AUGUST 2026 EDITION

STRATEGIC BRIEFING · RETAIL, D2C & QUICK COMMERCE

Global Retail Radar

Store networks, dark stores and merchant ecosystems are converging into one connected, profitable system.

News & data reviewed through **22 August 2026**

- United States
- Europe
- United Kingdom
- India
- Africa
- Middle East
- Singapore / SEA

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EXECUTIVE SUMMARY

The global takeaway

> *"The winning retailers are not simply promising faster delivery. They are turning local infrastructure — stores, dark stores, merchant networks, customer data and delivery capacity — into one connected and profitable system."*

01

Density before geography

Build inventory density and pick accuracy in a market before chasing new cities — density is the moat, not fleet size.

02

Stores as infrastructure

Treat stores, dark stores and warehouses as fulfilment, service and media assets at once — not legacy formats to defend.

03

D2C, channel-flexible

Keep brand control and customer data while selling wherever consumer intent occurs — marketplaces included.

04

Profit beyond delivery

Layer retail media, subscriptions, payments and software onto logistics to fund lower prices and faster fulfilment.

05

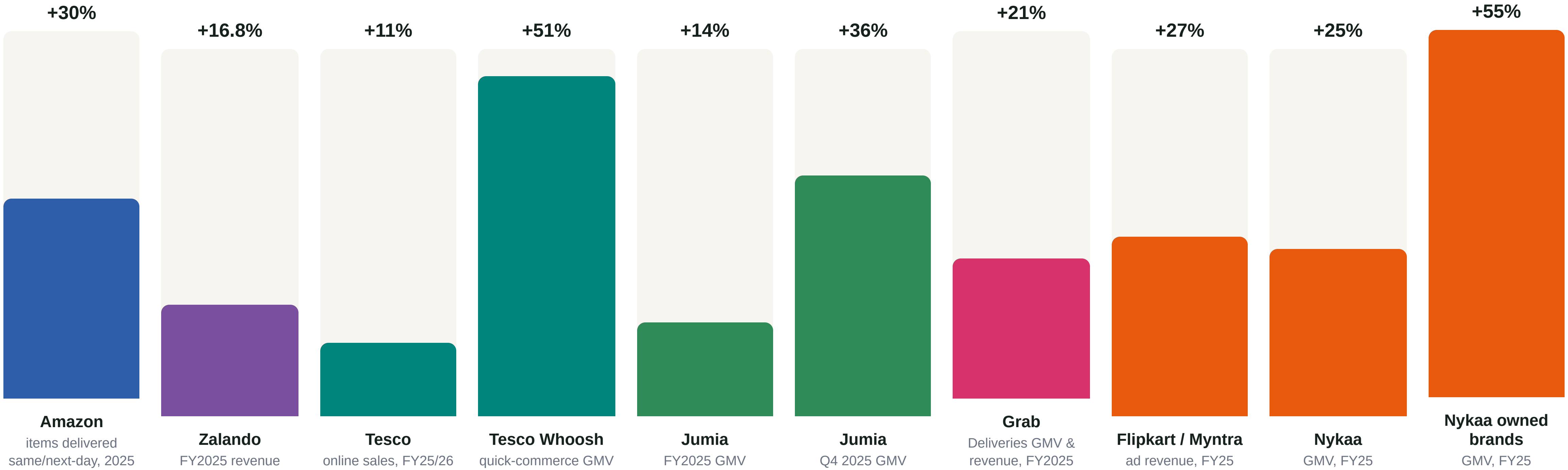
Speed matched to mission

Instant delivery suits top-up baskets; scheduled delivery protects margin on larger, planned orders.

GLOBAL MOMENTUM

Growth is broad-based, across formats and geographies

Representative year-on-year growth figures reported across the sector (mixed metrics — see labels)



WORLD SNAPSHOT

Seven markets, one direction of travel

United States

93% of US households now reach same-day delivery; drone service live in 5 cities

Europe

78% of EU internet users bought online in 2025, up from 62% in 2015

United Kingdom

Whoosh quick commerce grew 51% and now reaches 70%+ of UK households

India

Quick-commerce GOV more than doubled to ₹64,000 cr (US$7.47bn) in FY25

Africa

Jumia Q4 GMV growth accelerated to 36%, led by 50% growth in Nigeria

Middle East

Talabat acquired InstaShop; combined grocery & retail GMV tops US$2.5bn

Singapore / SEA

Grab posted its first full year of net profit across 900+ SEA cities

UNITED STATES

Omnichannel at national scale

Walmart

93%

of US households reach store-fulfilled same-day delivery

Expanded drone delivery to 5 new cities, using 100 stores and building on 150,000+ deliveries already made.

LEARNING — Stores are not legacy assets — they can support walk-in shopping, pickup, delivery and urgent missions at once.

Amazon

8bn+

items delivered same/next-day in 2025 (+30% YoY)

Invested over US$4 billion in its rural delivery network to extend fast fulfilment beyond major metros.

LEARNING — Fast commerce is not only urban — local inventory and demand prediction can extend service profitably to smaller towns.

Nike

D2C+

resumed direct selling on Amazon US

Also integrating with Google's AI-powered shopping and checkout capabilities to meet demand at the point of intent.

LEARNING — D2C isn't about avoiding marketplaces — it's about owning brand and customer relationships while being available everywhere.

EUROPE

Scale, services and infrastructure-as-a-product

EU E-Commerce Market

78%

of EU internet users purchased online in 2025 (vs 62% in 2015)

A decade of steady online-adoption growth across the European Union, per Eurostat's 2026 digitalisation review.

LEARNING — Europe's opportunity is less about creating online demand and more about removing friction in cross-border delivery, returns, payment and compliance.

Zalando

€12.3bn

FY2025 revenue, up 16.8% — B2B business exceeds €1bn

Zalando's B2B logistics, marketplace and software products now serve 1,200+ merchants.

LEARNING — The best marketplace can become an operating system for brands — logistics, returns and data become monetisable services.

Levi's × SCAYLE

1

global D2C commerce platform across US, Canada & Europe

Levi's selected Zalando-owned SCAYLE to run its global direct-to-consumer commerce infrastructure.

LEARNING — D2C brands should retain brand control while outsourcing non-differentiated commerce infrastructure.

UNITED KINGDOM

Quick commerce pays off when it rides an existing network

Tesco · Whoosh

+11%	Tesco online sales growth, FY2025/26
+51%	Whoosh rapid-delivery GMV growth, to £400m+
70%+	of UK households now reachable by Whoosh

LEARNING

Quick commerce becomes more profitable when it is added to an existing store network, rather than built as a separate, capital-heavy model. Tesco is monetising an asset it already owns — store density, supply chain and trusted assortment — rather than duplicating one.

From emergency use-case to mainstream channel

India Quick-Commerce Sector

₹64,000cr Gross order value (GOV) in FY25 — US$7.47bn, more than double FY24

LEARNING — Quick commerce has evolved into a mainstream channel for grocery, beauty, household essentials and impulse purchases — not just emergencies.

SHARE OF INDIAN E-RETAIL

Blinkit

2,100+ dark stores live today — targeting 3,000 by March 2027

Blinkit continues to densify its dark-store network ahead of adding new geographies.

LEARNING — Density is the moat. The winning capability is proximity of inventory, accurate picking and repeat customer behaviour — not merely a rider fleet.

Consolidation, premiumisation and a new profit engine

HUL × Minimalist

90.5%

stake acquired by HUL in science-led skincare brand Minimalist

Minimalist crossed ₹500 crore turnover in FY25 — just four years after launch.

LEARNING — Large consumer companies are acquiring digital-native trust. D2C brands with expertise, community and differentiated products are strategic innovation assets.

Nykaa

+25%

FY25 GMV growth to ₹15,604 crore

Added 50 stores (237 total across 79 cities); owned beauty brands' GMV grew 55%.

LEARNING — Digital-first does not mean digital-only. In beauty and premium categories, physical stores add discovery and trust while digital adds scale and data.

Flipkart / Myntra

+27%

advertising revenue growth in FY25, to ₹7,232 crore

Retail media continues to scale as a distinct profit pool alongside core commerce.

LEARNING — Retail media is becoming a critical e-commerce profit engine. Supplier advertising can support lower consumer prices and better delivery economics.

AFRICA

Discipline over breadth

Jumia

+14%

FY2025 GMV growth to US$818.6m — Q4 accelerated to +36%

Nigeria's Q4 GMV grew 50%, while fulfilment cost per order fell 12% as focus sharpened.

LEARNING — Growth without density damages unit economics. Focused execution and reliable service beat indiscriminate expansion.

Jumia Logistics

Focus

on core markets after exiting lower-priority geographies

Prioritising availability, affordability and delivery reliability over geographic breadth.

LEARNING — In emerging markets, payment confidence, pickup infrastructure and reliable fulfilment often matter more than a sophisticated storefront.

Checkers Sixty60 × Shoprite

Expand

Sixty60 rapid delivery via Shoprite's established SA supermarket network

Leveraging an existing, trusted grocery footprint to scale digital commerce.

LEARNING — Trusted grocery brands have an advantage in digital commerce because customers already know the assortment, price position and stock quality.

MIDDLE EAST

Buying local merchant networks beats building them

Talabat × InstaShop

US$32m Talabat's 2025 acquisition price for InstaShop

US$2.5bn+ pro-forma 2024 GMV of the combined grocery & retail business

+16% InstaShop standalone GMV growth, to US$631m

LEARNING

Acquiring local merchant networks can be faster than building them. InstaShop connects customers to grocery, pharmacy, beauty and personal-care merchants across the UAE and Egypt — the real asset is merchant supply, local assortment and dependable fulfilment, not just speed. Preserve the local brand while integrating delivery, data and operating scale.

The superapp compounds customer lifetime value

Grab · GrabMart

+21%	FY2025 Deliveries GMV & revenue growth
1st	full year of net profit in company history
900+	cities served across 8 Southeast Asian markets

LEARNING

GrabMart offers both within-the-hour and scheduled delivery — instant suits top-up baskets, scheduled protects margin on planned orders. Across food, grocery, parcels, mobility, payments and financial services, the superapp model builds customer lifetime value by placing retail inside an ecosystem of daily-use services and loyalty.

STRATEGIC LENS · ILLUSTRATIVE

Winners combine fulfilment speed with diversified profit pools

Illustrative positioning based on the developments in this briefing, not a precision benchmarking exercise. Bubble size is not to a common scale.

SO WHAT

Implications by client type

For Retailers

- Re-score store networks on fulfilment contribution, not footfall alone — pick-density and pack-time per store, not just sales/sq.ft.
- Bundle rapid delivery onto existing store and supply-chain assets before greenfield dark-store capex.
- Build a retail media line item into the P&L; supplier funding can subsidise price and speed.

For D2C / Brand Owners

- Sell wherever intent occurs (marketplaces, AI shopping agents) while keeping first-party data and pricing control.
- Outsource commerce infrastructure (platform, logistics, returns) to specialists; keep product and community in-house.
- Treat acquisition interest from strategics as a validation signal — document unit economics and repeat-rate early.

For Quick-Commerce Operators

- Prioritise dark-store density and pick accuracy in existing cities over new-city launches.
- Track fulfilment cost per order as the primary discipline metric, not just GMV growth.
- Segment delivery promise by basket type — instant for top-ups, scheduled for planned baskets — to protect margin.

SOURCES

All figures as reported by company & official sources

United States	Walmart	corporate.walmart.com/news/2025/06/05/walmart-takes-flight-with-drone-delivery-expansion-to-5-new-cities-redefining-fast-flexible-retail
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United States	Nike	about.nike.com/en-GB/newsroom/releases/nike-is-serving-athletes-faster-through-ai-powered-shopping-on-google
Europe	EU e-commerce market	ec.europa.eu/eurostat/web/interactive-publications/digitalisation-2026
Europe	Zalando / Levi's-SCAYLE	corporate.zalando.com/en/investor-relations/zalando-full-year-2025-results
United Kingdom	Tesco / Whoosh	tescoplc.com/media/ch1fbgss/tesco-plc-preliminary-results-statement-fy26.pdf
India	India quick-commerce / Blinkit / Flipkart-Myntra	ibef.org/industry/ecommerce-presentation
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Africa	Checkers Sixty60 / Shoprite	shopriteholdings.co.za/docs/shp-ir-2025.pdf
Middle East	Talabat / InstaShop	corporate.talabat.com/news/corporate-website-news-item-2/
Singapore / SEA	Grab / GrabMart results	grab.com/sg/press/others/grab-reports-fourth-quarter-and-2025-results-with-first-full-year-net-profit/
Singapore / SEA	Grab annual report (Form 20-F)	investors.grab.com/news-and-events/news-details/2026/Grab-Files-Annual-Report-on-Form-20-F-for-Fiscal-Year-2025-2026-YUkSbu7gu9/default.aspx

Prepared as a client briefing synthesising publicly reported company and government data reviewed through 22 August 2026. Figures are as disclosed by the named sources and have not been independently re-audited.