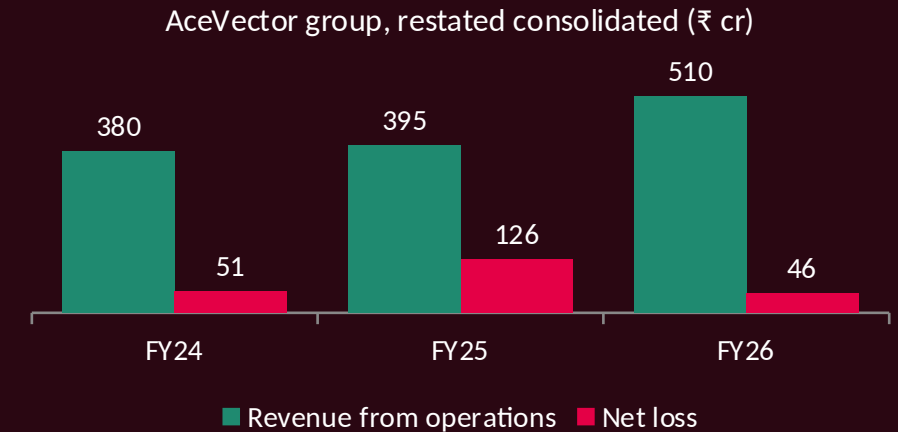
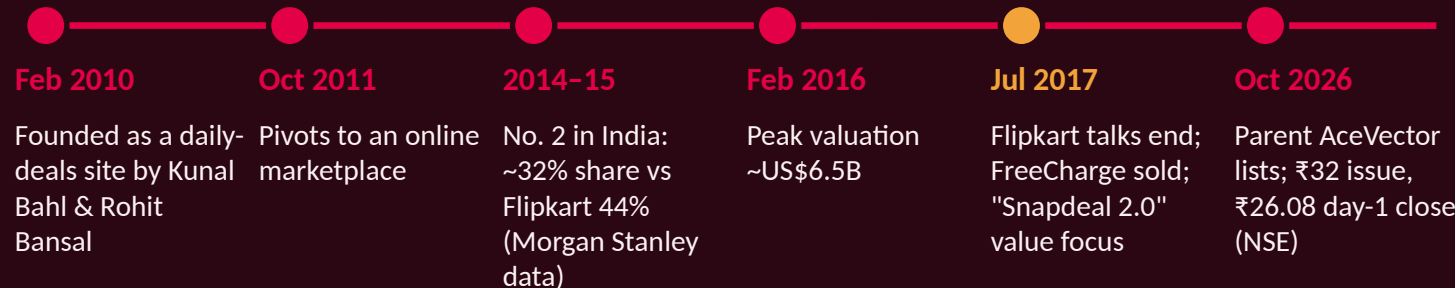


Win on reliability, not on the lowest price

Recommendation: make Snapdeal the **reliable value-shopping destination**. Start with a "Verified Value" pilot in 2 categories: accurate listings, real buyer photos and seller standards. Fund 90 days of research first; scale only if returns fall and contribution holds.

Independent educational analysis—not affiliated with Snapdeal

WHAT CHANGED AND WHY (FACTS)



SNAPDEAL MARKETPLACE, FY26 (F)

Revenue ₹293.7 cr · adjusted EBITDA –₹50.3 cr (still loss-making)
 NMV ₹1,093 cr (FY24: ₹633 cr) · 1.22 cr transacting customers
 65% of units to Tier 2+ cities · 84% of units priced under ₹599
 Group profit comes from Unicommerce SaaS (adj. EBITDA +₹41.3 cr).

"PROFIT DOUBLED"? NOT VERIFIED

The group made a net loss in FY24, FY25 and FY26. The FY26 loss narrowed 64%, helped by revenue growth (+29%) and by FY25's one-off ₹57.9 cr provision not repeating. Narrower losses are not profit.

Price is now table stakes; trust is the open gap

4 BEHAVIOURAL SEGMENTS (H: TO VALIDATE)



Occasion buyer

Festive/ethnic wear, gifts; buys a few times a year • Worry: "will it look like the photo?"



Household restocker

Home, kitchen, daily use; buys monthly • Wants the same quality every time



New online shopper

Low digital familiarity; prefers COD, local language • Fears returns are hard



Trend browser/Conversion rate??(Mithun input)

Young, browses often, compares apps • Size/fit returns; switches for price

Research plan (Q1): 24 buyer interviews (6 per segment, Tier 2–3 towns, Hindi + 1 regional language), 10 seller interviews, survey of 1,500 recent buyers, and returns-by-reason data. Ask about the last order, not opinions: "Tell me about the last item you returned."

VALUE-COMMERCE RIVALS (PUBLIC POSITIONING)

Player	Positioning (source date)	Seller fee
Meesho	Tier 2–3 value marketplace; listed 10 Dec 2025 at +46%	Zero commission
Flipkart Shopsy	"Hyper-value" app since 2021; 60%+ items < ₹200 (Jun 2023)	Zero commission
Amazon Bazaar	Unbranded fashion & lifestyle under ₹600 (Feb 2024)	Zero referral fee
Snapdeal	Value marketplace; 84% units < ₹599; 65% Tier 2+ (FY26)	Not disclosed

Insight (F → H): three funded rivals now offer low prices with zero seller commission, so price alone can't win. Reliability might.

Snapdeal strengths (F): 15+ years of value sellers, Tier 2+ reach, NMV +73% in two years, group SaaS (Unicommerce) for seller tools.

Unbranded ≠ poor quality. Many low-price goods come from the same factories as branded ones, without ad and brand costs. The problem is the buyer can't tell good from bad before buying. A marketplace fixes that with signals: accurate specs, real photos, seller track record and easy returns.

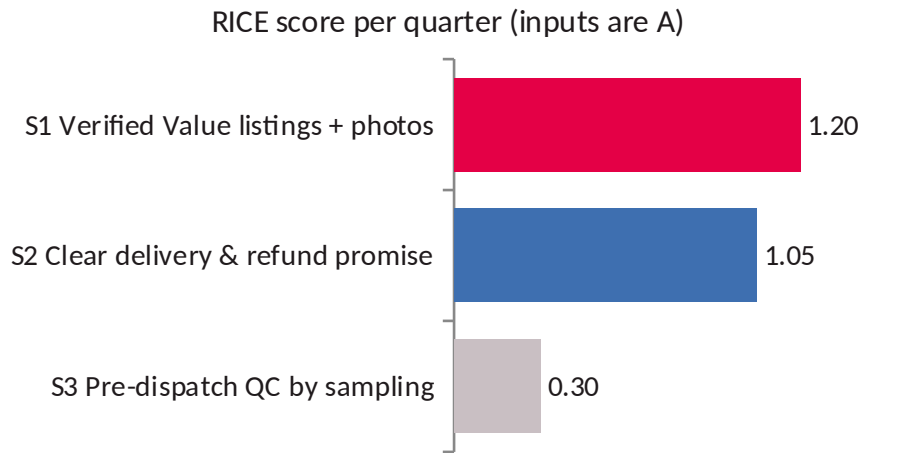
Fix the trust gap before chasing more traffic

Root cause (H)	Evidence (F)	Counterpoint	Conf.
Fought a horizontal GMV war against better-funded rivals	No. 2 in 2014–15; lost No. 2 to Amazon by 2017; valuation \$6.5B → ~\$1B	Discounting hurt all players	High
Capital and focus spread to adjacencies	FreeCharge (2015), GoJavas stake; both sold 2017	Payments looked strategic then	Med
Weak quality signals for value goods	USTR 2021 counterfeit list (removed 2022)	No public returns or rating data	Med-low
Less control of logistics than leaders	Logistics assets sold 2017	3PL scale has improved	Low

Symptoms, not causes: falling rank, valuation drop, losses.

Problem to solve (H): value shoppers can't judge quality before buying, so they hesitate, return more, or switch apps. Each "not as described" return costs a forward and reverse trip.

Proposed: "Verified Value" (new, not an existing feature)
AI + human listing-accuracy checks · verified buyer photos · seller accuracy score with coaching · clear return and refund promise. Pilot: ethnic wear + home & kitchen, ~300 sellers.

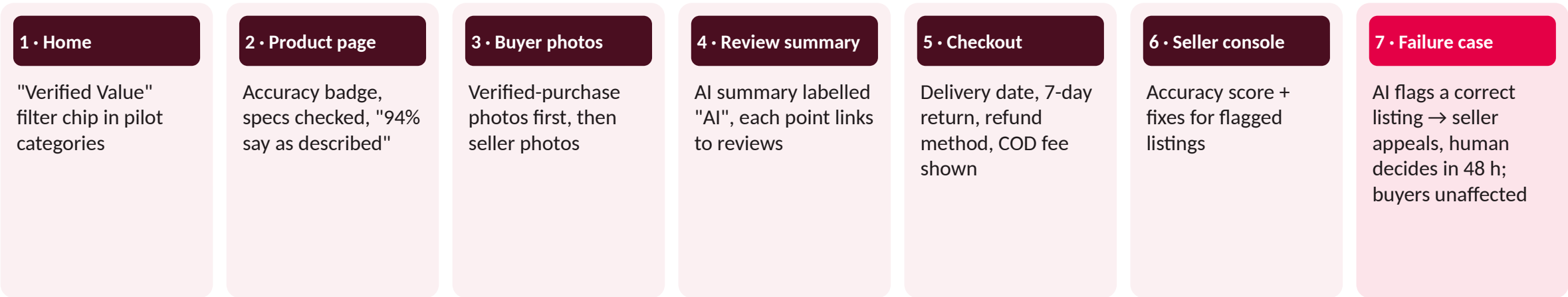


	Reach	Impact	Conf.	Effort
S1	6.0	2	60%	6
S2	6.0	1	70%	4
S3	3.0	2	50%	10

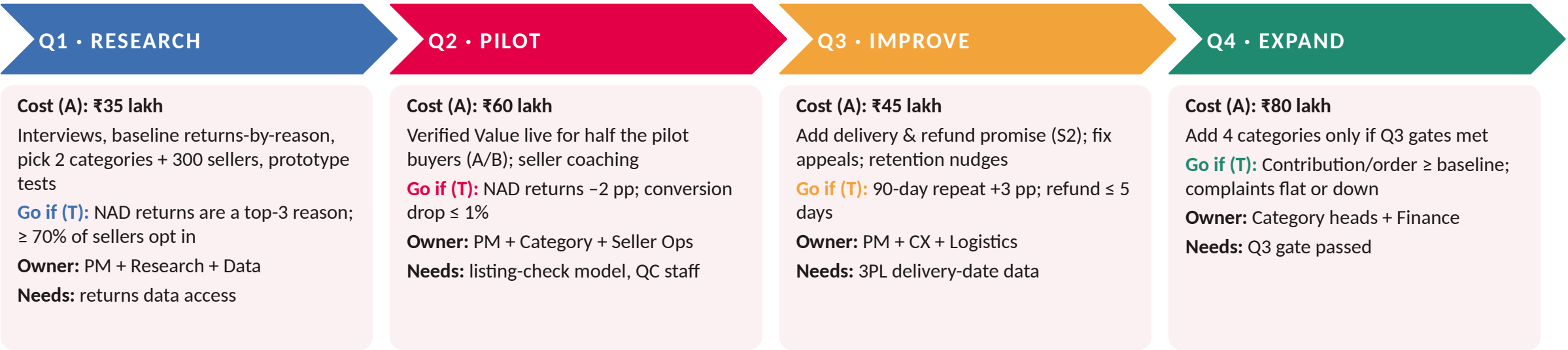
Reach = lakh buyers in pilot categories per quarter · Impact 0.25–3 · Effort = person-months · S2 bundled in Q3 once S1 proves out.

Why S1 first: it tackles the doubt that zero-commission rivals don't solve, and it builds data that S2 and S3 reuse.

7 screens to test, then 4 gated quarters



Test (T): 8 buyers + 5 sellers; ≥ 85% task success; Hindi + 1 regional language; 44 px tap targets; text alternatives for badges. All screens are proposals, not current Snapdeal features.



Only fewer bad returns make this pay

Per 1,000 pilot orders (₹, A)	Cons.	Base	Opt.
Fewer NAD returns (pp)	1	2	3.5
Saved forward + reverse cost (₹110 each)	1,100	2,200	3,850
Extra repeat orders × ₹15 contribution	150	450	750
QC, moderation, support, coaching	-3,000	-2,500	-2,000
Net per 1,000 orders	-1,750	+150	+2,600

Metric	Role	Pilot target (T)
Not-as-described return rate	Primary	-2 pp vs control
Purchase conversion	Guardrail	No drop > 1%
90-day repeat purchase	Primary	+3 pp
Refund time	Guardrail	≤ 5 days
Seller retention (pilot)	Guardrail	≥ 90%
Contribution per order • cash burn	Guardrail	≥ baseline • within budget

Open questions: real returns-by-reason, contribution per order, AOV and take rate (not disclosed), seller fees vs zero-commission rivals.

How to read this: at base cost (₹2.5/order) the pilot breaks even only if NAD returns fall ~1.9 pp. The cautious case loses money, so Q2 is a test, not a launch.
Fewer returns are good only if buyers aren't blocked from returning. Track complaints too.

Risk	Mitigation
Strict rules push sellers to rivals	Coach first; penalties only after human review
AI flags wrongly	Human check + 48 h seller appeal
Returns fall but trust doesn't	Track complaints and NPS by reason
Costs rise faster than savings	Stop at Q2 gate if net < 0

DECISION REQUIRED

Approve ₹35 lakh for a 90-day Q1 (research, baseline, prototype) with a go/no-go on day 90. Full 4-quarter plan ≈ ₹2.2 cr (A), released gate by gate.