

Abstract : Future Retail Ltd, which houses a string of retail chain formats, has decided to shut its online venture Big Bazaar Direct. Big Bazaar Direct was launched in 2013. Interestingly, the Big Bazaar Direct operated through a B2B model where the Kirana stores and the common men got an opportunity of operating as a Big Bazaar franchisee. However, by the end of August 2016, Future group confirmed that it would be shutting down its online venture Big Bazaar Direct as it is finding the business unviable. They stated that they are thinking of a better business model to replace Big Bazaar Direct. Big Bazaar Direct has failed to find a place in a crowded e-tailing market in India. This case provides sufficient stuff to look deeply into the scenario and throws a compelling question for discussion - How Big Bazaar Direct got stuck in the middle? It provides good material for discussion on business models.

Key Words: E-Retail, Big Bazaar, Business Model Innovation, Business Model Canvas, Franchising

Subject Area: Strategic Management