
BUILDING FAST, LEADING YOUNG: A CASE STUDY ON ZEPTO AND THE RISE OF GEN Z ENTREPRENEURS IN INDIA

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ABSTRACT

Zepto serves as a compelling case for studying contemporary entrepreneurial journeys, particularly those led by Generation Z. Founded by two teenage entrepreneurs, Aadit Palicha and Kaivalya Vohra, Zepto's rapid rise from a startup to a billion-dollar unicorn exemplifies the boldness, innovation, and agility that characterize Gen Z-led ventures. In a highly competitive sector like quick-commerce, their ability to disrupt traditional models through technology, customer-centric thinking, and rapid execution offers valuable insights into the evolving nature of entrepreneurship in India. Studying Zepto not only highlights the traits and strategies of successful young entrepreneurs but also reflects the larger transformation occurring in the Indian startup ecosystem.

Key words: Generation Z, Entrepreneurship, Innovation

INTRODUCTION

India's entrepreneurial ecosystem is undergoing a significant transformation, fuelled by the visionary outlook and disruptive innovation of **Generation Z**. Characterized by digital fluency, strategic agility, and a heightened risk appetite, this emerging cohort is redefining traditional notions of business and leadership. Among the most prominent examples is **Zepto**, co-founded by Aadit Palicha and Kaivalya Vohra, which exemplifies the dynamism and resilience of Gen Z entrepreneurs. This case study examines their entrepreneurial journey, analyzing the personal traits, strategic decisions, and market insights that contributed to Zepto's rapid ascent. It further contextualizes these findings within the broader framework of Gen Z-driven entrepreneurial trends in contemporary India. This study delves into the entrepreneurial journey and personal evolution of Zepto's Gen Z founders, **Aadit Palicha and Kaivalya Vohra**, who represent a new generation of dynamic and digitally driven leaders. It aims to uncover the distinctive traits that define their leadership approach, examine the key challenges they navigated in building their startup, and evaluate the current market valuation of Zepto along with insights into their individual net worth. Through this exploration, the study seeks to highlight the broader characteristics and success factors shaping Gen Z entrepreneurship in India today.

RESEARCH OBJECTIVES OF THE STUDY

- 1) To explore the defining personality traits and leadership characteristics exhibited by the founders of Zepto.
- 2) To investigate the obstacles and breakthrough moments encountered during Zepto's growth journey.
- 3) To evaluate Zepto's present market worth and estimate the financial standing of its young founders.

REVIEW OF LITERATURE

The emergence of Generation Z as a significant force in entrepreneurship reflects a broader shift in the mindset and methods of business creation in the 21st century. Members of this generation, born roughly between the mid-1990s and early 2010s, have grown up immersed in digital technology, which deeply influences how they approach innovation and leadership. A global survey conducted by Ernst & Young (2021) observed that young entrepreneurs from this cohort are more inclined towards socially driven and technologically enabled business models. This pattern is further supported by KPMG India's (2022) insights, which suggest that Gen Z individuals in India tend to pursue entrepreneurial paths that emphasize independence, innovation, and the application of digital tools.

One of the most notable examples of Gen Z-led entrepreneurship in India is Zepto, a quick-commerce startup founded by Aadit Palicha and Kaivalya Vohra while they were still teenagers. The company introduced a 10-minute grocery delivery model that quickly attracted attention from both consumers and investors. Detailed analyses, such as those presented in Forbes India (2022), document the company's rapid growth and strategic use of logistics and data. Zepto's rise not only underscores the technological competence of its founders but also signals the evolving expectations of urban Indian consumers. Financial tracking platforms like Tracxn and Crunchbase have chronicled Zepto's funding journey, revealing how the company reached a valuation of over a billion dollars within just two years—an achievement rarely seen among founders of such a young age.

Academic literature on entrepreneurial leadership further helps explain the traits that have allowed Gen Z founders to succeed in high-pressure environments.

The Harvard Business Review (2023) explored leadership tendencies among younger entrepreneurs and found that they often favor adaptive and collaborative styles over traditional top-down approaches. This aligns with foundational research by Baron (2004), who studied the psychological underpinnings of entrepreneurship. His work highlighted the importance of cognitive traits such as opportunity recognition, problem-solving, and the ability to cope with uncertainty—skills often observed in Gen Z founders navigating volatile markets.

The personality traits associated with entrepreneurship have been a subject of long-standing research. Rauch and Frese (2007) provided a comprehensive analysis of how the Big Five personality dimensions—particularly openness, conscientiousness, and emotional stability—relate to entrepreneurial performance. Building on this, a more localized study by Sharma and Roy (2022) focused on Indian youth and found strong links between traits such as resilience, creativity, and entrepreneurial intent. These characteristics are frequently mentioned in media and interviews with Zepto's founders, who are often described as confident, agile decision-makers capable of pivoting their strategies when needed.

The financial landscape for young entrepreneurs has also shifted in recent years. According to the 2023 Startup India report published by the Department for Promotion of Industry and Internal Trade (DPIIT), a growing number of youth-led ventures are successfully attracting early-stage funding. Zepto serves as a prime example of this trend, having secured substantial backing from venture capital firms shortly after its inception. Government initiatives, such as those outlined in the NITI Aayog report on youth entrepreneurship (2021), also point to a policy environment that increasingly supports young founders through access to incubators, mentorship, and capital.

Together, these studies and sources present a cohesive picture of Gen Z entrepreneurship. From the psychological traits that influence their decision-making to the leadership styles they adopt and the financial backing they attract, young founders are carving out a distinctive space in the global startup ecosystem. Zepto's trajectory, in particular, offers a concrete case through which to examine these themes, illustrating how the convergence of digital fluency, innovative thinking, and youth confidence can redefine the contours of modern entrepreneurship.

RESEARCH METHODOLOGY

This study employs a qualitative, exploratory case study methodology to delve into the entrepreneurial characteristics, leadership styles, and business strategies adopted by the Gen Z founders of Zepto. A case study was chosen as it allows for a focused, in-depth examination of a single real-world instance of successful entrepreneurship. The aim was to develop a detailed understanding of how young entrepreneurs operate in high-pressure, high-growth startup environments by studying a specific and influential example.

Nature of the Study

Given the dynamic and evolving nature of startup ecosystems, this research adopts an interpretivist paradigm, emphasizing subjective understanding over quantifiable metrics. The focus is on capturing the nuanced thought processes, personality traits, and leadership actions of the founders, along with the contextual elements that influenced Zepto's rapid rise.

Data Collection

This investigation relies exclusively on secondary data sourced from a range of credible, publicly accessible materials. These include:

- News articles from established publications such as *The Economic Times*, *Forbes India*, *LiveMint*, *Inc42*, and *TechCrunch*.
- Video interviews, panel discussions, and podcast episodes featuring direct accounts from Aadit Palicha and Kaivalya Vohra.
- Reports on funding rounds, company valuations, and investor briefings.
- Industry analyses and expert commentary from business and startup-focused platforms.

All sources were carefully selected to ensure accuracy, consistency, and relevance to the research objectives. Where possible, information was cross-checked using multiple references to ensure reliability.

DATA ANALYSIS

The collected data were analyzed using thematic analysis, a method suitable for identifying patterns and extracting meaning from qualitative content. Themes were drawn by closely reading and coding material according to the following categories:

1. Personality traits and leadership behaviors of Zepto's founders.
2. Challenges encountered and key milestones during the company's development.
3. Financial standing of the company and founders' economic progression.

Attention was paid not only to what was explicitly stated in interviews and reports, but also to underlying attitudes, behavioral cues, and strategic decisions that reflected deeper entrepreneurial qualities.

Credibility and Trustworthiness

To uphold the credibility of the findings, only data from authoritative and transparent sources were included. Content from social media, anonymous blogs, or unverifiable forums was strictly excluded. The process of triangulation—verifying key facts across multiple sources—was used to strengthen the reliability of the conclusions drawn.

Efforts were made to ensure that the analysis remained balanced, with interpretations grounded in evidence rather than assumption. The researcher's role was not to validate or critique the business itself, but to understand the characteristics and decisions that shaped its growth.

Scope and Limitations

As a single-case study, the research is not intended to produce generalizations about all Gen Z entrepreneurs or startup ventures. Rather, it provides an in-depth perspective on one illustrative case. While rich in insight, the absence of direct interaction with the founders or primary stakeholders limits the ability to explore certain dimensions firsthand. The study is based entirely on secondary data and interpretations thereof.

Ethical Considerations

All information used in this study is derived from publicly available and legally accessible sources. No private data or confidential materials were consulted. The research adheres to standard ethical guidelines, with full respect for intellectual property and academic integrity principles.

KEY FINDINGS OF THE RESEARCH

Zepto's evolution from a bold startup idea into a multi-billion-dollar enterprise presents a remarkable case study of how Gen Z entrepreneurs are reshaping the Indian startup ecosystem. Through an in-depth analysis of its founding story, strategic execution, and financial trajectory, three major themes emerged from this study—each revealing the unique character, challenges, and ingenuity behind the venture.

1. Unveiling the Entrepreneurial DNA: Traits and Leadership of Zepto's Founders

Aadit Palicha and Kaivalya Vohra personify the new-age entrepreneur: fearless, tech-native, and relentlessly solution-driven. Their early decision to withdraw from Stanford and return to India to build Zepto during the height of the COVID-19 pandemic was not an impulsive act—it was a calculated move powered by market insight and digital fluency. Their leadership is rooted in agility, precision, and high-performance culture. They possess not just vision, but the courage to execute it at breakneck speed. Their operational decisions reflect a pragmatic understanding of Indian consumer psychology and urban logistics, while their ability to attract and lead high-performing teams at a young age demonstrates emotional intelligence and maturity far beyond their years.

At the core of their leadership is a belief in structured experimentation: constant refinement of delivery mechanisms, customer interface, and internal workflows. Their success highlights the defining personality traits of Gen Z founders—innovative thinking, adaptive leadership, and an intrinsic understanding of the digital economy.

2. From Friction to Flight: Navigating Zepto's Growth Journey

Zepto's path was neither conventional nor smooth. The founders began with "KiranaKart", a less refined version of the current model, which initially failed to generate investor enthusiasm. Yet, this setback served as a springboard. Rebranding to "Zepto" and shifting focus to the 10-minute delivery promise marked a pivotal transformation in strategy. The team confronted the operational complexity of rapid urban deliveries by developing a robust network of dark stores and integrating AI for inventory prediction and rider dispatch—an innovative solution that distinguished Zepto from legacy players and quick commerce imitators.

Significant breakthroughs included:

- Achieving median delivery times under 9 minutes.
- Scaling to 250+ dark stores across metro cities within two years.

- Launching new verticals like Zepto Café and Zepto Atom, demonstrating diversification beyond core grocery delivery.

These milestones were achieved amidst intense market competition and skepticism, validating Zepto's operational model and the founders' capacity to pivot with precision and purpose.

3. Financial Power and Market Influence: Valuation and Wealth Trajectory

By mid-2025, Zepto had reached an estimated valuation of \$5.9 billion, placing it among India's fastest-scaling startups. This valuation was not speculative—it was grounded in performance metrics, investor confidence, and consumer loyalty. Strategic investments from leading venture capitalists and private firms fueled rapid expansion, while consistent unit-level profitability in key delivery zones reinforced long-term sustainability.

The financial standing of Aadit Palicha and Kaivalya Vohra now mirrors their business success. Both retain significant equity in the company and have been recognized as India's youngest influential business figures, prominently featured in the *Avendus-Hurun India Under 30 List 2025*. Their journey reflects not just personal wealth accumulation but a redefinition of entrepreneurial success in a digital-first, Gen Z-led economy.

CONCLUSION OF THE RESEARCH STUDY

Zepto is a Gen Z Startup that Redefined the Rules of Entrepreneurship. Zepto's emergence in the Indian startup landscape is not merely a business success story—it reflects a broader shift in how today's youngest entrepreneurs are conceptualizing, building, and scaling companies in the digital age. Far from being just another grocery delivery app, Zepto is a marker of how a bold idea, backed by razor-sharp execution and a fearless attitude toward risk, can upend traditional market practices in record time. Its journey illustrates not only the strength of a unique business model but also the mindset of a new generation that refuses to be held back by conventional boundaries of age, experience, or hierarchy.

The brainchild of Aadit Palicha and Kaivalya Vohra—both teenagers when they launched the venture—Zepto was born during the uncertain days of the COVID-19 lockdown. Rather than viewing the pandemic as a barrier, they treated it as an opportunity to meet a growing need for convenience, speed, and contactless service. With limited formal work experience, they made up for it with an extraordinary grasp of consumer behavior and an instinct for leveraging technology. Their leadership approach was not shaped by long corporate tenures or business school theory, but by intuition, speed, and relentless execution.

From the outset, the Zepto team demonstrated a willingness to adapt quickly. What started as an idea to build a basic hyperlocal delivery platform eventually transformed into a streamlined, data-driven operation using a network of strategically located dark stores.

These micro-warehouses allowed them to promise grocery delivery in under 10 minutes—something that seemed implausible to many when first proposed. Yet, Zepto didn't just promise speed; it delivered on it with precision. Their success wasn't based on flash, but on a tightly managed backend, efficient routing, and demand prediction systems powered by artificial intelligence.

Zepto's trajectory is a study in agility and strategic reinvention. Early failures didn't discourage the founders—instead, they reevaluated, rebranded, and restructured. The shift from their initial model (KiranaKart) to Zepto was not merely a name change but a turning point in strategic focus. Their readiness to pivot, backed by detailed observation and feedback analysis, shows a kind of entrepreneurial maturity that is often lacking in older, more rigid enterprises.

Their business philosophy centered around lean growth. Instead of expanding indiscriminately, they chose to scale operations only where the infrastructure could support the delivery promise. This focus on operational integrity over vanity metrics made Zepto stand out in a crowded and competitive sector. Furthermore, the introduction of side ventures such as Zepto Café and Zepto Atom shows a forward-thinking attitude, where data and customer behavior are used not just to serve orders, but to build entirely new service verticals.

But what truly sets this journey apart is how it redefines leadership itself. In a society where age and authority are often linked, Palicha and Vohra have rewritten that narrative. Their ability to attract top talent, secure major funding, and inspire trust among both consumers and investors is a testament to their clarity, discipline, and strategic foresight. They did not wait for permission or a perfect moment; instead, they created momentum by acting decisively and embracing the uncertainties of entrepreneurship.

Today, Zepto stands as one of the most valued quick commerce startups in the country, with a multibillion-dollar valuation and a loyal urban customer base. But beyond numbers and metrics, its success speaks to something more profound: the changing face of enterprise in India.

Zepto's story is not just about a product or a service—it's about how a new generation is reshaping what it means to be an entrepreneur. They are not inheriting old frameworks; they are designing new ones. They are not following paths—they are paving them.

In essence, Zepto offers a modern-day blueprint for those who wish to lead with speed, purpose, and innovation. It demonstrates that transformative ventures are no longer the domain of those with decades of experience, but are increasingly being built by those who dare to dream differently, act swiftly, and think beyond limits. Through their journey, Palicha and Vohra have proven that entrepreneurship today isn't about age or pedigree—it's about clarity, conviction, and the courage to take the first step.

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