

snapdeal

PRODUCT RESCUE CHALLENGE · DETAILED ANALYSIS

Make Snapdeal the reliable place to buy value

History, live-app walkthrough, diagnosis, competitors, market size, the "Jaisa dikha, waisa mila" strategy across Choose, Buy, Receive and Resolve, prototype, roadmap and business case. Every fact, hypothesis and assumption is labelled.

Start: contents

Prototype ↗

▶ Video ↗

All files ↗

Varun Kumar

October 2026 · Independent educational analysis, not affiliated with Snapdeal

JAISA DIKHA, WAISA MILA

What you see is what you get

CHOOSE

Truth in every listing

BUY

No walls, no surprises

RECEIVE

Promise kept, checked

RESOLVE

Fix it fast, prove it

Tap a tile to jump to that part

Contents

Click any line to jump. Every page has the section bar at the top and a link back here.

A	Executive summary	p. 3 →
1	Understand: business, history, financials, live-app walkthrough	p. 4 →
2	Diagnose: root causes, customer problem, 5 W's, segments, competitors, TAM / SAM / SOM	p. 12 →
3	Strategy: one promise at four moments, North Star, quick wins, Instagram, Tier 2, low-cost growth	p. 22 →
4	Build: prototype, testing, roadmap, AI and systems	p. 32 →
5	Measure: metrics, business case, risks and decision	p. 36 →
Z	Evidence, sources and open questions · Thank you	p. 39 →

ONE PROMISE, FOUR MOMENTS



HOW TO READ THE LABELS

- FACT** From a filing or credible report, source cited
- HYPOTHESIS** A belief to test with users or data
- ASSUMPTION** A modelling input; replace with internal data
- TARGET** A proposed goal, to be agreed

SUBMISSION LINKS

Solution prototype ↗

▶ Video walkthrough ↗

Submission page & all files ↗

Stop competing on price. Compete on "it will be what you saw."

WHERE SNAPDEAL IS

No. 2 in India in 2014–15; lost that place by 2017. Today: ₹1,093 cr NMV and 1.22 cr buyers in FY26, 65% of units to Tier 2+, still loss-making. The app is clean and easy; Instagram has 3.1M followers but little engagement.

WHAT'S WRONG

Meesho, Shopsy and Amazon match the low prices with zero seller commission. Buyers can't judge unbranded goods before buying. "100% Quality Guaranteed" is a claim, not proof. Let-down buyers are not won back.

WHAT TO DO

Make one promise, "**Jaisa dikha, waisa mila**", and keep it when buyers **choose, buy, receive and resolve**. Start with six near-free fixes; pilot checked listings in two categories.

1 • CHOOSE

Truth in every listing



2 • BUY

No walls, no surprises



3 • RECEIVE

Promise kept, checked



4 • RESOLVE

Fix it fast, prove it

HOW WE'LL KNOW IT WORKS TARGET

"Not as described" returns −2 pp vs control · 90-day repeat +3 pp · unhappy buyers reorder · conversion drop ≤ 1% · refund ≤ 5 days · seller retention ≥ 90%.

DECISION REQUESTED

Approve **₹35 lakh** for a 90-day research quarter (plus six near-free fixes now). Release the rest (≈ **₹2.2 cr** over 4 quarters) only when each gate is met.

A value marketplace with real reach

Asset-light: third-party sellers list, Snapdeal earns fees and services; carriers do forward and reverse trips.

₹1,093 cr

Marketplace NMV FY26, up from ₹633 cr in FY24 (+73%)
[FACT](#)

1.22 cr

Annual transacting customers FY26, from 78.5 lakh in FY24

65%

Units shipped to Tier 2+ cities

84%

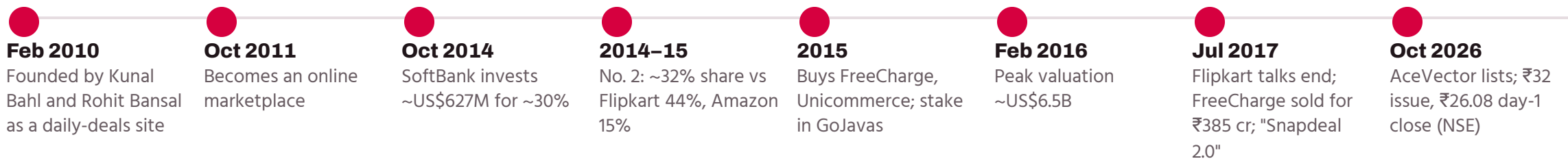
Units priced below ₹599 (83.75%)

AREA	WHAT IS KNOWN	STATUS
Revenue streams	Seller commissions and fees, logistics and other services, advertising	FACT mix not split
Major costs	Forward and reverse logistics, marketing, people, technology, payments and COD handling	INTERPRETATION
Ratios	NMV per customer ₹807 (FY24) → ₹899 (FY26) · marketplace adj. EBITDA ÷ NMV −4.6%	My calculation
Not disclosed	GMV, average order value, take rate, seller fees, repeat rate, CAC, return rates by reason (the most important gap)	Gap

Sources: AceVector RHP summaries via Chittorgarh, Oquilia and equityresearchindia (Sep–Oct 2026).

From No. 2 in India to a value niche

The fall came from a capital-heavy GMV war and spread focus, not from closing down. Snapdeal still operates.



Was it really India's second-largest?

Yes, around 2014–15, per a Morgan Stanley estimate reported by CNBC (17 Nov 2015). The exact metric isn't stated; GMV share is likely. By July 2017 Amazon had taken the No. 2 spot.

Did Snapdeal close?

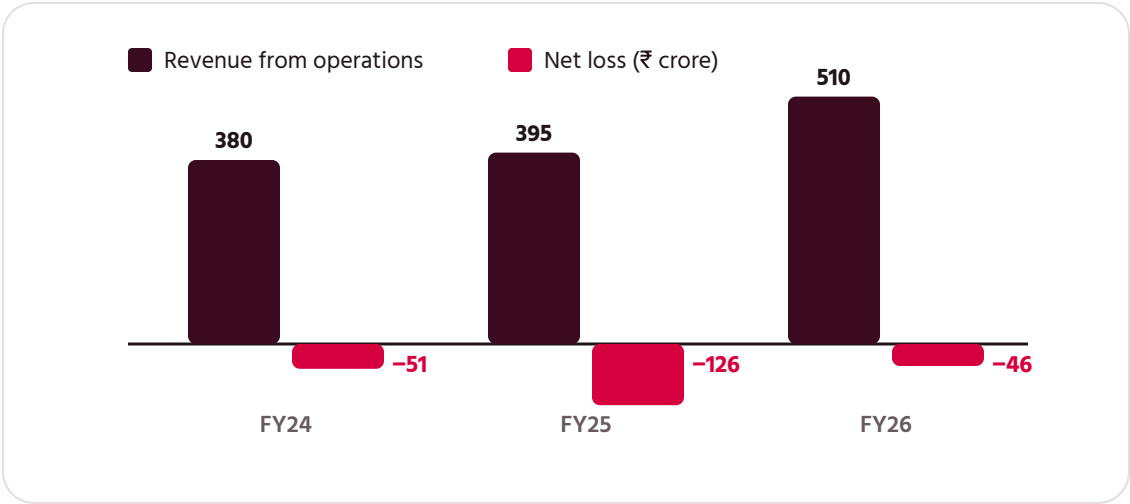
No. It runs as AceVector's marketplace beside Unicommerce (SaaS, listed Aug 2024) and Stellaro Brands. It lost its position in horizontal e-commerce, not its business.

Sources: CNBC (17 Nov 2015); Global Venturing (29 Oct 2014); Business Today (31 Jul 2017); Wikipedia, each date traced to its cited news source; Chittorgarh (Oct 2026).

Losses are narrowing. That is not profit.

ACEVECTOR GROUP, ₹ CR	FACT	FY24	FY25	FY26	CHANGE
Revenue from operations		379.8	395.0	510.4	+29%
Adjusted EBITDA		-26.5	-39.2	-15.9	loss -59%
Net loss		-51.3	-126.3	-45.5	loss -64%

FY26 SEGMENT, ₹ CR	REVENUE	SHARE	ADJ. EBITDA
Snapdeal marketplace	293.7	57.5%	-50.3
Unicommerce SaaS	204.3	40.0%	+41.3
Stellaro Brands	12.8	2.5%	n/a



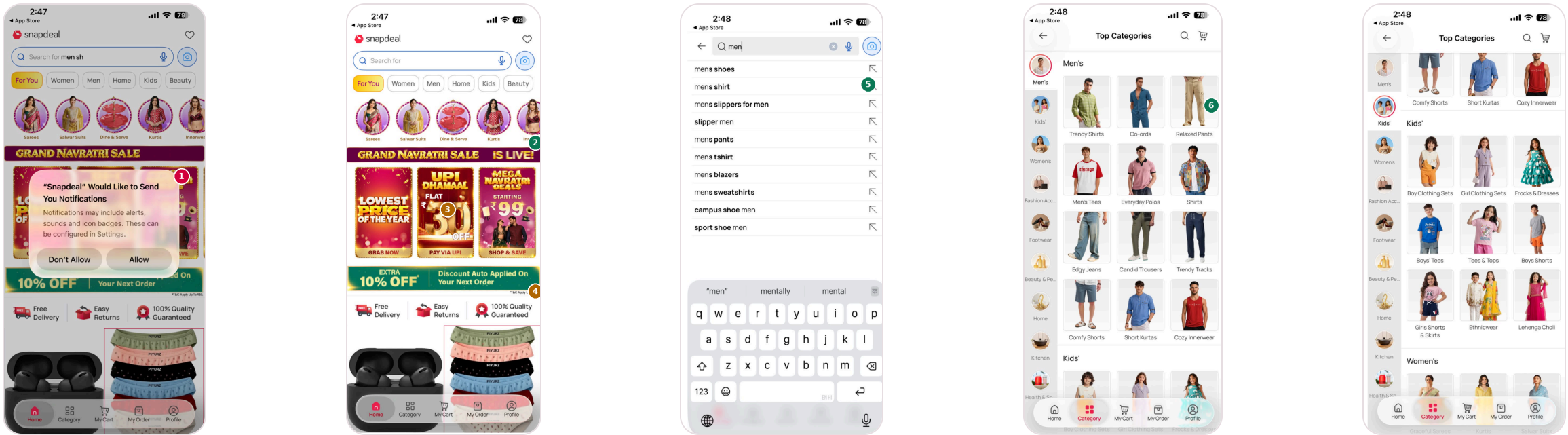
"Profit doubled"? Not verified.

No profit figure doubled in FY24–26. About 70% of the FY26 improvement came from a one-off ₹57.9 cr FY25 provision not repeating; the rest from revenue growth. Cash burn fell from ₹209 cr (FY23) to ₹27 cr (FY25).

Sources: AceVector RHP restated consolidated figures via Chittorgarh, Oquilia (Sep 2026); MediaNama UDRHP (9 Dec 2025). Different bases (e.g. standalone) are not mixed.

What a shopper sees today

Screenshots from the live iOS app, 15 Oct 2026, during the Navratri sale. Green = strength, amber = opportunity, red = friction.



First launch

Home

Search

Categories: Men

Categories: Kids

- 1

Notification permission asked on first launch, over the sale, before any value is shown
- 2

Clean, aesthetic home: category chips and photo "stories" make browsing easy
- 3

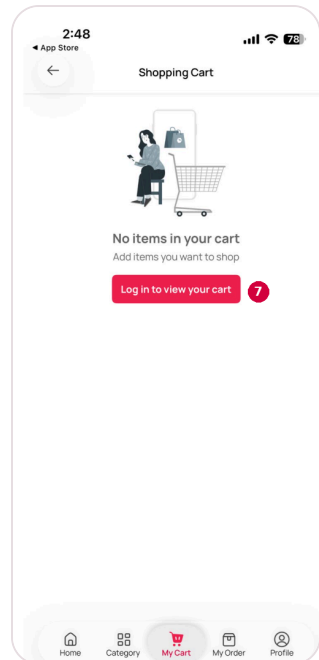
Banners lead with price: "Lowest price of the year", "₹30 off via UPI", "starting ₹99"
- 4

"100% Quality Guaranteed" is a strong claim, but no proof is shown on products
- 5

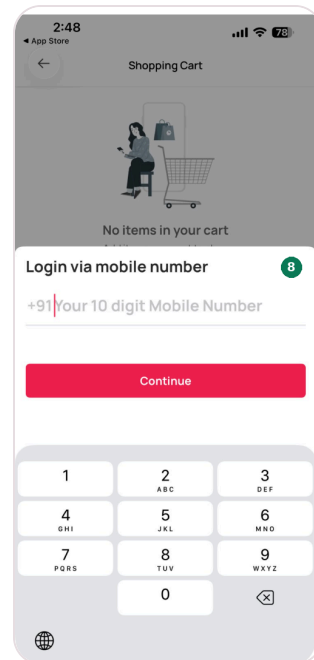
Fast suggestions; voice and camera search; Hindi keyboard in use
- 6

Category grid with model photos: easy to understand

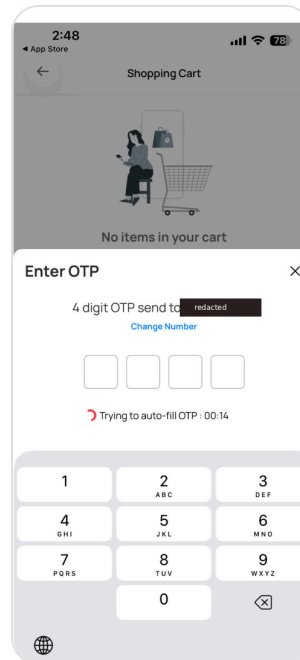
Login walls and a strong retention lever



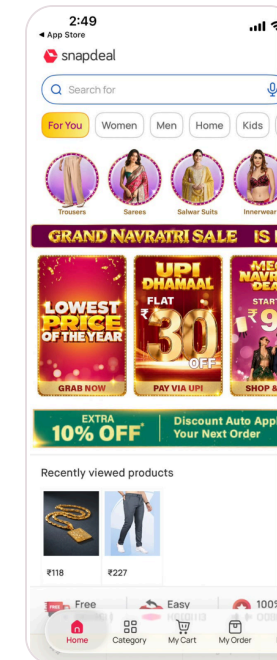
Cart



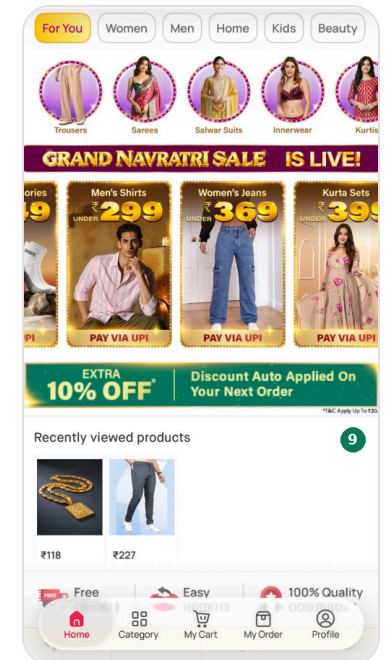
Login



OTP (number redacted)



Home, returning



Recently viewed

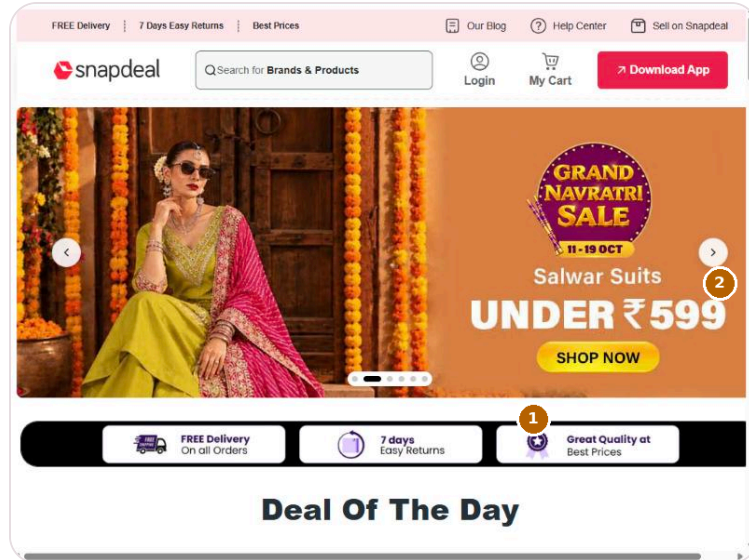
- 7 "Log in to view your cart" even when it is empty: a wall before the shopper is ready
- 8 Mobile number + 4-digit OTP with auto-fill: simple, familiar login
- 9 "Recently viewed" (₹118, ₹227) and "Extra 10% off your next order" auto-applied

WHAT THIS MEANS

The app already looks good and is easy, so the product problem is **trust, not design**. Quick wins with no media spend: guest cart, ask for notifications after the first order, and put proof where the claim is.

Home to product: claims up front, doubts inside

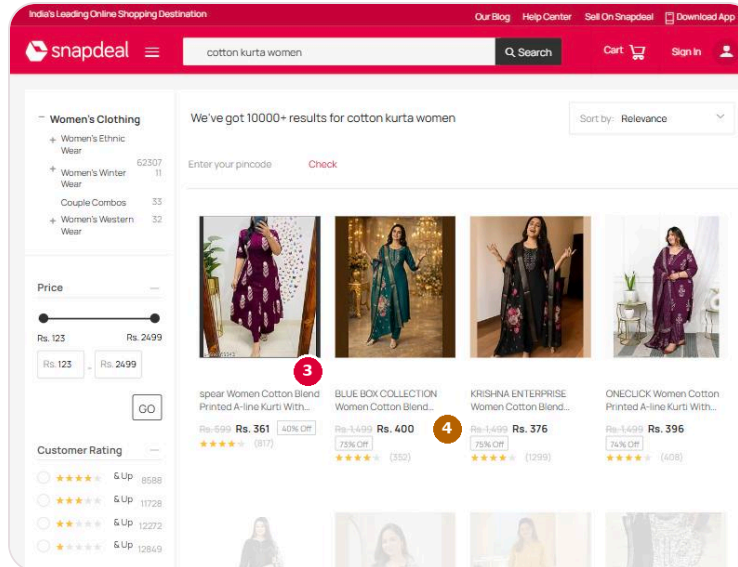
snapdeal.com, 15 Oct 2026. Searched "cotton kurta women", opened a listing, added to cart, stopped at the mobile-number step.



Home

1 "Great Quality at Best Prices": a claim, not proof

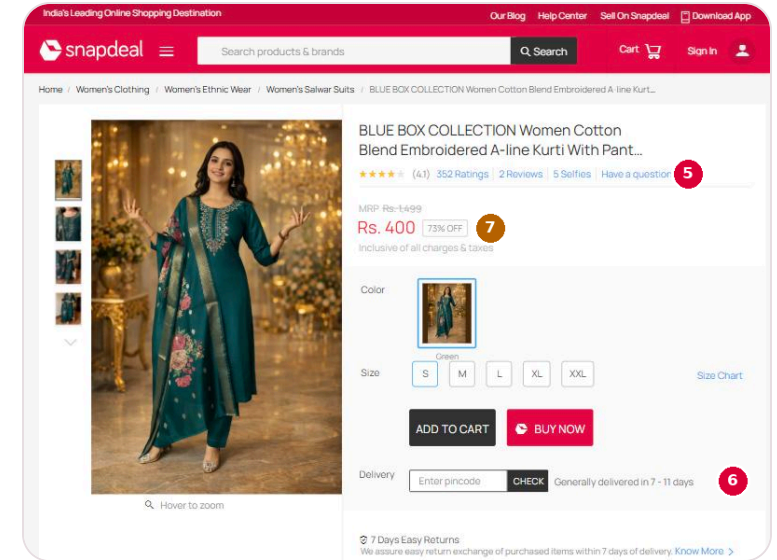
4 Big strike-through prices: ₹1,499 → ₹400 (73% off)



Search results

2 Price-led banner: "Salwar suits under ₹599"

5 352 ratings, 2 reviews, 5 selfies: little real proof

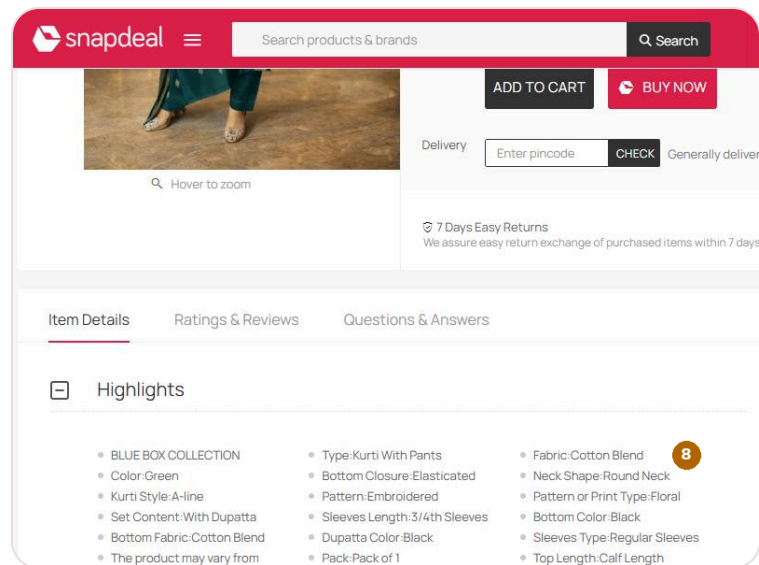


Product page

3 A "cotton" search returns "Cotton Blend" titles

6 "Generally delivered in 7–11 days"

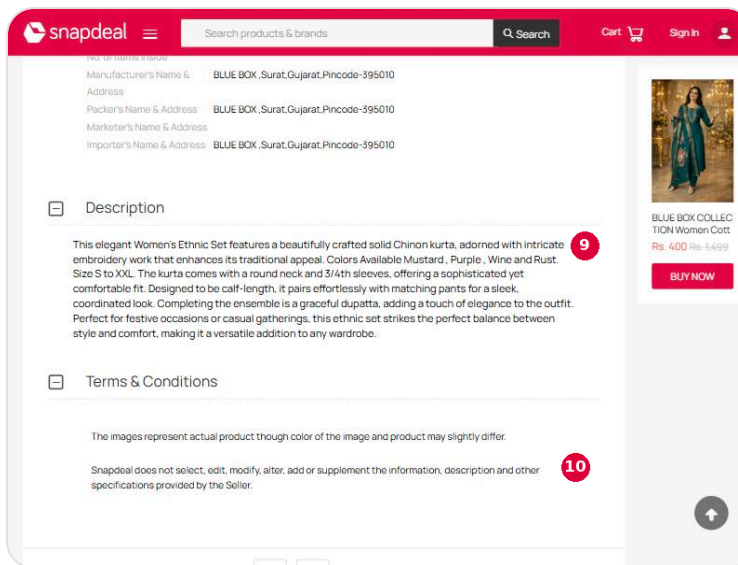
Inside the listing: the seller's words, unchecked



Highlights



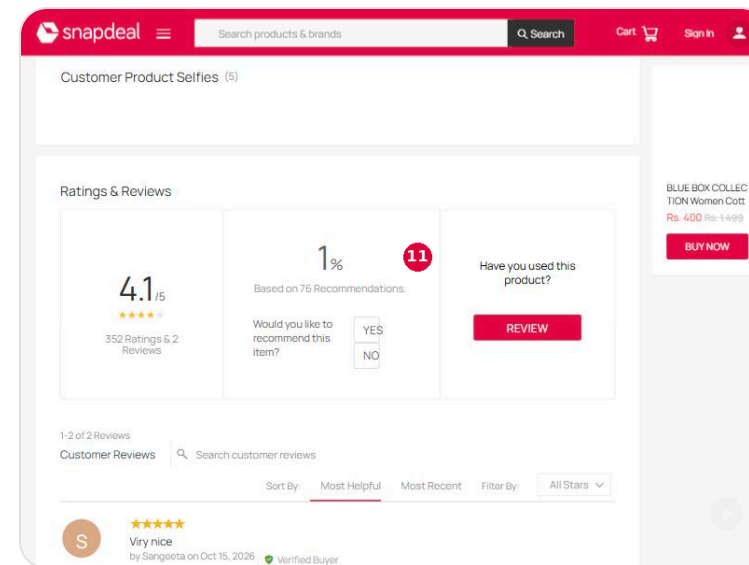
Size M selected



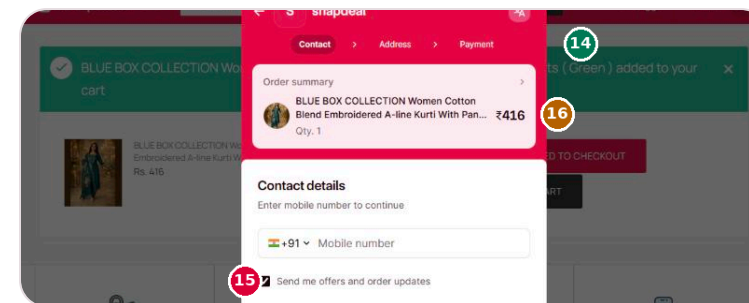
Description & terms



Added to cart (guest)



Ratings



Checkout: Razorpay

Sixteen observations, three patterns

#	OBSERVED (15 OCT 2026)	WHY IT MATTERS
8–9	Highlights say "Fabric: Cotton Blend"; description says "solid Chinon kurta" and lists Mustard, Purple, Wine, Rust for a green item	Exactly how "not as described" returns start
10	"Snapdeal does not select, edit, modify, alter, add or supplement the information... provided by the Seller"	No one checks the listing
11	4.1★ next to "1% · based on 76 recommendations"	Mixed signals confuse buyers
12	Price ₹400 becomes ₹416 when size M is chosen	Feels like a bait price
13–14	Guest cart works on the web; checkout is a clear 3-step Contact → Address → Payment	Strength to bring to the app
15–16	"Send me offers" pre-ticked; order summary shows no delivery date or return promise	Consent and certainty at the last step

1 · Listings are unverified

Seller text goes live as written; mismatches reach buyers.

2 · Claims, not proof

"Great quality", "100% quality", 73% off: big words, thin evidence.

3 · The UI is not the problem

Clean, easy, guest cart on web, simple checkout. Fix trust, not design.

Symptoms vs causes

Falling rank, valuation drop and losses are outcomes. These are the likely causes, with the case against each.

ROOT CAUSE	HYPOTHESIS	SUPPORTING EVIDENCE	COUNTER-ARGUMENT	CONFIDENCE
1. Horizontal GMV war	vs better-funded rivals	Amazon entered 2013 with a global balance sheet; Snapdeal lost No. 2 by 2017	Everyone discounted; Flipkart survived the same war	High
2. Capital and focus spread		FreeCharge, GoJavas and others in 2015; FreeCharge sold for ₹385 cr in 2017	Payments was strategic (PhonePe); Unicommerce became valuable	Medium
3. Weak quality and trust signals		USTR counterfeit listing 2021 (removed 2022); value goods carry more uncertainty	No public data on Snapdeal's returns or ratings vs rivals	Med-low · key gap
4. Less logistics control		Amazon and Flipkart built own networks; Snapdeal sold logistics assets in 2017	3PL has matured; Meesho grew asset-light	Low
5. Undifferentiated after 2021		Shopsy, Meesho, Bazaar all low price, zero commission	Snapdeal still grew NMV 73% in two years	Medium

What a PM can still change: causes 1, 2 and 4 are history. Causes 3 and 5 are open, and they point to the same fix.

Three moments where better metrics could have changed the bet

A · 2015–16 · DEPTH VS BREADTH

Known then: No. 2 at ~32%; Amazon scaling; huge funding.

Possible action: lead in 3–4 categories instead of matching rivals everywhere.

Trade-off: slower headline GMV. **Early warnings:** repeat rate, CAC payback, category share, NAD returns.

B · 2017 · SHAPE OF SNAPDEAL 2.0

Known then: merger off, cash tight, value focus chosen.

Possible action: make trust the core of the value promise from day one: seller standards, verified photos.

Trade-off: fewer sellers short term. **Early warnings:** complaints per 1,000 orders, seller churn, NPS by category.

C · 2021–24 · ZERO-COMMISSION RIVALS

Known then: Shopsy (2021), Meesho, Amazon Bazaar (2024) at zero commission.

Possible action: differentiate on reliability, not fees; use Unicommerce data to help sellers.

Trade-off: may lose price-only sellers. **Early warnings:** seller multi-homing, share of wallet, uninstall reasons.

No hindsight certainty: none of these alone would have prevented the decline. Capital, competition and timing were strong forces.

Happy buyers rate in-app; unhappy buyers go public

4.4 ★

Google Play, ~25.6 lakh reviews, 10 cr+ downloads (Sep 2026)

FACT

4.5 ★

iOS App Store, ~84k ratings

2.3 / 5

Trustpilot, 412 reviews (Oct 2026)

40%

Trustpilot reviews that are one-star

THEME IN 2025–26 COMPLAINTS	SEEN ON	OUR ANSWER
Wrong or mismatched item	Trustpilot, complaint sites	Verified Value listings
Return pickup never came	Trustpilot, Play Store	Refund on pickup, ₹30 if late
Slow or wallet-only refunds	Trustpilot, complaint sites	Refund on pickup ≤ 5 days
Support hard to reach	Trustpilot, Play Store	Hindi callback in 24 h

WHAT THIS TELLS US

In-app ratings reflect buyers who were happy enough to stay. The ones who were let down leave and post elsewhere. Snapdeal replies by asking them to email an order ID. A recovery flow inside the app would catch them first.

Posts on X could not be opened in this research; the same themes repeat across the sources here.

Sources: Google Play (12 Sep 2026); App Store; Trustpilot (Oct 2026); consumercomplaints.in (2025). Reviews are self-selected, not a random sample.

Start with a testable problem, not a feature

HYPOTHESIS

Value shoppers can't confidently judge **quality, fit, material or seller reliability** before buying.



CONSEQUENCES

Hesitation and lower conversion · "not as described" returns · support contacts · weaker repeat purchase. Each NAD return costs a forward and a reverse trip.



WHAT WE MUST LEARN

Which doubt matters most, how often, for which segments, and whether reducing it changes behaviour.

Unbranded is not the same as poor quality

Many value goods come from the same clusters (Surat textiles, Moradabad metalware, Delhi NCR home goods) that supply branded labels. The gap is often brand and ad cost. Quality varies by seller, so the buyer's problem is **uncertainty, not low price**.

Signals a marketplace can build

- Specs checked against photos (fabric, size chart, dimensions)
- Verified-buyer photos before seller photos
- Seller accuracy score from NAD returns
- Predictable returns, so trying is low-risk

Evidence boundary: no primary research or Snapdeal return data is claimed. The problem is ranked as the key research gap.

The problem in five W's, and the answer to each

W	THE PROBLEM	SOLUTION
Who	Tier 2+ value shoppers: occasion buyers, household restockers, new online shoppers; and small sellers and makers	Pilot with occasion buyers and restockers in ethnic wear and home & kitchen; ~300 sellers
What	They can't judge quality before buying; "100% quality" is a claim; let-down buyers drift away	Verified Value proof on every pilot item; a fast fix for unhappy orders
When	At the product page, at delivery, at return; peaks in festive sales like Navratri	Proof before buying; one-tap "did it match?" after delivery; fast refunds; festive bundles of checked items
Where	Product page, checkout, after delivery; Instagram and reviews, where trust forms	In-app proof; buyer-photo reels on Instagram; one-tap "did it match?" after delivery
Why	Quality varies by seller; price-led messages; rivals match price with zero commission	Compete on reliability: what you see is what you get
How	Quick wins (month 1) → research and baseline (Q1) → Choose + Buy A/B (Q2) → Receive + Resolve (Q3) → scale (Q4)	

Four behaviour-based segments, one research plan

Occasion buyer
Ethnic wear, gifts · few times a year
"Will it look like the photo?"

Household restocker
Home, kitchen · monthly
"Same quality every time?"

New online shopper
Basics · prefers COD, local language
"What if returns are hard?"

Trend browser
Fashion · weekly browsing, many apps
"Will it fit?"

Q1 METHOD	SAMPLE	GOAL
Buyer interviews	24 (6 per segment), 4 Tier 2–3 towns, Hindi + 1 regional language	Quality, accuracy, delivery, refunds, why they chose rivals
Seller interviews	10 (5 top-rated, 5 high-return)	Cost of returns, listing effort, view of standards
Survey	1,500 recent buyers incl. lapsed	Size issues by segment
Data baseline	12 months of orders	Returns by reason, repeat, complaints, refund time

- ASK ABOUT PAST BEHAVIOUR, NOT OPINIONS
- "Tell me about the last item that was different from its photo."
 - "Walk me through your last return. How long did the refund take?"
 - "When did you last stop using a shopping app?"
- Avoid: "Would you shop more if listings were verified?" (leading)

Segments are hypotheses. Tier 2 shoppers are not one group: the same town has all four.

Rivals now match price and fees. Few prove quality.

PLAYER	SCALE AND POSITIONING FACT	SELLER FEES	SOURCE (DATE)
Meesho	Marketplace NMV ₹41,560 cr; 26.4 cr annual transacting users; 72% COD; returns 7.85% of shipped orders (H1 FY26); own logistics (Valmo)	Zero commission	Inc42 (Oct 2026); Meesho RHP via INDmoney
Flipkart Shopsy	450M+ downloads; 20,000+ pin codes; AI search, vernacular, video, games and rewards	Fully zero commission	Flipkart Stories (25 May 2026)
Amazon / Bazaar	Low-cost unbranded store inside Amazon; zero referral fee on 12.5 cr+ products under ₹1,000	Zero referral fee < ₹1,000	YourStory (2 Mar 2026); TechCrunch (2024)
Snapdeal	NMV ₹1,093 cr; 1.22 cr buyers; 65% Tier 2+; 84% of units under ₹599; 72.69% of orders without a search	Revenue ≈ 26.9% of NMV (not a pure fee)	AceVector RHP via Inc42 (Oct 2026)

SNAPDEAL CAN'T WIN ON

Price, seller fees, scale or own logistics. Meesho is ~38× bigger by NMV.

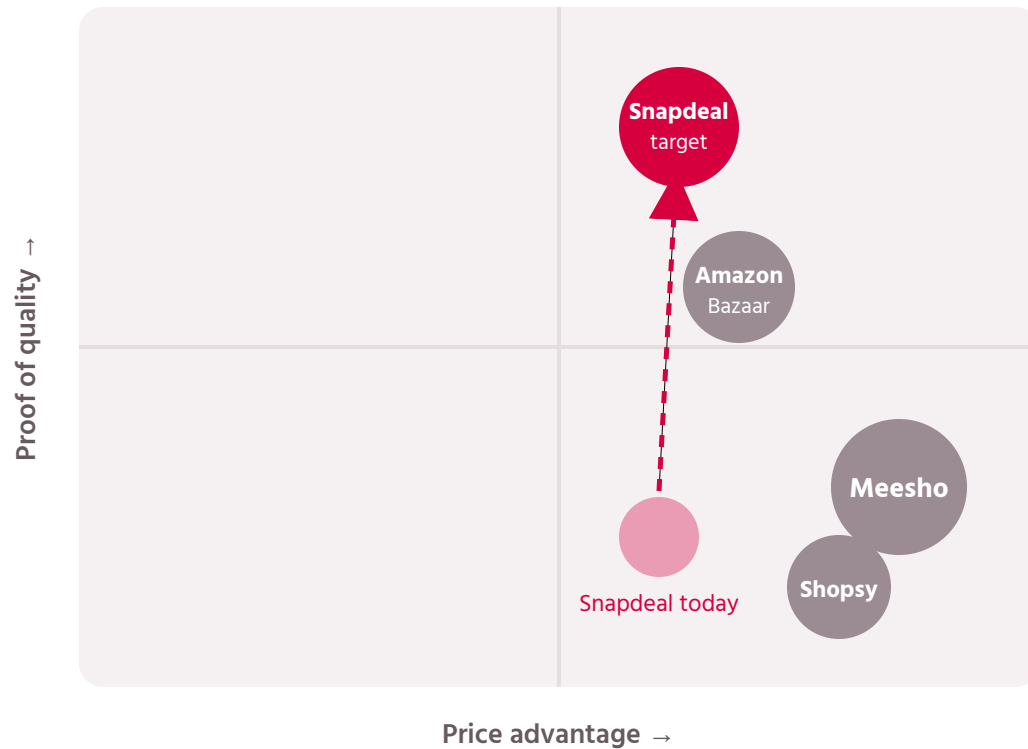
SNAPDEAL CAN WIN ON

A clean, easy app; curated proof of quality; maker stories; fast service recovery; local trust points.

BENCHMARK TO BEAT

Meesho returns 7.85% of shipped orders. Snapdeal's rate isn't public: measure it in Q1.

Position: the trusted value app, not the cheapest one



Q1 equivalent-journey audit

Buy a ₹399 kurta and a ₹299 storage set on all four apps to one Tier 2 pin code, then return one. Record specs, buyer photos, delivery promise vs actual, COD fee, refund days and languages.

Strengths to build on

- Clean, aesthetic, easy app (observed)
- 15+ years of value sellers; Tier 2+ reach
- Unicommerce in the same group, used by many sellers
- Fresh IPO capital

Illustrative positioning by the author **HYPOTHESIS**, to test in the Q1 journey audit.

Best competitor examples: each idea already works somewhere

WHO · WHEN	WHAT THEY DID	EVIDENCE IT MATTERS	HOW SNAPDEAL USES IT
Amazon · 2023	"Frequently returned item" badge on product pages	Warns before purchase; pushes sellers to fix listings (Value Added Resource, Mar 2023)	"Say as described" score; flag high-NAD listings
Amazon · Aug 2023	AI-generated review highlights	Summarises what customers say into key themes on the page (iPhone in Canada, Aug 2023)	Labelled AI summary with links to source reviews
Flipkart	Open Box Delivery: check the item at the door	Buyer can refuse a wrong or damaged item before accepting (Flipkart Stories, Oct 2026)	"Did it match?" check at delivery; refund on pickup
Myntra · 2016	Uniform size chart across brands	~50% of its returns came from inconsistent sizing; aimed to cut returns 30% (Business Insider)	Size in inches + "fits like" by buyer height
Meesho	Value marketplace at scale, zero commission	72% COD; returns 7.85% of shipped orders (H1 FY26 RHP)	Benchmark for Snapdeal's own return rate

Evidence is as reported by each source; outcomes for Snapdeal must be tested in the pilot.

A big market. Snapdeal needs a small, trusted slice.

TAM

India e-retail GMV, 2025 → 2030

FACT

\$65–66B → \$170–180B

SAM

Value lifestyle e-commerce: fashion, home, beauty, general goods

ASSUMPTION

\$15–20B

SOM

Snapdeal NMV by FY29

TARGET

₹2,000–2,500 cr

HOW EACH NUMBER IS BUILT

TAM: Bain "How India Shops Online 2026" (Apr 2026): \$65–66B in 2025, 290–300M shoppers; Tier 2+ drove about half of new orders.

SAM: Kearney (2021) forecast value e-commerce at ~\$20B by 2026; cross-checked against Meesho alone at ₹41,560 cr (~\$4.8B) NMV. Range kept wide.

SOM: repeat purchase and Verified Value categories growing NMV ~25% a year, as FY25→FY26 did (+25.7%).

BY PEOPLE

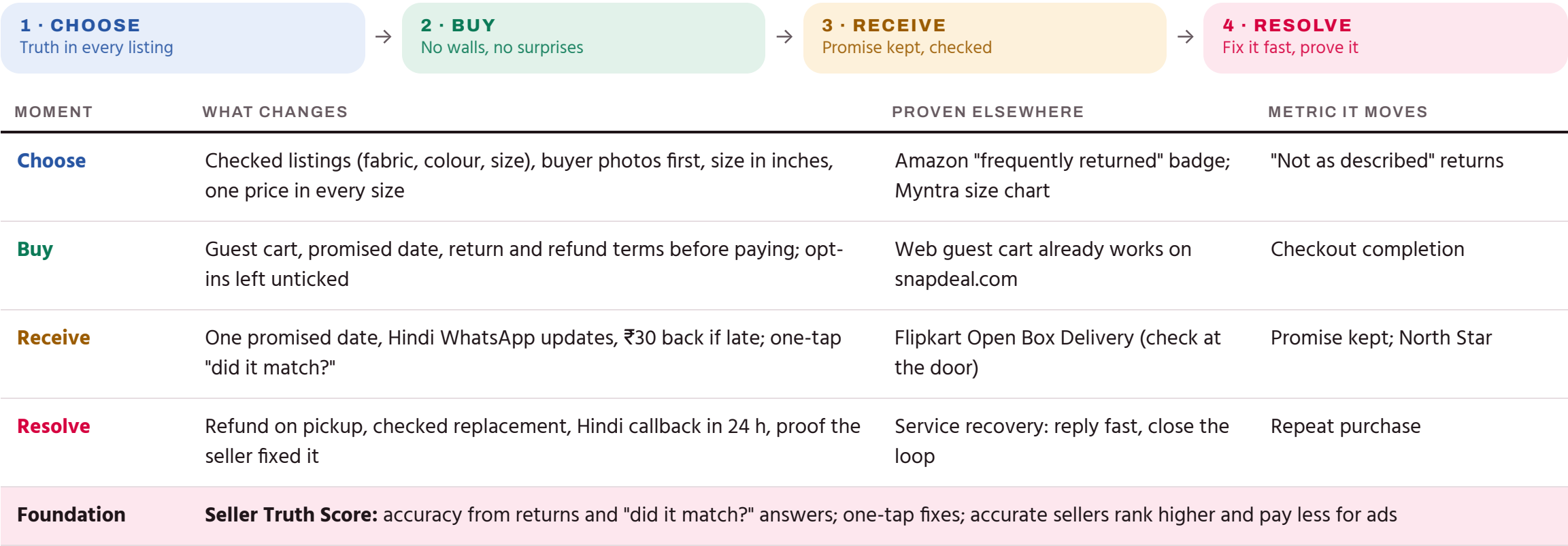
290–300M online shoppers (2025). Snapdeal: 1.22 cr ≈ 4%. Meesho: 26.4 cr.

Today: ₹1,093 cr NMV ≈ 0.6–0.8% of SAM. SOM ≈ 1.0–1.5% of SAM, about 2× today. FX assumed ₹87 per US\$.

Sources: Bain & Company, How India Shops Online 2026 (8 Apr 2026); Kearney via Business Today (17 Aug 2021); Inc42 (5 Oct 2026).

One promise, kept at four moments: "Jaisa dikha, waisa mila"

What you see is what you get. A simple promise a Tier 2 shopper understands, and one rivals competing on price can't easily copy.



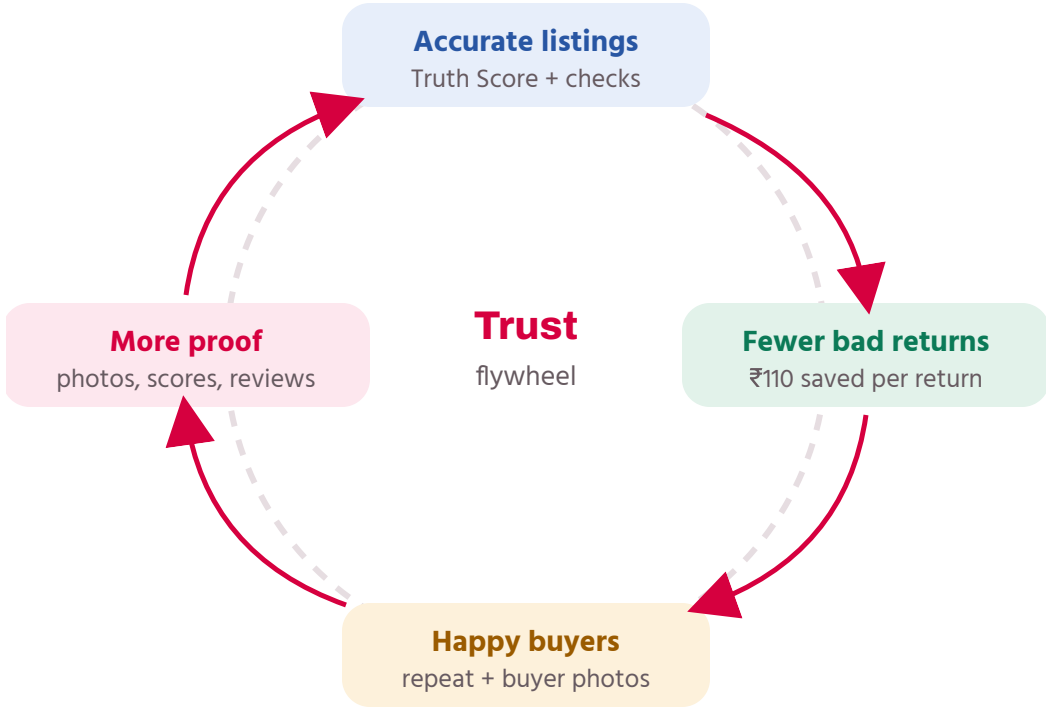
North Star: orders kept as described

NORTH STAR METRIC

Orders delivered, kept and rated "matched" per month

It rises only when the listing was true, the delivery came and the buyer was happy. It can't be gamed by discounts.

INPUT METRIC	OWNER
Listing accuracy (Truth Score)	Catalogue + Seller Ops
Share of orders with buyer photos	Product + Community
Promised date kept	Logistics
Refund time; complaint fixed in 24 h	CX



Choose: truth in every listing ("Verified Value")

1

Checked listings

AI + human checks that title, specs and photos agree. Badge only when they do.

2

Verified buyer photos

Real photos from buyers, filterable by size, shown before seller photos.

3

Seller accuracy score

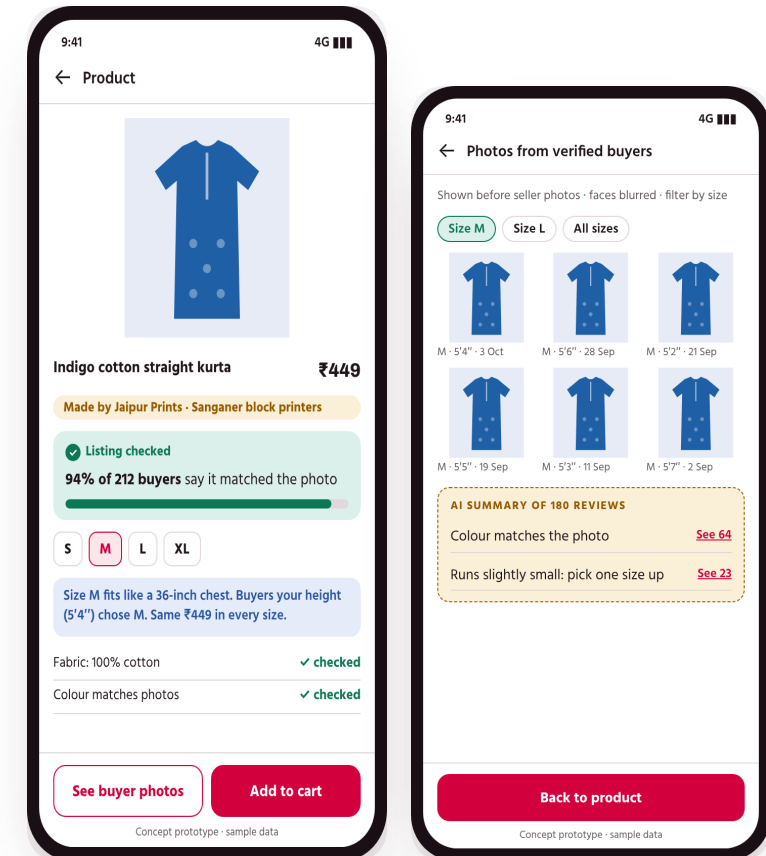
Built from NAD returns. Exact fixes and coaching; penalties only after human review.

4

Clear return promise

Delivery date, 7-day return and refund in 5 days or less, shown before paying.

Business mechanism: fewer NAD returns save forward and reverse trips; trust lifts repeat purchase.



Pilot: ethnic wear + home & kitchen · ~300 sellers · Tier 2+ buyers · half of pilot buyers see it (A/B).

Six interventions considered, three kept for the pilot

INTERVENTION	USER BENEFIT	COST / RISK	DECISION
Stronger seller standards	Fewer bad experiences	Seller churn to zero-fee rivals	S1 · pilot
Accurate listings (AI + human checks)	Item matches photo and specs	Model errors; review cost	S1 · pilot
Verified buyer photos	See the real item	Moderation; privacy	S1 · pilot
Clearer delivery promise	Plan around a date	Needs carrier data	S2 · Q3
Transparent returns and refunds	Lower risk to try	Abuse; reverse-logistics cost	S2 · Q3
Category-specific QC	Fewer defects	High cost per order	S3 · later

NOT DOING

Price war · private labels · own logistics fleet

TARGET

Occasion buyers and household restockers in Tier 2+; pilot categories ethnic wear and home & kitchen.

RICE puts Verified Value first

SOLUTION	REACH (LAKH/QTR)	IMPACT (0.25–3)	CONFIDENCE	EFFORT (P-M)	RICE
S1 Verified listings + buyer photos + seller score	6.0	2	60%	6	1.20
S2 Clear delivery and refund promise	6.0	1	70%	4	1.05
S3 Pre-dispatch QC by sampling	3.0	2	50%	10	0.30

REACH
Pilot categories touch ~20% of 121.6 lakh customers ≈ 24 lakh a year ≈ 6 lakh a quarter.

IMPACT
S1 targets the main trust doubt; S2 improves something rivals partly offer; S3 is strong but slow.

CONFIDENCE
S1 60% because return reasons aren't known yet; S2 70%, well proven in e-commerce.

EFFORT
PM, 2–3 engineers, data scientist, designer, moderation lead. RICE = $R \times I \times C \div E$.

Sensitivity: if Q1 data shows late delivery, not listing accuracy, is the top complaint, S2 moves ahead of S1.

All RICE inputs are assumptions and must be re-run after the Q1 baseline.

Start Monday: six fixes from the journey audit, almost free

#	FIX	WHAT WE SAW ON 15 OCT 2026	MOMENT	EFFORT
1	One fabric name everywhere: block listings whose title, specs and description disagree	"Cotton Blend" title, "Chinon" description	Choose	Rule check
2	One price in every size	₹400 became ₹416 on size M	Choose	Config
3	Promised date and return terms in the order summary	Summary showed item and price only; "7–11 days" on product page	Buy	Small
4	Untick "Send me offers" by default	Pre-ticked at checkout	Buy	Config
5	Guest cart in the app , as on the web	App asks to log in to view an empty cart	Buy	Small
6	Ask for notifications after the first order	Permission pop-up on first launch	Buy	Small

None of these needs new money. Each is measured before and after: listing mismatch rate, cart-to-checkout, opt-in rate.

Receive and Resolve: keep the date, fix fast, prove it

Receive

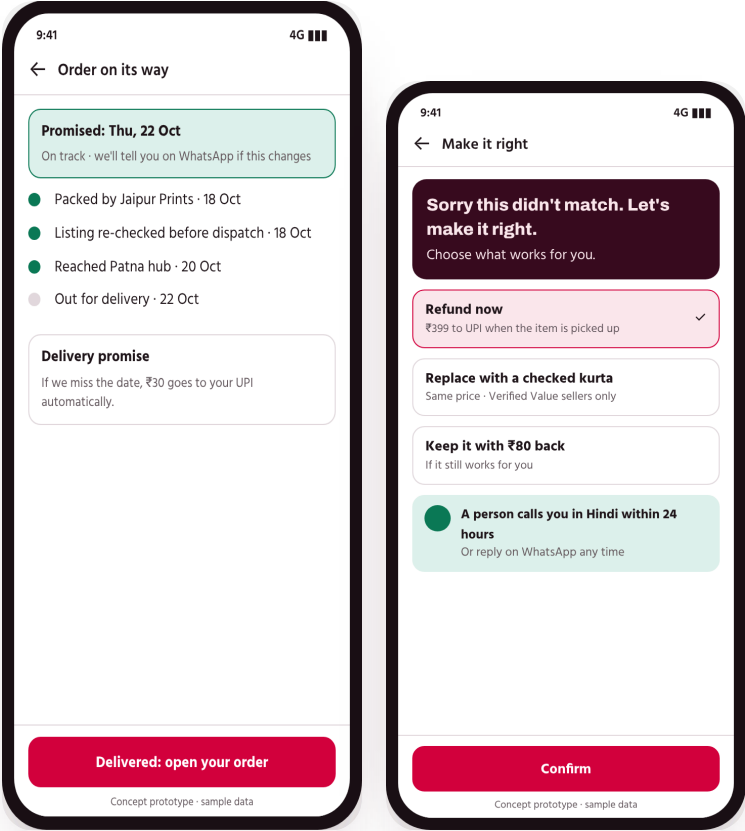
One promised date, re-check before dispatch, Hindi WhatsApp updates, ₹30 back if late. Then one tap: "did it match the photo?"

Resolve

Refund on pickup, a checked replacement, or keep it with money back. A person calls in Hindi within 24 hours.

WHO TO REACH FIRST	SIGNAL
Buyers who tapped "Not quite"	Same day
Recent NAD returns or complaints	Last 90 days
1–2★ reviewers on app stores and Trustpilot	Public reply in 24 h

Close the loop: tell the buyer when the seller fixed the listing, and offer ₹50 off a checked item with a free return. Credit is paid only on a completed order.



3.1M followers, ~50 likes a post: turn reach into trust

3.1M
Instagram followers
FACT

~50 · ~3
Average likes · comments per post

~11.8k
Average reel views

~0.002%
Likes per follower: people follow but don't engage

Source: Qoruz profile data for @snapdeal (Oct 2026). Snapdeal also runs paid ads; spend per channel is not public.

DO THIS	WHY IT BUILDS TRUST
"Jaisa dikha, waisa mila" reels from real buyers' photos and videos	Proof from people like them, not banners
Tier 2 micro-creator try-ons in Hindi and regional languages	Local faces, honest fit and fabric
Maker stories: Jaipur block printers, Surat weavers	Unbranded becomes maker-branded
Weekly live "unbox and check" of Verified Value items	Shows quality in real time
Reply to every comment and DM in Hindi within an hour	Public service recovery
Use real buyer content as ad creative; target lookalikes of repeat buyers	Ads that prove, not just promise

Measure: comment and save rate, shares, DM resolution time, sales from tagged links. Target: engagement up month on month (set baseline in Q1).

Make unbranded feel safe for Tier 2 shoppers

Maker-branded, not unbranded

"Made by Jaipur Prints · Sanganer block printers" and cluster badges like Surat or Moradabad give a name and a story.

Size in inches, fit by height

Size charts in inches and "fits like" notes from buyers of similar height cut size returns.

Hindi first, voice ready

Key labels, WhatsApp updates and support in Hindi plus one regional language; the app already has voice search.

COD you can trust

Show COD fees up front; one-tap "did it match?" and refund on pickup for COD orders.

Festive bundles of checked items

Navratri, Diwali and wedding-season sets under ₹499, all Verified Value.

Light and fast

Low-data mode with smaller images for patchy networks; dates that hold.

Each idea is a hypothesis to test in Q1 research with Tier 2 buyers. None needs a price cut.

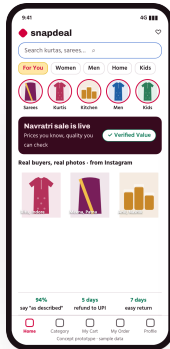
Start small: more buyers and trust for ≈ ₹25 lakh

MOVE	HOW	90-DAY COST ASSUMPTION
Fix friction: guest cart, notification ask after first order	Product change; no media spend	Team time
Buyer-photo credits	₹15 credit per approved photo; ~20,000 photos	₹3 lakh
Tier 2 micro-creators	50 creators × ~₹10,000, or product barter	₹5 lakh
WhatsApp updates in Hindi + buyer community	Order updates, festive drops, support	₹2–3 lakh
Capped referral: give ₹50, get ₹50	Paid only after a completed, non-returned order; ~10,000 pairs	₹10 lakh
Seller sharing kit	Sellers share their Snapdeal store link with their own customers	₹0
Use what exists: 3.1M followers, "10% off next order"	Retarget followers and recent buyers with Verified Value items	Existing
Total	About 1% of one quarter's marketing (FY26 marketplace marketing: ₹84.4 cr a year)	≈ ₹20–25 lakh

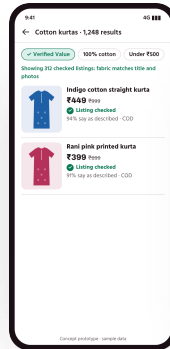
Track: new buyers, cost per first order, 30-day repeat, share of orders from referrals and creators. Stop any move whose cost per repeat buyer is above paid ads.

12 tappable screens, 6 tasks that tick off

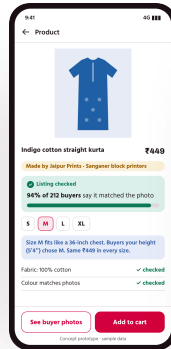
Tap inside the phone like a real app. Each screen shows "Today on Snapdeal" vs "In this concept". Hindi toggle; sample data only.

[Open the prototype ↗](#)

1
Home with
proof
Choose



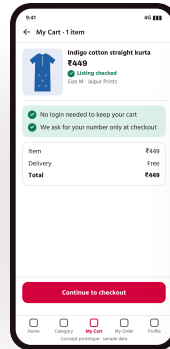
2
Honest search
Choose



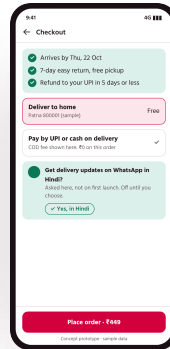
3
Proof, maker,
fit
Choose



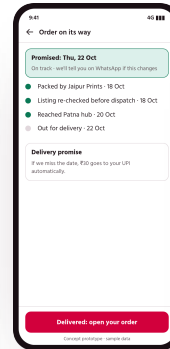
4
Buyer photos
Choose



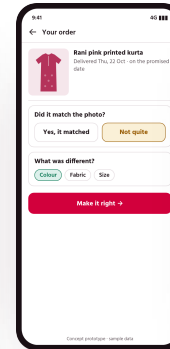
5
Guest cart
Buy



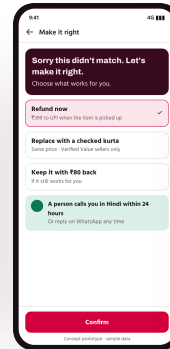
6
Checkout
promise
Buy



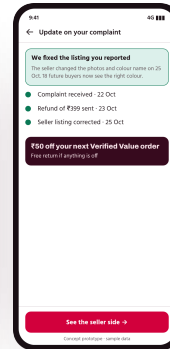
7
Tracking
promise
Receive



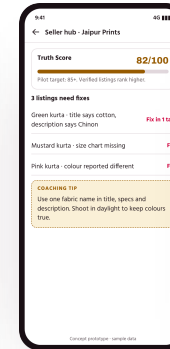
8
Did it match?
Receive



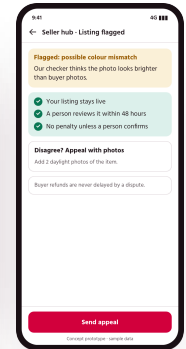
9
Fix it fast
Resolve



10
Prove it was
fixed
Resolve



11
Truth Score fix
Seller



12
Wrong-flag
appeal
Seller

1

Turn on Verified Value

2

Open a checked kurta

3

Pick size with "fits like"

4

Opt in and place order

5

Report "Not quite", pick a
fix

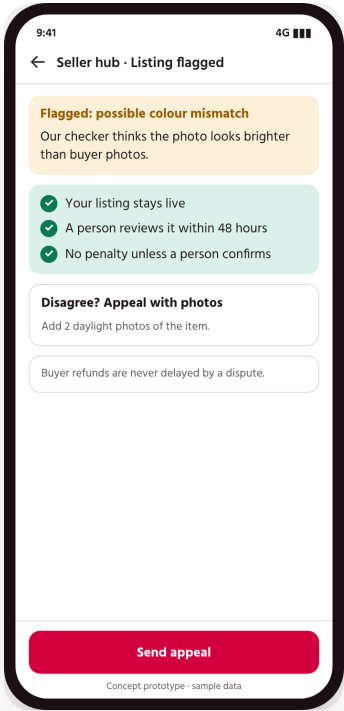
6

Fix a seller listing

Test with 8 buyers and 5 sellers before building

TASK	TARGET	SUCCESS MEASURE
Find a verified kurta under ₹500 in your size		≥ 85% complete without help
Decide if a storage set fits your kitchen		Correctly states dimensions
Say when it arrives and how you'd return it		States date, window, refund method
Return an item that did not match the photo		Done in ≤ 2 minutes
(Seller) Fix a flagged listing, then appeal a wrong flag		Both done; understands why

Hindi + 1 regional language · 44 px tap targets · text, not icon-only, badges · screen-reader labels.



Designed failure case

The AI wrongly flags a correct listing as "colour mismatch". The listing stays live, a person decides within 48 hours, and the seller can appeal with photos.

Buyer refunds are never delayed by a dispute.

Four quarters, each with a go / no-go gate

Q1 · QUICK WINS + RESEARCH

₹35 lakh

Six quick fixes in month 1; interviews, survey, returns baseline; low-cost growth tests

Owners: PM, UX research, Data

Go if NAD is a top-3 return reason; $\geq 70\%$ sellers opt in

Q2 · CHOOSE + BUY

₹60 lakh

Checked listings A/B for 50% of pilot buyers; Truth Score and coaching; guest cart

Owners: PM, Category, Seller Ops, CX

Go if NAD -2 pp; conversion drop $\leq 1\%$; net ≥ 0

Q3 · RECEIVE + RESOLVE

₹45 lakh

Promised date with ₹30 if late; "did it match?"; refund on pickup; Hindi callback

Owners: PM, Logistics, CX

Go if repeat $+3$ pp; refund ≤ 5 days

Q4 · EXPAND

₹80 lakh

Up to 4 more categories; more towns where Points worked

Owners: Category heads, Finance

Go if contribution/order $\geq$ baseline

DEPENDENCIES

Order and returns data · listing-check model · 6–8 moderators · experimentation tool · carrier data (Q3)

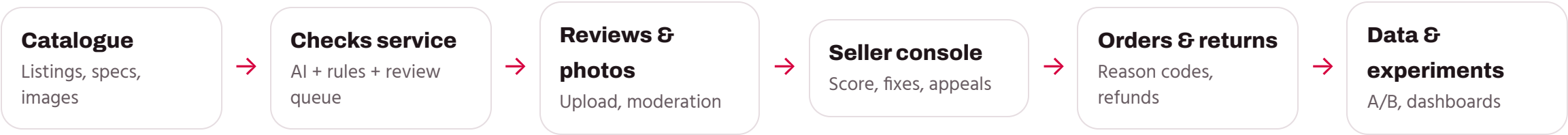
STOP RULE

If Q2 net is negative after 8 weeks, stop or redesign. Total $\approx$ ₹2.2 cr, released only gate by gate.

Costs are assumptions for team time, moderation, research and tooling.

AI flags. People decide.

USE	HOW	EVALUATION BEFORE LAUNCH	HUMAN ROLE
Listing checks	Compare title, specs and images; flag mismatches ("cotton" but image shows sheen)	Precision ≥ 90% on 1,000 labelled listings	Confirms flags before any penalty
Review summary	Pros and cons, each linked to source reviews	Faithfulness check on 200 summaries	Hidden under 20 reviews; feedback loop
Support replies	Suggest replies from policy + order status (RAG)	≥ 90% correct on a 150-question test set	Agent sends; refunds by rules or people
Seller risk	Spot rising NAD returns by seller	Lead time vs manual review	Coaching first; penalty after review and appeal



Guardrails: no final refund or penalty decisions by AI · return reasons cleaned to codes first · buyer photos with consent, faces blurred · model calls only on new or changed listings (≤ ₹0.5 per check, assumption).

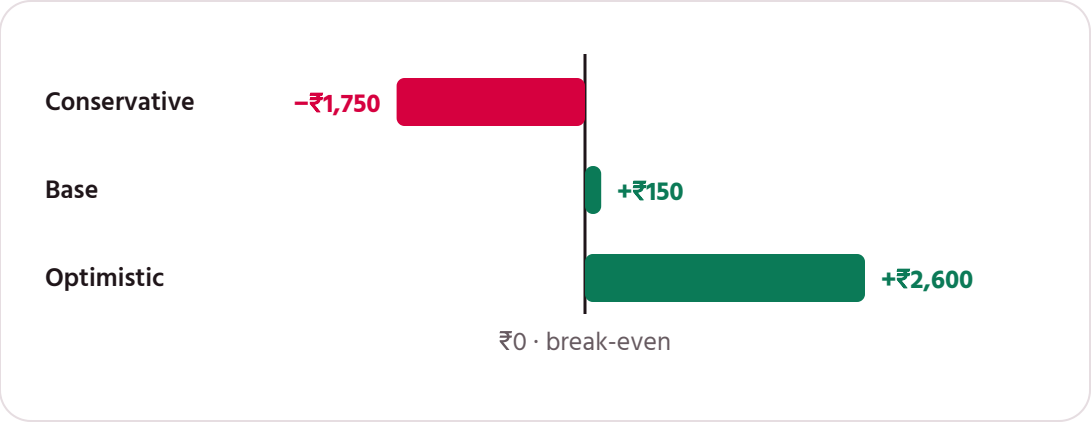
One primary outcome, protected by guardrails

METRIC	TYPE	WHY IT MATTERS	PILOT TARGET TARGET
North Star: orders kept and rated "matched"	North Star	Only true listings and happy buyers raise it	Up month on month
"Not as described" return rate	Primary	Direct measure of listing accuracy	-2 pp vs control
90-day repeat purchase	Primary	Trust should bring buyers back	+3 pp
Recovered buyers who reorder in 90 days	Primary	Recovery works	Set after Q1 baseline
Purchase conversion	Guardrail	Stricter listings must not cut choice too much	No drop > 1%
Successful delivery rate	Guardrail	The promise must hold	No decline
Complaints per 1,000 orders	Guardrail	Fewer returns must not mean blocked returns	Flat or down
Refund time	Guardrail	Trust in returns	≤ 5 days
Pilot seller retention	Guardrail	Sellers may leave for zero-fee rivals	≥ 90%
Contribution per order · cash burn	Guardrail	Must pay for itself	≥ baseline · within budget

Measured by A/B test in the pilot categories: half of pilot buyers see Verified Value. Targets are agreed with leadership after the Q1 baseline.

It pays only if bad returns fall about 2 points

PER 1,000 PILOT ORDERS, ₹	ASSUMPTION	CONS.	BASE	OPT.
Fewer NAD returns (pp)		1	2	3.5
Saved trips (₹110 per avoided return)		1,100	2,200	3,850
Extra repeat orders × ₹15 contribution		150	450	750
Checks, moderation, support, coaching		-3,000	-2,500	-2,000
Net per 1,000 orders		-1,750	+150	+2,600
Per quarter at 3 lakh pilot orders		-₹5.25 L	+₹0.45 L	+₹7.8 L



Break-even

At ₹2.5 cost per order and +3 pp repeat (₹0.45 per order), NAD returns must fall by $(2.5 - 0.45) \div 110 \approx 1.9$ pp. That is why the Q2 gate is -2 pp.

The ≈ ₹2.2 cr build cost is not paid back inside the pilot in any scenario; payback depends on expanding to more categories. Replace all unit costs with internal data in Q1.

Known risks, and the decision needed now

RISK	MITIGATION
Strict rules push sellers to rivals	Coach first; verified listings rank higher; stop if retention < 90%
AI flags correct listings	Human check and 48-hour appeal; listing stays live
Returns fall but trust doesn't	Track complaints and NPS by reason, not returns alone
Costs rise faster than savings	Stop at the Q2 gate if net < 0
Buyers see little difference	Q1 concept tests before build; A/B measures real behaviour

DECISION REQUESTED

Approve **₹35 lakh** for a 90-day Q1: research, baseline and prototype tests, with a go / no-go on day 90.

Full plan ≈ **₹2.2 cr** over four quarters, released gate by gate.

WHAT Q1 MUST ANSWER

Share of returns that are NAD · real cost per return · whether buyers pick apps for reliability · seller willingness to meet standards.

STOP IF

Pilot seller retention falls below 90%

STOP IF

Q2 net is below ₹0 per 1,000 orders after 8 weeks

STOP IF

Complaints rise while returns fall

What we know, what we infer, what we must prove

FACT

FY24–26 group and segment figures, NMV, customers, Tier 2+ and price-band shares, history, competitor positioning.

INTERPRETATION

Why losses narrowed; price no longer differentiates; trust is the open gap.

HYPOTHESIS / ASSUMPTION

Customer problem, segments, RICE inputs, costs, targets and the economics.

KEY SOURCES

S1 Chittorgarh, AceVector (Snapdeal) IPO, Sep–Oct 2026 · S2 equityresearchindia.com and oquilia.com RHP summaries, Sep 2026 · S3 MediaNama, AceVector UDRHP, 9 Dec 2025 · S4 CNBC, 17 Nov 2015 (Morgan Stanley share data) · S5 Business Today, 31 Jul 2017 · S6 Global Venturing, 29 Oct 2014 · S7 Wikipedia "Snapdeal", accessed 12 Oct 2026 · S8 Financial Express, 2024 · S9 Torus Digital, Meesho listing, 10 Dec 2025 · S10 Walmart corporate, Shopsy, 8 Jun 2023 · S11 Business Today, Shopsy, 28 Feb 2023 · S12 TechCrunch, Amazon Bazaar, 20 Feb 2024 · S13 Inc42, Unicommerce IPO, Aug 2024 · S14 Bain, How India Shops Online 2026, 8 Apr 2026 · S15 Inc42, "Snapdeal makes it to D-Street", 5 Oct 2026 · S16 INDmoney, Meesho IPO (RHP data) · S17 Qoruz, @snapdeal Instagram, Oct 2026 · S18 Flipkart Stories, Shopsy, 25 May 2026 · S19 YourStory, Amazon zero referral fees, 2 Mar 2026 · S20 Kearney via Business Today, 17 Aug 2021 · S21 Live iOS app screenshots, 15 Oct 2026

OPEN QUESTIONS

- Share of returns that are "not as described", by category
- Contribution per order; real cost per return
- GMV, AOV, take rate, seller fees vs rivals
- Repeat rates by segment and city tier

Thank you

Prove the problem, pilot the fix, scale only on evidence.

Varun Kumar

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THE NEXT 90 DAYS

01 Establish the baseline: returns by reason, repeat, complaints

02 Talk to 24 buyers and 10 sellers; run the journey audit

03 Test the prototype; decide go / no-go on day 90

[Prototype ↗](#)

[▶ Video walkthrough ↗](#)

[All files ↗](#)

[↔ Contents](#)