

# Snapdeal Case Study: Solution Sprint Challenge

Snapdeal was founded in 2010 by Kunal Bahl and Rohit Bansal. It rapidly expanded from a pure-play daily-deals platform into a major online marketplace that connected millions of buyers with thousands of small and medium sellers. Supported by large global investors, including a \$US 647 million investment by SoftBank in 2014, Snapdeal aggressively expanded and was once considered a primary competitor to Flipkart and Amazon.

This growth was expensive, however, as the firm indulged in large-scale discounting, extensive marketing campaigns, and large category diversification. The inefficiencies of its operation in logistics and fulfillment caused customer dissatisfaction, while competition grew swiftly because of the Amazon-Flipkart duopoly.

By FY 2016-17, Snapdeal started experiencing a severe slump:

- Revenue fell nearly 38 percent to about ₹903 crore.
- Net losses jumped to about ₹4,647 crore
- Amazon and Flipkart together controlled about 86 percent of India's e-commerce market.

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- Brand trust weakened among both users and sellers.
- Pressure from investors mounted, and talks of a potential merger with Flipkart started.
- Despite actions to reduce costs, fulfillment and operating expenses remained hard to control.

Snapdeal came to a critical decision point: accept an acquisition offer or attempt a complete internal turnaround with limited resources and damaged market perception.

You have been appointed as part of the new strategic leadership team whose task is to develop a revival plan.

## One-Pager Report Format Template

### 1. Target Segment

- Define the primary customer or regional market Snapdeal should focus on.
- Justify the choice using the analytics provided in the case.

## 2. Differentiation Strategy

- Explain how Snapdeal can position itself uniquely against Amazon and Flipkart.
- Highlight the core value proposition and competitive edge Snapdeal should build.

## 3. Operational Action Plan

- Outline the key steps to reduce financial losses and improve fulfilment and logistics efficiency.
- Mention priority actions that should begin immediately.

## 4. Brand Rebuilding Approach

- Describe the measures Snapdeal should take to regain trust among customers, sellers and investors.
- Consider service quality, communication and reliability.

## 5. Growth and Revenue Opportunities

- Suggest a new revenue model or growth strategies aligned with the company's constraints and target market.

## 6. Merger Decision and Risk Handling

- State whether Snapdeal should accept or reject a merger proposal, and justify your viewpoint.
- Identify the most significant risk in your strategy and explain mitigation.

## Response Format

Write your answer on a single report  
(Maximum 450–600 words, bullet points allowed)

Your response should:

- Use the analytics provided to justify decisions
- Be structured, realistic, and strategic
- Present a clear and actionable direction

# Guidelines for the Starpitch 3.0 Startup Showcase Submission

## Slide 1: Introduction

Introduce the startup and clearly define the actual problem it is solving.

## Slide 2: Problem Statement

Elaborate on the specific pain points faced by the target audience and highlight the gap in current solutions.

## Slide 3: Solution and USP

Formally articulate the Unique Selling Proposition (USP) to demonstrate the startup's distinct competitive advantage and differentiation from existing market solutions.

## Slide 4: Business Model

Outline the revenue generation strategy, pricing structure, and how the startup captures value from its target market.

## Slide 5: Team

Display photos, names, and roles of the team members.

**File Format:** PDF Only (Submit as a standard PDF to preserve formatting).