling urgent needs, and reliability of platform performance tend to fall under the category of Perceived usefulness. Similarly, factors reflecting the effort required to use Q-Commerce platforms, including simplicity of the ordering process, ease of navigation, clarity of app layout, smooth checkout, and ease of payment are systematically grouped under Perceived Ease of Use.

Service experience related factors extracted from digital service quality

literature are categorized using the E-SERVQUAL framework. Factors related to the visual appeal, usability, responsiveness, and technical performance of the application are classified under Interface Quality. Variables associated with customer support, responsiveness to complaints, empathy during service recovery, and problem resolution in cases of order issues are grouped under Interaction Quality. While factors related to accuracy of product descriptions, transparency of pricing, real-time delivery updates, stock availability and reliability of information provided on the platform tend to fall under Information Quality. Via the categorization, the study unifies fragmented findings from previous studies into a coherent framework in which TAM explains pre-adoption beliefs, E-SERVQUAL captures pre-adoption and post-adoption perceptions of service quality and these influence satisfaction and continuance behaviour in the Q-Commerce context.

IV. CONCEPTUAL MODEL

The current research is guided by different existing theories to develop a comprehensive conceptual framework about understanding the adoption and satisfaction outcomes of Q-Commerce services. The Technology Acceptance Model (TAM) (Davis, 1989) is the basic theory that emphasizes the importance of perceived usefulness and perceived ease of use in determining the acceptance of the technology. In the case of Q-Commerce factors such as convenience, affordability, and trust can be derived from these constructs which in turn explains the underlying drivers of adoption decisions. While TAM focuses on the pre-adoption factors,a service quality dimension is provided on post-adoption experiences based on the E-SERVQUAL model (Parasuraman et al., 2005). Dimensions such as interface quality, interaction quality and quality of information are especially important in digital commerce since users judge the platform's usability, responsiveness, and accuracy of information. While, the Theory of Planned Behaviour (TPB) (Ajzen, 1991) adds more in the understanding by stating the role of Attitudes, Subjective Norms and Perceived Behavioural Control on determining the purchase intentions. In the case of Q-Commerce, this means that not only individual perceptions but social influence and access to enabling resources have impacts on adoption. Together these five theories give an excellent and multi-dimensional foundation and justification for the proposed conceptual model. TAM explains the determinants of adoption, E-SERVQUAL and ECT explain the outcomes of satisfaction, while DOI and

TPB provide broader understanding for the diffusion of innovation and behavioural intention. These service quality directly influence the customer's level of satisfaction once adoption has occurred and supports the link between adoption and satisfaction.

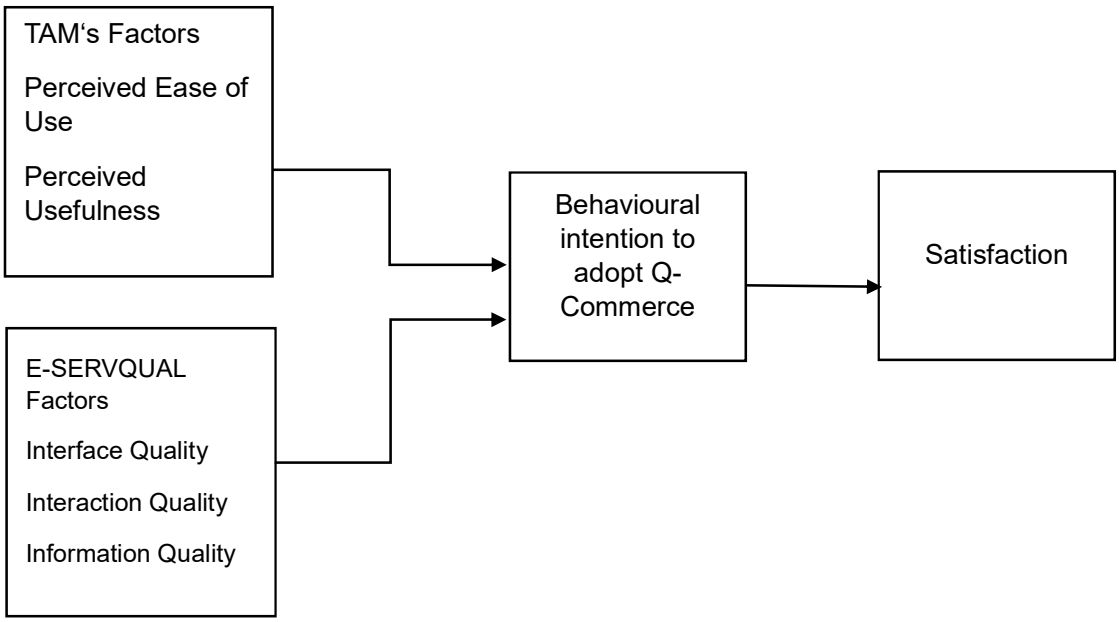

Figure1: The Conceptual Model of the study

To further strengthen the post-adoption perspective, the study applies the Expectation–Confirmation Theory (ECT) (Oliver, 1980), which explains that customer satisfaction results from the comparison between pre-adoption expectations and actual performance. In Q-Commerce, if customers expect fast delivery, secure transactions, and reliable service, satisfaction will depend on the degree to which these expectations are confirmed. Thus, ECT complements E-SERVQUAL and TAM by explaining the psychological mechanism through which adoption related experiences and their subsequent confirmation shape user's satisfaction.

Additionally, two other theories strengthen the conceptual base of the study. The Diffusion of Innovation (DOI) theory (Rogers, 2003) explains how different features of innovation like usefulness, relative advantage, complexity and compatibility etc influence the rate and extent of Q-Commerce adoption. This is particularly relevant in India where digital innovations spread at different rates across different demographic groups like age, gender, region and communties. While the Theory of Planned Behaviour (TPB)

(Ajzen, 1991) adds more in the understanding by putting the emphasis on the role of attitudes, subjective norms, and the perceived behavioural control in shaping the purchase intentions. In the case of Q-Commerce this means that not only individual perceptions but also social influence and access to enabling resources have impact on adoption. Together these five theories make a great and multi-dimensional foundation and justification for the proposed conceptual model. TAM explains the factors influencing innovation adoption, E-SERVQUAL and ECT explain the outcomes of satisfaction, and DOI and TPB provide more general knowledge on innovation diffusion and intention to act.

The integration of these perspectives ensures that the study captures the complete cycle of Q-Commerce adoption from factors influencing customer decisions to post-adoption satisfaction.

V. IMPLICATION OF THE STUDY

The proposed conceptual framework integrating TAM, E-SERVQUAL, and ECT provides a complete and clear lens for understanding adoption-to satisfaction and then continuance behaviour in Q-Commerce.The study contributes to the existing literature by compiling adoption, service quality, and satisfaction literatures within a single conceptual framework. Most of the existing research has often study these dimensions in isolation. By integrating these models this proposed study bridges this gap. As TAM explains adoption decisions, E-SERVQUAL examined service quality and ECT explores continuance through confirming satisfaction. By fulfilling this gap the study provides a holistic view of the consumer journey from adoption to satisfaction in Q-Commerce.

Additionally this study extended these models to Q-Commerce which has very different features as compare to Traditional Commerce, E-Commerce and M-commerce. Q-Commerce model is based on instant delivery which offers convenience to the customer. And by adding service quality dimensions: Information Quality, Interaction Quality and Interface Quality which measures how good the service quality is on Q-Commerce app, the study gave a bird eye view to the Q-Commerce landscape. The model thus updated the established theories to Q-Commerce that demands both speed and reliability offering fresh theoretical insights. The Technology Acceptance Model (TAM) explained adoption in digital services through perceived usefulness and ease of use. This study extends TAM by positioning

usefulness as time-saving & convenience and ease of use as app simplicity in this way adjusts old constructs to fit these real world demands i.e. Q-Commerce. The Expectation–Confirmation Theory (ECT) is extended by linking satisfaction to expectation confirmation and service quality experiences captured by E-SERVQUAL. This helps to ensure that the explanation of satisfaction is by both cognitive beliefs (TAM) and service perceptions (E-SERVQUAL) and makes ECT context specific to ultra-fast commerce. Similarly, the E-SERVQUAL model is expanded beyond generic contexts of online services, to Q-Commerce by focusing on three major dimensions (i.e., interface quality, interaction quality, information quality) as important determinants of satisfaction. The study shows that these dimensions are directly contributing to expectation confirmation and then to satisfaction and continuance.

Together, the integration of TAM, E-SERVQUAL and ECT shows that adoption and continuance are not separate stages but interconnected processes which is influence by cognitive beliefs and service experiences. For the operators of Q-Commerce, the framework emphasises that to retain Q-Commerce customers it is not only fast delivery that matters. Speed may promote first time adoption while afterwards satisfaction and continuance are reliant on the digital usability, reliable information and smooth service interactions as well. Firms should invest in intuitive and fast loading apps with minimum slowdowns and glitches while surfing, product search, cart management and check out. Real-time updates on the products availability, product related information, delivery timelines, live order tracking and faster response to customer service reduces the uncertainties and matches the expectations of the consumers with the outcomes. Empathetic, quick and transparent on handling the complaints eases the trust and boosts the satisfaction. Secure payment system, transparent policies and consistency order fulfilment reduce consumer trust which leads to consumer satisfaction and continuance. These insights suggest that Q-Commerce platforms need to move from the focus of plain speed to reliability, transparency, and trustworthiness which will convert first-time adopters into loyal users.

The model also gives consumer insights into the retention and loyalty driving forces of ultrafast commerce. Consumer value Q-Commerce for saving time, fulfilling urgent purchase. This makes perceived usefulness a retention enabler. Smooth interface that increases satisfaction

and decreases switching intentions which makes perceived ease of use an important loyalty factor. Accurate information about the product and delivery helps to build confidence in the platform which affects both satisfaction and continuance. Consumer associate good quality customer service with trustworthiness to reinforce loyalty even in case of occasional failures in service. Consumer satisfaction is the focal point from adoption to long-term engagement. Loyalty comes when expectations met repeatedly with seamless experiences and trustworthy service delivery. These insights highlight the fact that Q-Commerce retention is influenced by emotional and cognitive assessments as much as the performance of operations. Platforms that reliably deliver what is expected despite high levels of service quality can foster habitual use and long-term loyalty in competitive markets.

Conclusion

This research put forward a holistic conceptual framework for understanding consumer adoption and satisfaction that result in continuance in Q-Commerce by bringing together the Technology Acceptance Model (TAM), E-SERVQUAL, and Expectation-Confirmation Theory (ECT). In contrast to traditional E-commerce and M-commerce Q-Commerce focus on the speed and immediacy and hyperlocal accessibility and resolves the modern issues of growing world. The framework underlines that perceived usefulness (time saving and convenience) and perceived ease of use (app usability and simplicity) determine consumers' intent to use Q-Commerce platforms. At the same time, interface quality, information quality as well as interaction quality have a decisive role in influencing the satisfaction based on service quality experience. By incorporating ECT, the model explains the emergence of satisfaction from confirmation of consumer expectations of fast delivery, reliable service and smooth digital interactions. Satisfaction in turn spurs trust and continuance intention thus becoming the crucial link between adoption and long-term loyalty. The paper contributes to the theory by extending TAM, E-SERVQUAL and ECT into the Q-Commerce domain and to practice by providing managers with insight about designing platforms that go beyond speed to deliver seamless, trustworthy and satisfying consumer experiences. While this conceptual study has a great theoretical foundation it has several shortcomings. The framework has yet to be tested using real world consumer data, so the relative strength of the proposed relationships has not yet been verified. Although based on the Indian Q-

Commerce landscape consumer behaviour may vary between countries and cultures, limiting generalizability. Only five constructs (PU, PEOU, interface, interaction, information quality) plus satisfaction were included while other potentially relevant variables (e.g., trust, perceived risk, hedonic motivation) were excluded in order to keep the model simple. As Q-Commerce is developing at a very fast rate the factors affecting adoption and continuance may change over time, so the framework may need to be refined continuously.

VI. FUTURE RESEARCH DIRECTIONS

Future studies can extend and refine this work in several ways like researchers should try to validate the framework using quantitative methods such as structural equation modelling (SEM) across diverse consumer groups. Comparative studies between developed and emerging markets can indicate contextual differences between the drivers of adoption and continuance. Future work could include constructs such as trust, perceived risk, social influence and hedonic motivation that could help enrich the model. Tracking consumer behaviour over time would explain how satisfaction and continuance change with repeated utilisation of Q-Commerce platforms In conclusion, this paper highlights that it is not just the speed that makes Q-Commerce successful but the ability to provide the same satisfaction through the usefulness, ease of use and quality of service. Integrating the three processes of TAM, E-SERVQUAL and ECT into one framework provides a basis for both academic research and managerial strategy. The future of Q-Commerce will hinge on the success and service delivery of platforms in converting adoption into long-term consumer loyalty which in return leads to satisfaction and satisfaction is the key driver of sustainable growth in ultra-fast commerce.

References

[1] Al-Adwan, A. S., Al-Debei, M. M., & Dwivedi, Y. K. (2022). E-commerce in high uncertainty avoidance cultures: The driving forces of repurchase and word-of-mouth intentions. *Technology in Society*, 71, 102083. https://doi.org/10.1016/j.techsoc.2022.102083

[2] Almousa, M. (2013). Barriers to E-Commerce Adoption: Consumers' Perspectives from a Developing Country. iBusiness, 5(2), 65–71. https://doi.org/10.4236/ib.2013.52008

[3] Al-Mu'ani, L., Al-Momani, M. M., Amayreh, A., Aladwan, S. I., & Al-Rahmi, W. M. (2024). The effect of logistics and policy service quality on

customer trust, satisfaction, and loyalty in quick commerce: A multigroup analysis of generation Y and generation Z. *Un*

[4] *certain Supply Chain Management*, *12*(3), 1417–1432. https://doi.org/10.5267/j.uscm.2024.4.009

[5] Aslam, W., Hussain, A., Farhat, K., & Arif, I. (2020). Underlying Factors Influencing Consumers' Trust and Loyalty in E-commerce. *Business Perspectives and Research*, *8*(2), 186–204. https://doi.org/10.1177/2278533719887451

[6] Astini, R., Royanti, I., & Mercu Buana, U. (2024). The Impact of Quick Commerce that Influence the Purchase Decision of E-Grocery Yanto Ramli Erna Sofriana Imaningsih Thukas Shilul Imaroh. *Przestrzen Spoleczna(Social Space)*, *24*(01), 110–128.

[7] Cernikovaite, D. (2021). The breakthrough of Q-Commerce during the COVID -19 Pandemic. *Societal Interactions :Rethinking Modern Issues.*

[8] Darley, W.K., Blankson, C. and Luethge, D.J. (2010). Toward an integrated framework for online consumer behavior and decision making process: a review. Psychology & Marketing, 27, pp. 94–116.

[9] Eastin, M. S. (2002). Diffusion of e-commerce: An analysis of the adoption of four e-commerce activities. *Telematics and Informatics*, 19(3), 251–267. https://doi.org/10.1016/S0736-5853(01)00005-3

[10] Eroglu, S. A., Machleit, K. A., & Davis, L. M. (2001). Atmospheric qualities of online retailing: A conceptual model and implications. *Journal of Business Research*, *54*(2), 177–184. https://doi.org/10.1016/S0148-2963(99)00087-9

[11] Gujrati, R. (2023). Digital Transformation Has Changed Consumer Behvoiur From Traditional Market To Digital Market. *Academy of Marketing Studies Journal*, *27*(2), 1–6. https://www.researchgate.net/publication/367240492

[12] Gupta, A., Su, B. C., & Walter, Z. (2004). An empirical study of consumer switching from traditional to electronic channels: A purchase-decision process perspective. *International Journal of Electronic Commerce*, *8*(3), 131–161. https://doi.org/10.1080/10864415.2004.11044302

[13] Harter, A., Stich, L., & Spann, M. (2024). The Effect of Delivery Time on Repurchase Behavior in Quick Commerce. *Journal of Service Research*, *0*(September 2022), 1–17. https://doi.org/10.1177/10946705241236961

[14] Hernandez, B., Jimenez, J., & Martin, M. J. (2009). Adoption vs. acceptance of e-commerce: Two different decisions. *European Journal of Marketing*, 43(9/10), 1232–1245. https://doi.org/10.1108/03090560910976465

[15] Holsapple, C. W., & Singh, M. (2000). Toward a unified view of electronic commerce, electronic business, and collaborative commerce: a knowledge management approach. *Knowledge and Process Management*, *7*(3), 151–164. https://doi.org/10.1002/1099-1441(200007/09)7:3<151::aid-kpm83>3.3.co;2-l

[16] Iglesias-Pradas, S., Pascual-Miguel, F., Hernández-García, Á., & Chaparro-Peláez, J. (2013). Barriers and drivers for non-shoppers in B2C e-commerce: A latent class exploratory analysis. *Computers in Human Behavior*, 29(1), 314–322. https://doi.org/10.1016/j.chb.2012.01.024

[17] Ingaldi, M., & Ulewicz, R. (2019). How to make e-commerce more successful by use of Kano's model to assess customer satisfaction in terms of sustainable development. Sustainability, 11(18), 4830. https://doi.org/10.3390/su11184830

[18] Kapoor, A., Sindwani, R., & Goel, M. (2023). Exploring quick commerce service experience: A moderated mediated investigation using SEM and fsQCA. *Total Quality Management & Business Excellence*, 34(13–14), 1896–1919.

[19] Lavuri, R., Kokatnur, S., & Thaichon, P. (2024). Quick-commerce: green initiatives on customer brand engagement. *Asia Pacific Journal of Marketing and Logistics*, *January*. https://doi.org/10.1108/APJML-05-2023-0396

[20] Lee, J. W. (2010). The roles of demographics on the perceptions of electronic commerce adoption. *Academy of Marketing Studies Journal*, 14(1).

[21] Liu, X., & Wei, K. K. (2003). An empirical study of product differences in consumers' e-commerce adoption behavior. *Electronic Commerce Research and Applications*, 2(3), 229–239. https://doi.org/10.1016/S1567-4223(03)00027-9

[22] Loo, M. K., Ramachandran, S., & Yusof, R. N. R. (2024). Systematic review of factors and barriers

influencing e-commerce adoption among SMEs over the last decade: A TOE framework perspective. Journal of the Knowledge Economy. https://doi.org/10.1007/s13132-024-02257-5

[23] Mainardes, E. W., de Almeida, C. M., & de-Oliveira, M. (2019). e-Commerce: An analysis of the factors that antecede purchase intentions in an emerging market. *Journal of International Consumer Marketing.* https://doi.org/10.1080/08961530.2019.1605643

[24] Markides, C. (2006), Disruptive innovations: In need of better theory, Journal of Product Innovation Management, 23(1), 19–25.

[25] Midha, V. (2012). Impact of consumer empowerment on online trust: An examination across genders. *Decision Support Systems*, *54*(1), 198–205. https://doi.org/10.1016/j.dss.2012.05.005

[26] Mukhopadhyay, M. (2023). From Click to Quick - Examining the drivers of Quick Commerce on Online Consumer Behavior Using Fuzzy Cognitive Mapping . *International Conference on Marketing Innovation*, 1–11.

[27] Nguyen, D. H., de Leeuw, S., & Dullaert, W. E. H. (2018). Consumer Behavior and Order Fulfilment in Online Retailing: A Systematic Review. *International Journal of Management Reviews*, *20*(2), 255–276. https://doi.org/10.1111/ijmr.12129

[28] Pache, G. (2022). The impact of logistics on product assortment policy :An illustration with Q -Commerce. *Journal of Supply Chain Management 16(2)*, 1-10.

[29] Park, J., Lee, D., & Ahn, J. (2004). Risk-focused e-commerce adoption model: A cross-country study. *Journal of Global Information Technology Management,* 7(2), 6-30.https://doi.org/10.1080/1097198X.2004.10856370

[30] Patil, Uma, Sandoval, Lazaro and Sawant, Arundhati. (2021). COVID-19 Accelerates the Growth of India's Online Grocery Market (Report Number: IN2021-0067). US Department of Agriculture

[31] Prakash, P., & Shankar, T. (2024). Transformation of customers from e-commerce to q-commerce: A comparative study at Bangalore City. *International Journal of Cultural Studies and Social Sciences,* 21(2), 160. https://doi.org/ISSN:2347-4777

[32] Prof, A., & Stojanov, M. (2022). Q-Commerce – The Next Generation. *Business Management*, *14*(1), 17–34

[33] Ranjekar, G., & Roy, D. (2023). Rise of Quick Commerce in India: Business Models and Infrastructure Requirements. *Centre for Transportation and Logistics*, 1–2. https://www.iima.ac.in/faculty-research/centers/Centre-for-Transportation-and-Logistics

[34] Rashid, A., & Rasheed, R. (2024). Logistics service quality and product satisfaction in e-commerce. SAGE Open, 14(1), 1–12. https://doi.org/10.1177/21582440231224250

[35] Rau, J., Altenburg, L., & Ghezzi, A. I. (2023). How the Quick Commerce Business Model Delivers Convenience in Online Grocery Retailing. In *Springer Proceedings in Business and Economics* (Vol. 1, Issue Gielens 2022). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-31836-8_10

[36] Sanchez, P. E. L. (2024). An analysis of the drivers of consumers' purchasing behavior in quick commerce platforms (Master's thesis, Aalto University). Aalto University Learning Centre.

[37] Schiffman, L.G., & Kanuk, L.L. (2010). Consumer Behavior (10th ed.). Pearson Prentice Hall.

[38] Sirgy, M. J. (1982). Self-Concept in Consumer Behavior: A Critical Review. *Journal of Consumer Research*, *9*(3), 287. https://doi.org/10.1086/208924

[39] Setiyono, A. E., Chandrawatisma, C., Fanandi, R. H. S., & Heriyati, P. (2023). Antecedents of e-loyalty as research for the quick commerce industry. *Interdisciplinary Social Studies*, 2(8), 2287–2299

[40] Yang, X., Ostermeier, M., & Hübner, A. (2024). Winning the race to customers with micro-fulfillment centers: An approach for network planning in quick commerce. *Central European Journal of Operations Research*. https://doi.org/10.1007/s10100-023-00893-x

[41] Zwanka, R. J., & Buff, C. (2021). COVID-19 Generation: A Conceptual Framework of the Consumer Behavioral Shifts to Be Caused by the COVID-19 Pandemic. *Journal of International Consumer Marketing*, *33*(1), 58–67. https://doi.org/10.1080/08961530.2020.1771646

[42] Pandey, A. (2023, November 28). Quick commerce outperforms e-commerce sales in India, surge by 280% over two years: Report. The Times of India. https://timesofindia.indiatimes.com/business/india-business/quick-commerce-outperforms-e-commerce-sale-in-india-surge-by-280-over-two-years-report/articleshow/113773069.cms

[43] Roland Berger. (2022). Quick commerce – a lasting revolution? How omnichannel retailers are rising to the challenges of q-commerce. Roland Berger Strategy Consultants. https://www.rolandberger.com/en/Insights/Publications/Quick-commerce-a-lasting-revolution.html

[44] Statista. (2024). Market share of quick commerce brands in India as of 2024. Statista. https://www.statista.com/statistics/1463659/india-quick-commerce-brands-market-share/

[45] Statista. (2024). Quick commerce in India - Online grocery delivery market outlook. Statista.https://www.statista.com/outlook/emo/online-food-delivery/grocery-delivery/quick-commerce/india

[46] https://www.statista.com/statistics/1471655/india-quick-commerce-brands-consumer-satisfaction/#:~:text=Customer%20satisfaction%20with%20quick%20commerce%20in%20India%202023%2C%20by%20brand&text=Blinkit%20was%20ranked%20the%20highest,Instamart%20had%20the%20lowest%20score.

[47] https://techcrunch.com/2015/02/26/grofers/

[48] https://www.statista.com/statistics/1284845/india-key-figures-quick-commerce/#:~:text=In%202020%2C%20the%20estimated%20addressable,12%2D13%20percent%20by%202025.