



BUSINESS TRACK

**BUSINESS MANAGEMENT :
DOUBLING THE NUMBER OF DAILY TRANSACTING
USERS**



E-Commerce Landscape in India

E-commerce in India has experienced rapid growth, driven by increasing internet penetration, smartphone usage, and digital payment adoption. Major sectors include retail, electronics, and services, with significant players like Flipkart, Amazon, and Meesho reshaping the market. Government initiatives, such as Digital India, further boost this sector's expansion, making online shopping increasingly accessible across India's diverse demographics.

Introduction to Meesho

Meesho's flywheel starts with customers placing orders that reflect the demand of the marketplace, and multiple entities coming up with ways to fulfill the demand with customer convenience and seller profitability. Various functional teams at Meesho have clearly defined roles such as managing different business categories through strategy, analytics, and product development, overseeing customer fulfillment and experience, seller growth, and operations, including supply chain management from first-mile to last-mile and reverse logistics. Additionally, financial management, marketing, branding, and human resource management ensure the organisation operates efficiently in a fast-paced, ever-changing landscape.

Objective

Formulate a strategy to double the number of Daily Transacting Users (DTU) on Meesho

Meesho has the mission of democratising internet commerce for everyone, by promising low prices everyday along with quality selection. Ever since the inception of Meesho, the journey has only been upwards and onwards. Be it user experience or seller growth, Meesho has aimed to provide the best experience with our unique Problem First Mindset. In order to increase the market size and capture existing as well as new opportunities in the e-commerce marketplace, Meesho wants to increase its **DTU** (Daily Transacting Users) by **2X in the next 3-5 years**. (Daily transacting users is the number of customers purchasing and completing the payment of a product on the platform on a given business as usual day). You will have to come up with ideas as to how Meesho can reach this goal in the long term while keeping intact its User First approach.

Challenges

While business growth is one of the key goals of any company, it also comes with its own set of challenges. Whether it's the influence of the user experience, seller growth and experience, or operational limitations resulting in hurdles or limited resource availability, there can be a number of challenges in attempting to scale up the business, as in this case about scaling up the Daily Transacting Users (DTU) by 2X. Although there are solutions for these problems, prioritising one solution over another, allocating resources and bandwidth on a particular cohort, project, or business amongst others can pose questions.

Expectations

Required Output: Prepare a presentation summarising your findings / recommendations.

Your presentation should be clear, concise, and visually engaging, demonstrating your strategic thinking and problem-solving skills.

3-Slider Submission:

1. Conduct a marketplace analysis of the current business areas of Meesho, and identify strengths as well as gaps for Meesho
2. Identify avenues where the customers of Meesho face problems, which can be hurdles in the way of increasing the user base that need to be solved
3. Identify businesses/ functions/ other areas which can contribute to increasing the daily transacting user to 2X and lay out go-to-market strategy for the same

Detailed Deck Submission (8-12 slides)

**include the deliverables of Round 1 in the final 8-12 slides*

- 1.Executive Summary
- 2.Identify the avenues that can contribute to boosting the DTU for Meesho
- 3.Market opportunity and sizing (Total addressable market size, gap analysis, competitor analysis)
- 4.Resource enhancement/ business penetration ideas to achieve the goal of boosting the user base of Meesho as per the ideas
- 5.Go-to-Market strategy for Meesho
- 6.Recommendations to address the goal in short-term and long-term
- 7.Define key success metrics and KPIs (Key Performance Indicators) to measure the efficiency of recommended solutions
- 8.Key risks
- 9.Top line and bottom line plan (Optional, can be removed)

Guidelines

- 1.Please take reasonable assumptions (e.g. on the business model) if necessary for the solution and state them.
- 2.The core of Meesho's business is the Meesho Mantras like User First, Problem First, Bold Experimentation etc along with the mission to Democratise Internet Commerce for Everyone! Keep in mind these while ideating the solution to compliment the culture and existing business of Meesho.
- 3.10x ideas that provide sustainable growth in the long term instead of burning out finances in the short term are appreciated.
- 4.Support your idea with numbers that clearly speak for feasibility
- 5.Extensive research and listening to what the users and sellers have to offer is key to operating at Meesho, thus extra points for solid, creative primary insights that support your idea!

Evaluation Criteria:

3-Slider Submission:

1. Extent of Research – Methods, Sources, Coverage
2. Quality of Insights
3. User-First Approach
4. Problem-First Mindset

Detailed Deck Submission:

1. Quality of Research– Methods, Sources, Coverage
2. Depth of Analysis
3. Innovativeness of Recommendations
4. 10x and Long-term Thinking
5. Feasibility of Implementation
6. Presentation Skills

Good luck! We look forward to seeing how you tackle this challenge and come up with innovative ideas for Meesho's growth and success.