



## **Factors Influencing D2C selling with Specific Reference to E-Commerce Platforms.**

**Shubham Yadav <sup>a</sup>, Subham Arya <sup>b</sup>, Drk Raju <sup>c</sup>, Dr. N C Rajyalakshmi<sup>\*,d</sup>**

<sup>a</sup> II-year PGDM, Xavier Institute of Management & Entrepreneurship, Chennai

<sup>b</sup> II-year PGDM, Xavier Institute of Management & Entrepreneurship, Chennai

<sup>c</sup> II-year PGDM, Xavier Institute of Management & Entrepreneurship, Chennai

<sup>d</sup> Associate Professor, Xavier Institute of Management & Entrepreneurship, Chennai

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### **ABSTRACT**

This research analyses the relationship between customer preferences and the E-Commerce platforms Flipkart and Amazon. The study identifies the factors influencing customer buying preferences on these platforms, such as product quality, price, customer service, Festive sales, and shipping speed. The study also investigates the impact of these factors on customer buying preferences. The findings of this study can be used by businesses to improve their D2C strategies and increase sales on E-Commerce platforms. The study also provides valuable insights for consumers who are looking to make informed purchases online.

Keywords: E-Commerce, D2C Selling, Online Shopping, Customer Loyalty, Consumer Behaviour & Marketing Channel

### **1. Introduction**

Direct-to-consumer (D2C) sales and E-Commerce convergence have changed the retail landscape. With the rise of digital marketing, D2C, where brands sell directly to consumers, has gained importance. This research project focuses on tapping into the complex network of factors that influence the success of D2C strategies in the power of E-Commerce platforms.

#### **1.1 Background and context**

E-Commerce giants such as Amazon and Flipkart have been important in promoting the D2C culture. This change defines how businesses connect with consumers, enabling them to reach a global audience beyond the boundaries of physical stores.

However, D2C success goes beyond technology and involves the interaction of different elements.

#### **1.2 Aims and Objectives**

The main purpose of this study is to present various areas of D2C sales in the context of E-Commerce. Key objectives include identifying key drivers of D2C performance, uncovering challenges facing brands, examining the role of technology, and providing insights to improve the quality of D2C strategies.

#### **1.3 Significance**

The importance of understanding the factors that influence D2C sales passes through many stakeholders, including businesses, E-Commerce platforms, and the products used. This research aids informed decision-making, supports progress in E-Commerce platforms, and improves overall business performance.

#### **1.4 Literature review**

1. Title: Factors Influencing Consumer Buying Behaviour Towards E-Commerce Websites.

Authors: Cletus Raphael Fernandes, Amit Ignatius Tharakan

Source: Fernandes, C. R. (2023). Factors Influencing Consumer Buying Behaviour Towards E-Commerce Websites. Journal of Emerging Technologies and Innovative Research (JETIR), 10(7), 118-124.

Fernandes and Tharakan (2023) highlight five key factors influencing consumer behavior in e-commerce: product variety, convenience, payment methods, trust, and psychological factors. Product variety and convenience are paramount, given the diverse options and 24/7 accessibility offered by e-commerce. Payment method diversity is essential. Trust, fostered through positive reviews and security measures, plays a pivotal role. Additionally, psychological aspects such as perceived risk, social influence, and hedonic motivation influence consumer choices, warranting consideration in e-commerce strategies

2. Title: Consumer Trust in an Internet Store: A Cross Cultural Validation.

Authors: Jarvenpaa, S. L., Tractinsky, N., & Saarinen, L.

Source: Journal of Information Systems Association, 3(2), 48-90. (2002)

Jarvenpaa, Tractinsky, and Saarinen (2002) investigated the key elements of trust in their research and found that risk drives cross-cultural E-Commerce. While the specific platform is not explicitly stated, its findings could impact E-Commerce platforms like Amazon and Flipkart. By comparing how consumers in different countries perceive trust and risk when shopping online, the report can show that these platforms increase trust and reduce risk to increase adoption. This cultural analysis can provide insight into the strategies used by E-Commerce platforms to ensure a good and secure business, especially on platforms such as Amazon and Flipkart operating in India.

3. Title: Consumer Buying Behaviour towards E-Commerce during COVID-19.

Authors: Mounika Veeragandham, Nikhil Patnaik, Rishitha Tiruvaipati, M. Guruprasad

Source: International Journal of Research in Engineering Science and Management 3(9):78-82

This article explores the impact of the COVID-19 pandemic on consumer buying behavior towards e-commerce. It also examines the implications for businesses. The pandemic has led to a significant shift to e-commerce, with consumers shopping online more often and buying a wider range of products. Consumers are also more price-sensitive and more likely to shop from trusted brands. Businesses need to adapt to this new reality by investing in e-commerce, expanding their product offerings, offering competitive prices and promotions, and building trust with consumers. The article concludes by stating that the shift to e-commerce is likely to continue post-pandemic, as consumers have become more comfortable and familiar with online shopping. Businesses that are able to adapt to this trend will be well-positioned for success.

4. Title: Consumer buying behavior towards online shopping: An empirical study on Dhaka city, Bangladesh

Authors: Mohammad Anisur Rahman, Md. Aminul Islam, Bushra Humyra Esha, Nahida Sultana and Sujan Chakravorty

Source: Rahman, M. A., Islam, M. A., Esha, B. H., Sultana, N., & Chakravorty, S. (2023).

Consumer buying behavior towards online shopping: An empirical study on Dhaka city, Bangladesh. International Journal of Research in Granthaalayah, 9(11), 108-112.

The study by Rahman et al. (2023) provides an important contribution to our understanding of consumer buying behavior towards online shopping in Bangladesh. The study found that the most common reasons for online shopping are to save time, access a wider variety of products and services, and convenience. The most popular products purchased online are apparel, accessories, and electronics. The most preferred payment method is cash on delivery.

The study also identified some of the factors that consumers dislike about online shopping, such as the inability to touch and feel the product before buying, the high cost of some products, and poor return policies. Overall, the study found that consumers in Dhaka city are generally satisfied with their online shopping experience, but there is still room for improvement.

The findings of this study are consistent with other research on consumer buying behavior towards online shopping in developing countries.

### **1.5 Research Gaps**

The direct-to-consumer (D2C) sales landscape of E-Commerce has seen rapid growth and change, but there is a lack of research specifically to understand the interplay between the factors driving D2C sales.

While extensive research has been done on E-Commerce, there are significant differences in understanding the D2C model in the context of Flipkart and Amazon. These two biggest

E-Commerce companies in India each have different strategies and processes. This difference provides an opportunity to explore results for D2C sales and their comparison.

Moreover, at present, the predominant focus of research revolves around the attributes of D2C transactions. In the context of Flipkart and Amazon, we do not deeply understand how a particular platform impacts D2C adoption.

These include customer profiles, product ecosystems, product differentiation, and marketing strategies. Understanding these nuances is key to creating an effective marketing plan that maximizes results on any platform.

Also, no research directly compares D2C sales on Flipkart and Amazon. Although they share the E-Commerce environment, they differ in functionality, vendor support, and customer experience.

In essence, diving into this uncharted territory can be very rewarding.

By understanding the D2C environment in the context of Flipkart and Amazon, we can adjust strategies, improve business, and gain a deeper understanding of the changing E-Commerce landscape, the mountain landscape.

Examining these differences in the context of D2C sales can provide insight into the strengths and limitations of each platform and enable sellers to make informed decisions about which platform is better for their target market.

To sum up, this cross-sectional study takes a close look at Flipkart and Amazon, highlighting the significance of a comprehensive exploration into the factors impacting D2C sales. Such investigations have the potential to unveil tailored strategies, obstacles, and openings inherent to each platform. These insights play a pivotal role in fostering the expansion and durability of D2C transactions, particularly in the evolving landscape of E-Commerce.

### ***1.6 Objective of the study***

The purpose of this study was to identify the main factors influencing consumer decision-making in E-Commerce platforms, focusing on Flipkart and Amazon. Without a doubt, our major goal was to learn why and how customers favor one platform over another. Factors such as user experience, pricing, product variety, reputation, and customer service are investigated. By identifying these particulars, our objective was to comprehend the distinctive qualities of Flipkart and Amazon that draw in clients. The outcome of this research would help to improve the grasp of customer preferences. Thereby, aiding in refining E-Commerce strategies and recommendations, eventually raising client satisfaction and supporting competitiveness inside the market.

### ***1.7 Research Methodology***

Data for this research has been gathered through incorporating primary survey responses. Firstly, a structured survey was administered to 102 active users of Amazon and Flipkart. The survey comprises questions that delve into participant's preferences, experiences, and decision-making criteria regarding the two platforms. This primary data collection method offers firsthand insights into consumer perspectives, enabling an in-depth analysis of factors driving D2C selling.

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## **2. Research Methodology**

### ***2.1 Data Collection Method***

Data for this research has been gathered through incorporating primary survey responses. Firstly, a structured survey was administered to 102 active users of Amazon and Flipkart. The survey comprises questions that delve into participant's preferences, experiences, and decision-making criteria regarding the two platforms. This primary data collection method offers firsthand insights into consumer perspectives, enabling an in-depth analysis of factors driving D2C selling.

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## **3. Analysis**

With the help of primary survey data, the research aims to establish a comprehensive view of the factors influencing D2C selling on Amazon and Flipkart. This combined approach ensures a well-rounded and evidence-based analysis, allowing for the identification of patterns, correlations, and deeper insights into the topic.

Furthermore, we collected primary data from 102 active users, and here are the key characteristics they displayed:

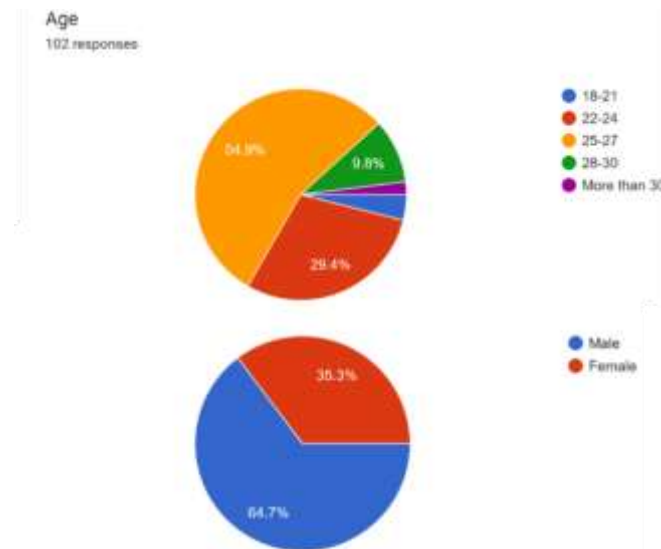


Fig. 1 - (a) Age; (b) Gender.

Fig. 2 -Factors for Consideration

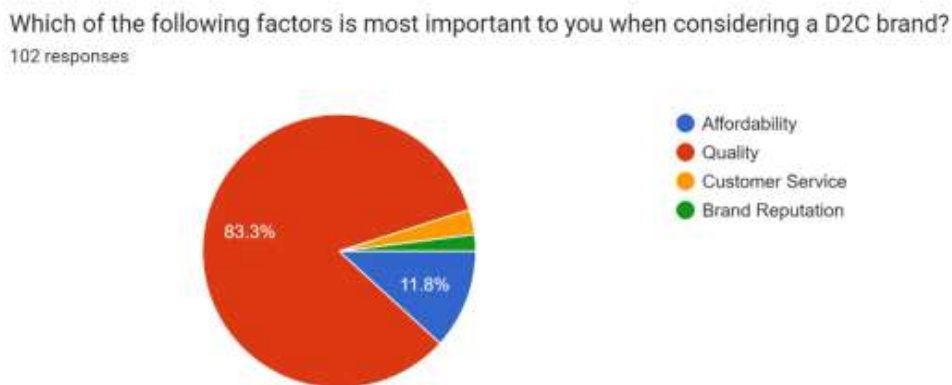


Figure 2 shows that Quality is the most important thing for customers when evaluating D2C brands, followed by affordability, customer service, and reputation. This shows that D2C brands must focus on providing quality products and services to be successful.

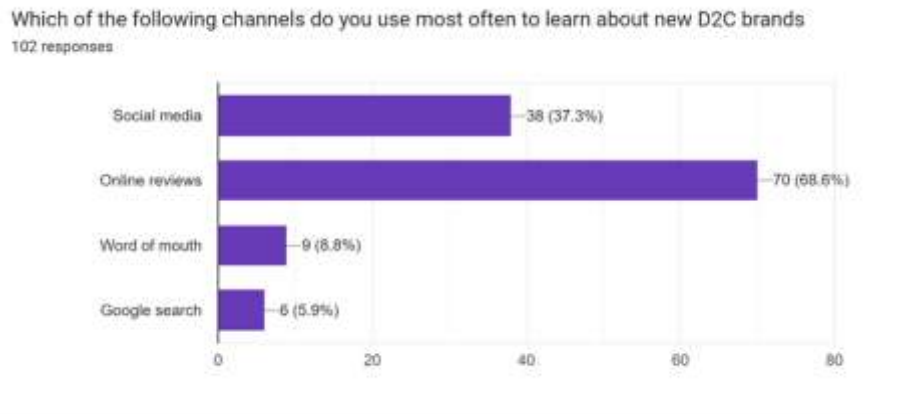
Quality is also important for customers when purchasing from E-Commerce platforms. A recent Amazon study (Amazon 2023 Consumer Behaviour Report) found that quality is the most important factor for 72% of online shoppers.

This shows that D2C brands selling on E-Commerce platforms need to ensure their products are effective to be successful.

D2C brands can also utilize information from pictures to improve their marketing and publicizing techniques. For illustration, they can highlight the quality of their items in the product market. They may also offer a client satisfaction guarantee or other quality assurance.

#### Observations of Fig- 1 & 2

Quality is the most important thing for consumers when evaluating D2C brands online or offline. D2C brands selling on E-Commerce platforms must ensure that their products are profitable enough to succeed.



**Fig. 3 – Most used Channels for D2C knowledge**

It shows an overview result of 102 respondents on which channels they utilize most frequently to memorize unused D2C brands.

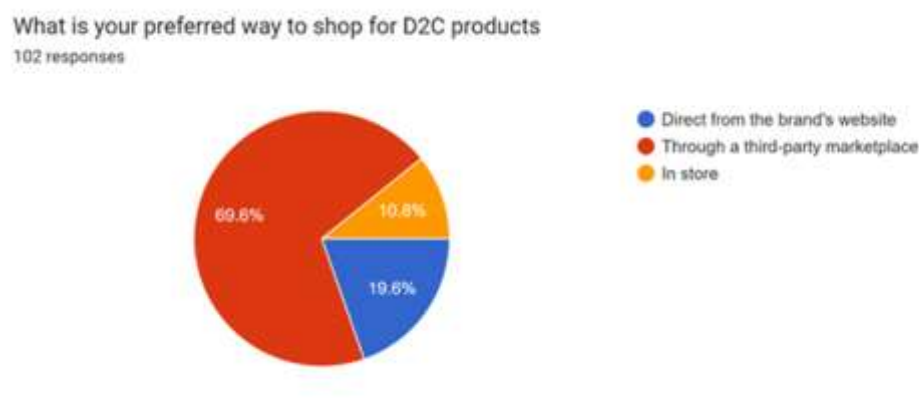
The results are as follows:

- Social media (37.3%)
- Online reviews (68.6%)
- Word of mouth (8.8%)
- Google search (5.9%)

Social media is the foremost well-known channel for learning about new D2C brands, with over a third of respondents utilizing it for this reason. This is often likely because social media platforms are an extraordinary way to find new brands and items and to connect with other individuals who are fascinated by the same things as you. Social media stages too permit brands to share their stories and values, and to construct connections with potential customers. Online surveys are another well-known channel for learning about new D2C brands. Over two-thirds of respondents, it is said that they examined online surveys before purchasing a new brand. Usually, online reviews can give important bits of knowledge about the quality of a brand's products or administrations, and the experiences of other customers. Word of mouth is additionally a noteworthy channel for learning about new D2C brands. Nearly 10% of respondents said that they learn about new brands through word of mouth from companions, family, or colleagues. This is often because word of mouth may be a trusted source of data, and individuals are more likely to try a brand if they have heard great things about it from somebody they know. Google search is the least popular channel for learning about new D2C brands, with only 6% of respondents utilizing it for this reason. Google search is mainly used by people to find information about brands they already know about, rather than to find new ones.

#### Observations of Fig- 3

The study suggests social media and online surveys should be used as the first choice by D2C brands for connecting with new customers. This means that they should focus on crafting engaging content for social media and actively encourage customers to freely express their thoughts by sharing their thoughts and opinions regarding the products and services they have utilized.



**Fig. 4 – Preferred Way of D2C Shopping**

There are numerous choices for buying D2C (direct-to-consumer) items, including buying straight from the company's site, through third-party marketplaces like Amazon or Flipkart, or in-store. Below are subtle elements of the preferences and choices for each strategy:

**Directly from the Brand's Website (69.6%)** Many people prefer to purchase D2C products directly from the website for many reasons. First of all, it provides the opportunity to learn more about brands, products, values, and production processes. This additional information allows consumers to make informed decisions. Second, shopping from a business's website gives customers control over their products. They can choose shipping and payment methods and often enjoy free shipping or returns.

Finally, many D2C brands offer special discounts and promotions to customers who buy directly from their websites, making it a valuable choice. It is especially convenient for buyers who want to purchase many products from different brands. These platforms offer a wide range of D2C products.

However, there are drawbacks to purchasing D2C products from third-party marketplaces. The price will be higher compared to purchasing from the brand's website. Customer support may not be very comprehensive, and certain D2C brands (especially smaller or less well-known ones) can be difficult to find. **In the Market (19.6%)** While buying D2C products from the market is shown as the least chosen option, it is beneficial for those who like to touch products physically while purchasing. This is also a convenient option when you want to buy immediately.

#### Observations of Fig- 4

It is important to note that not all D2C brands can be found in regular stores, and if one does find them in any store, they might be priced higher than in an online store. Choosing how to purchase D2C products ultimately comes down to personal needs and preferences. If value for money and customer support are important, buying directly from the website is usually the best way to go. For those looking for a wide selection or immediate purchase, third-party or in-store shopping may be a better option. Each method has its advantages, and customers should consider these features when purchasing D2C products.

How likely are you to recommend a D2C brand to a friend or family member  
102 responses

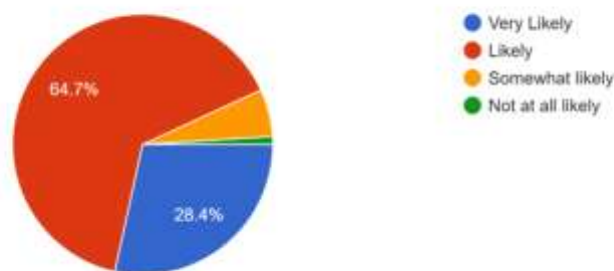


Fig. 5 – How likely do you recommend back

What is your overall satisfaction with the D2C shopping experience  
102 responses

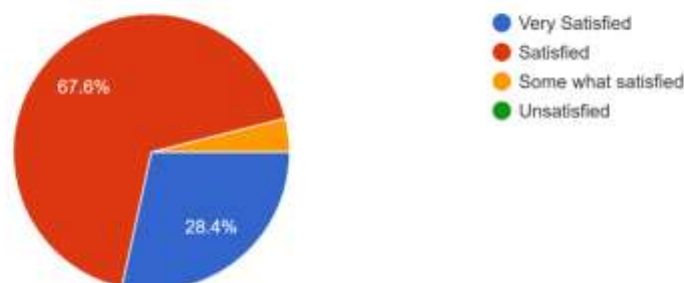


Fig. 6 – Overall Satisfaction of D2C Shopping Experience

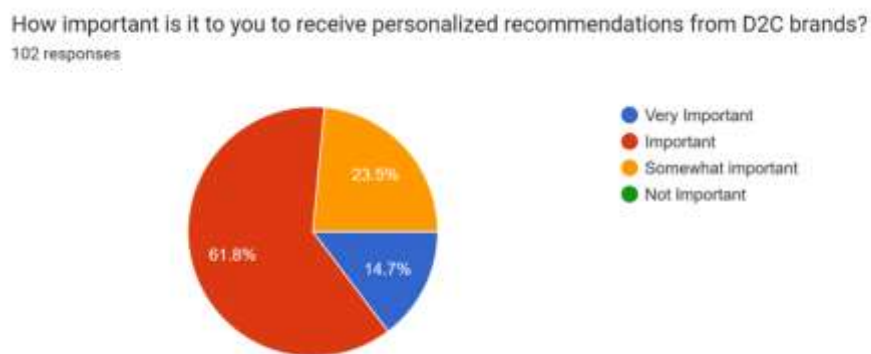
The above pie chart (figure-6) provides information about buyers' satisfaction with direct-to-consumer (D2C) products and their propensity to recommend D2C brands to friends and family.

Figure 5 indicates that a large majority, approximately 67.6%, expressed being highly satisfied with their D2C shopping encounters, while an additional 28.4% reported being moderately satisfied. Only a small fraction, around 4%, fell into categories such as somewhat satisfied, unsatisfied, or chose not to respond.

Figure 6 reveals that about 64.7% of respondents showed a strong inclination to recommend D2C brands to their acquaintances, with an extra 28.4% indicating they were somewhat likely to do so. A smaller percentage, approximately 6.9%, fell into categories indicating they were either somewhat likely or not likely at all to recommend a D2C brand.

#### Observations of Fig- 5 & 6

The results suggest that most of the consumers find that their D2C shopping experiences were relatively satisfactory and are excited about suggesting these D2C to their social groups. D2C brands have a distinct advantage as they provide a shopping experience that is more personalized and tailored when compared to traditional brick-and-mortar stores. Additionally, they offer a wider range of products and frequently feature competitive pricing. The convenience factor is also pivotal, given that D2C brands are easily accessible through online platforms and mobile apps. Given these advantages, D2C brands have secured a significant share of the retail market in recent times. This upward trend is expected to persist as more individuals recognize and embrace the benefits associated with shopping from D2C brands



**Fig. 7 – Importance of Personalized recommendations**

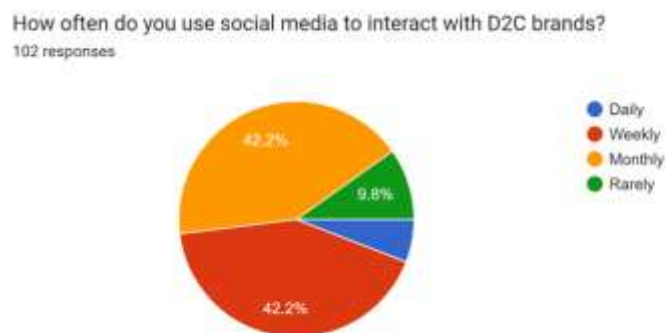
Figure 7 shows that most respondents believe it is very important to receive positive feedback from D2C brands. 61.8% of the participants said that personal recommendations were very important to them, while 23.5% said that they were very important. Only 14.7% of respondents said personal recommendations were not important.

This may be because personalized recommendations can help customers save time and money. When customers receive personalized recommendations, they will find products they like and fit their needs. This saves them time browsing through tons of products.

#### Observations of Fig- 7

Personalized recommendations can help customers find products they might not otherwise find. This helps them save money by searching for new products they need.

Figure 7 highlights that personalized recommendations are an important part of many customer's D2C purchases



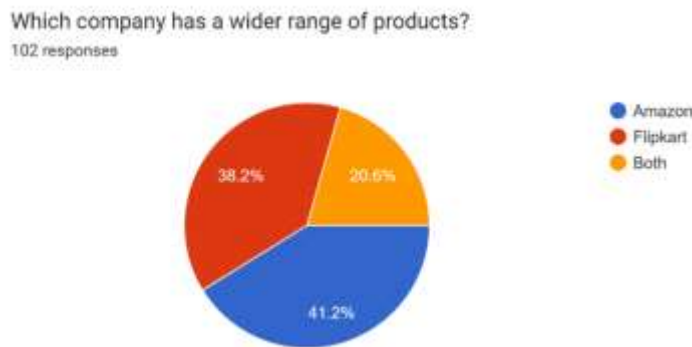
**Fig. 8 – Usage of social media**

Figure 8 shows how regularly individuals connect with D2C brands on social media. Of the 102 respondents, 42.2% connected with D2C brands every day, 9.8% associated week after week, 42.2% associated month to month, and 6.9% connected rarely.

This proposes that a noteworthy number of individuals collaborate with D2C brands on social media regularly. This is likely because social media may be a convenient way for individuals to memorize unused items and administrations, and to put through with brands. Moreover, brands can utilize social media to provide customer benefits and support and to build connections with their customers.

**Observations of Fig- 8**

For D2C brands, it is critical to have a solid presence on social media and to associate with their clients regularly. By doing so, they can build relationships with their customers and encourage them to buy their items.



**Fig. 9 – Amazon V/S Flipkart products range**

Figure 9 shows that Amazon contains a wider extend of items than Flipkart. Amazon encompasses a 38.2% share of the pie, whereas Flipkart features a 20.6% share. The remaining 41.2% of the pie is shared by other companies.

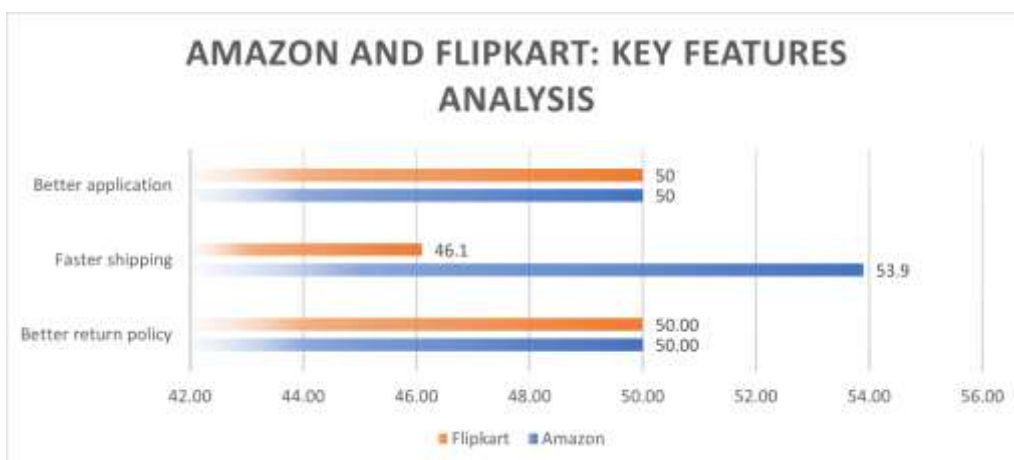
This is likely because Amazon is a worldwide company that offers a wide variety of items, including electronics, books, clothing, and groceries. On the other hand, Flipkart is an Indian E-Commerce company that centers on offering electronics, fashion, and home goods.

Amazon's more extensive range of items gives it a competitive advantage over Flipkart because it can pull in a wider range of customers. Moreover, Amazon's worldwide reach permits it to source products from around the world, which gives it a more extensive choice of products to offer its customers.

However, it is critical to note that Flipkart has been developing quickly in recent years. In 2022, Flipkart's gross merchandise value (GMV) grew by 55%, whereas Amazon's GMV grew by 41% (A report by Redseer Strategy Consultants titled "Online retail in India accomplishes \$60B GMV in FY23; Flipkart Group retains market share"). This recommends that Flipkart is closing the hole on Amazon in terms of item range.

**Observations of Fig- 9**

Overall, figure 9 shows that Amazon as of now has a more extensive range of items than Flipkart. However, Flipkart is developing quickly and could close the gap in the coming years.



**Fig. 10 – Amazon V/S Flipkart Features**



The above-shown chart (figure-10) compares Amazon and Flipkart on three variables: return policy, shipping speed, and app quality. It is based on a study of 102 people.

- **Return policy:** 50% of respondents said that Amazon features a superior return approach than Flipkart, whereas 50% said that the two companies have equally good return policies.
- **Shipping speed:** 53.9% of respondents said that Amazon has quicker shipping than Flipkart, whereas 48.1% said that the two companies have equally fast shipping.
- **App quality:** 50% of respondents said that Amazon incorporates a way better app than Flipkart, while 50% said that the two companies have equally good apps.

#### Observations of Fig- 10

Overall, the chart recommends that Amazon incorporates a slight edge over Flipkart in terms of return policy, shipping speed, and app quality. However, it is important to note that the two companies are very similar in terms of these factors.

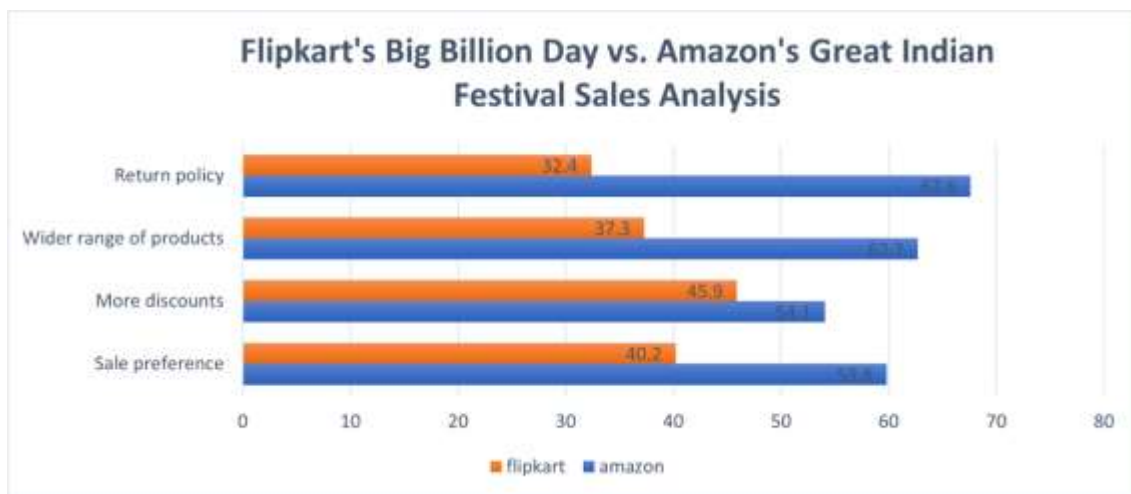


Fig. 11 – Amazon V/S Flipkart Festival Sales

Amazon's "The Great Indian Festival" and Flipkart's "Big Billion Days Sale" stand out as two of the foremost significant E-Commerce sales events in India. These deals offer a diverse cluster of items at discounted prices and generate high levels of anticipation among shoppers.

This research report dives into the results of an overview conducted among Indian buyers to discover their favored deal between the two. The survey gathered 102 responses, with 59.8% of the participants expressing a preference for Amazon's deals, whereas 40.2% favored Flipkart's sales.

The survey's discoveries demonstrate that among the respondents, Amazon's "The Great Indian Festival" holds greater popularity compared to Flipkart's deal. Several factors could contribute to this inclination. Firstly, Amazon enjoys a bigger and more widely recognized presence in the market than Flipkart. Besides, Amazon offers a broader selection of products and brands on its platform. In conclusion, Amazon is renowned for its competitive pricing and alluring discounts.

In light of these survey results, it becomes apparent that Amazon emerges as the favored E-Commerce platform among Indian buyers. This inclination can be credited to different factors, including Amazon's size, diverse product offerings, and competitive pricing strategies

Figure 11 shows that Amazon's Great Indian Festival has been offering more discounts than Flipkart's Big Billion Daily Sale; 54.9% of respondents chose Amazon and 45.1% chose Flipkart. This suggests that Amazon either has a better reputation than Flipkart in offering discounts or is better at giving discounts.

This perception that Amazon offers more discounts may be due to many reasons, such as Amazon's broader product selection, more competitive prices, or more aggressive marketing. However, this understanding may lead consumers to choose to shop on Amazon over other online sales during the Great Indian Festival.

The competition between Amazon and Flipkart continues to evolve and we will likely see continued changes in consumer perceptions of their respective online sales events in the future.

A recent survey of 102 Indian customers found that 62.7% of respondents believe that Amazon's Great Indian Festival Sale offers more product selection than Flipkart's Big Billion Day.

The selection of items offered by online retailers can influence consumers' purchasing decisions. A recent study showed that 62.7% of Indian customers believe Amazon's Great Indian Festival Sale has more product selection than Flipkart's Big Billion Day Sale. This appears that customers are more likely to shop from online stores with a wide range of products.

The competition between Amazon and Flipkart in the Indian E-Commerce market continues to change. One of the main points of competition between the two stores is the selection of products they offer. Both Amazon and Flipkart have a wide extend of items, but Amazon is for the most part considered to have a stronger determination. Typically, Amazon features a greater worldwide nearness, which gives it get to a more extensive run of suppliers. Moreover, Amazon incorporates a more assorted customer base, which implies that it is more likely to carry items that are requested by a more extensive run of people.

However, Flipkart does have some central focuses in terms of item choice. For case, Flipkart contains a more grounded closeness in India, which implies that it is more likely to carry things that are well known inside the Indian promote. Besides, Flipkart features several first-class associations with Indian brands, which gives it get to items that are not accessible on Amazon.

Overall, Amazon contains a better extent of things than Flipkart. In any case, Flipkart does have several preferences in terms of item choice, especially for things that are prevalent in India.

#### Observations of Fig- 11

The changing trend in consumers' online shopping inclinations too creates competition between Amazon and Flipkart. Indian shoppers are increasingly purchasing items online. This trend will likely continue in the future, putting more pressure on Amazon and Flipkart to grow their item choices.

Consumers' perceptions of the return policies of online sales events can have a significant effect on their purchasing choices. A recent survey of 102 Indian consumers found that 67.6% believe that Amazon's The Great Indian Festival Sale has a superior return policy than Flipkart's Big Billion Days. Consumers are more likely to shop at an online sales event that they believe features a good return policy.

Return policies can moreover have a noteworthy effect on the sales of online retailers. A study by the National Retail Federation found that 30% of online purchases are returned. This suggests that return policies are a vital factor that shoppers consider when making online buys.

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## 4. Conclusion

In summary, the research findings offer valuable insights into the intricate factors that influence customer preferences and drive direct-to-consumer (D2C) sales on E-Commerce platforms, with a particular focus on the Indian market's giants, Flipkart and Amazon. The following key takeaways emerge from the study:

**Factors Shaping D2C Sales:** This research underscores the pivotal role of several critical factors in shaping customer preferences and, consequently, D2C sales on E-Commerce platforms. These determinants encompass product quality, pricing competitiveness, the efficiency of customer service, promptness of shipping, the flexibility of return policies, and the quality of the platform's mobile application. Notably, product quality stands out as a paramount factor for consumers, both in their assessment of D2C brands and their ultimate online purchase decisions.

**Elevating Customer Interaction and Suggestions:** This study highlights that social media and online reviews are important platforms for customers, that can be used to find new D2C brands. Additionally, the research emphasizes the essential role of personalized suggestions, highly esteemed by customers, underscoring the need for custom-made marketing approaches by D2C brands.

**Product Selection:** The study underscores that Amazon is seen to offer a broader item selection than Flipkart, a quality that altogether contributes to Amazon's popularity among customers. This finding underscores the significance of advertising a different extend of products for drawing in and holding customers within the E-Commerce arena.

**E-Commerce Deals Occasions:** Amazon's "The Great Indian Festival" outflanks Flipkart's "Big Billion Days Sale" in terms of shopper preference. The preference for Amazon's event is likely driven by the perception of higher discounts and a broader item combination.

**Return Policies:** Consumer perception of return policies plays a pivotal role in their decision-making during online purchases within sales events. Amazon is perceived to offer a superior return policy compared to Flipkart, thus influencing consumer choices in favor of the former.

**Customer Satisfaction and Recommendations:** A substantial proportion of respondents expressed high satisfaction levels with their D2C shopping experiences, indicating a propensity to recommend D2C brands to friends and family. This observation bodes well for the continued growth of D2C brands in the E-Commerce landscape.

**Suggestions for D2C Brands:** D2C brands ought to concentrate their endeavors on conveying high-quality items, personalized proposals, competitive estimating, and leveraging social media and online audits to lock in with clients. Moreover, keeping up a vigorous online nearness, advertising a differing item run, and actualizing customer-friendly return approaches can essentially advantage D2C brands in picking up a competitive edge.

**Market Patterns:** The advancing elements of Indian E-Commerce advertising are underscored by the competition between Amazon and Flipkart, both endeavoring to adjust their procedures in reaction to changing buyer inclinations. The investigation highlights the significance of persistently surveying and reacting to advertise patterns to stay competitive.

In conclusion, this research study provides valuable insights into the multifaceted factors influencing D2C sales on E-Commerce platforms, offering actionable guidance for businesses, policymakers, and stakeholders operating in the dynamic Indian E-Commerce landscape. Understanding these determinants is paramount for D2C brands aiming to thrive and succeed in an intensely competitive and rapidly evolving market environment.

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