



# MEESHO

## Strategic Case Study:

Increasing Net Merchandise Value (NMV) & Average Order Value (AOV)

### DONE BY

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# Agenda



Market Sizing & Trends : TAM, SAM, SOM & Growth Drivers



Meesho : Opportunity Scale, Metrics, Competitive Positioning



User Personas & Journey: Who Buys and Why



Google Play Store Reviews Insights & Analysis and Technical Framework



Strategic Action Plan



Prioritisation & Roadmap

# Executive Summary

## Problem Statement

How can Meesho raise Average Order Value (AOV) and Net Merchandise Value (NMV) by expanding higher-value categories while retaining its value-focused user base?

**Key insight:**  
large order volumes but low ticket sizes →  
opportunity to increase revenue without  
losing core users.

## Key Performance Indicators

NMV (FY25): ~₹30,000 Cr  
(Meesho IPO Filing)

AOV: ~ ₹315 – ₹370  
(industry estimates)

Annual transacting users:  
187M  
(as of Dec 2024)  
(Meesho IPO Filing)

Placed orders (FY25):  
~1.8B  
(Meesho IPO Filing)

# Market Sizing & Growth Drivers



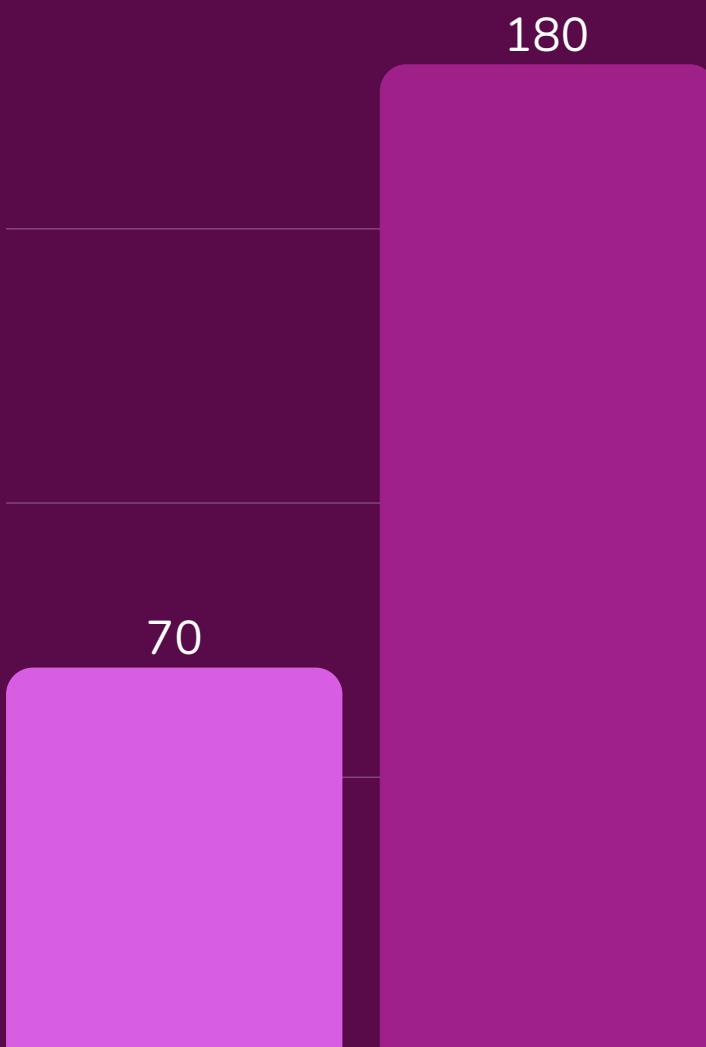
Values in USD Billions

- Indian Retail (2024)
- Indian Retail (2030)



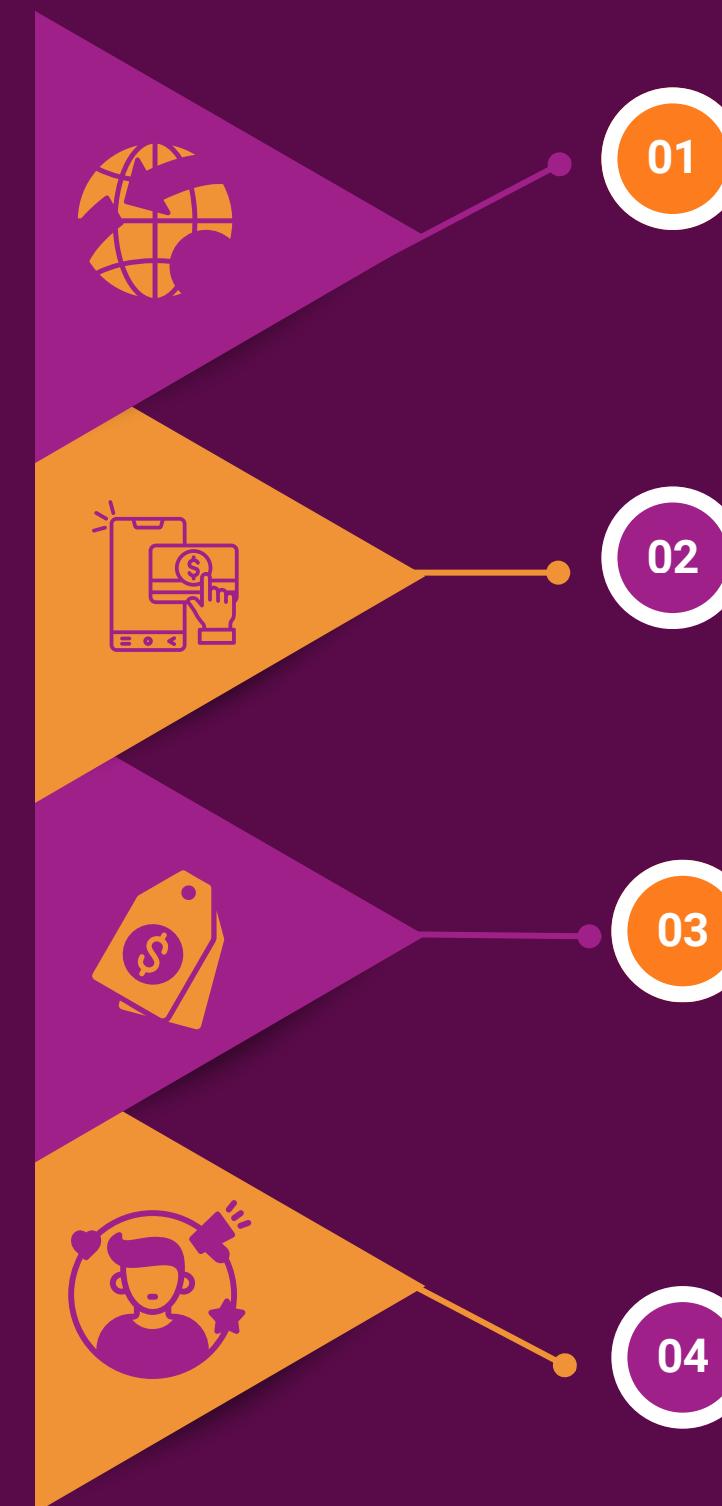
Values in USD Billions

- Indian E-Retail (2024)
- Indian E-Retail (2030)



Based on Meesho IPO Filing

Based on Meesho IPO Filing



**Smartphone & internet  
reach in urban + Tier-2  
growth continues**

**Rising digital payments &  
COD preference**

**Price Sensitive Value-first  
shoppers remain the  
largest cohort**

**Social commerce formats  
(reseller / livestream) are  
expanding engagement**

# Opportunity Scale

## TAM (Total Addressable Market):

Indian Retail Market ≈  
 \$978 B (FY25) → \$1.9 T (FY25)  
 (Meesho IPO Filing)

## SAM (Serviceable Addressable Market):

\$384 B (FY25) → \$627 B (FY30)  
 (Meesho IPO Filing)

## SOM (Serviceable Obtainable Market):

Meesho NMV ≈  
 \$3.6 B (FY25) → \$16.2 B (FY30)  
 (Estimated using  
 ~5% share of SAM and  
 ~29% NMV CAGR )

INR  
 ~30,000  
 Cr

Net  
 Merchandise  
 Value (NMV)  
 (FY25)

~ 187 M

Annual  
 Transacting  
 Users

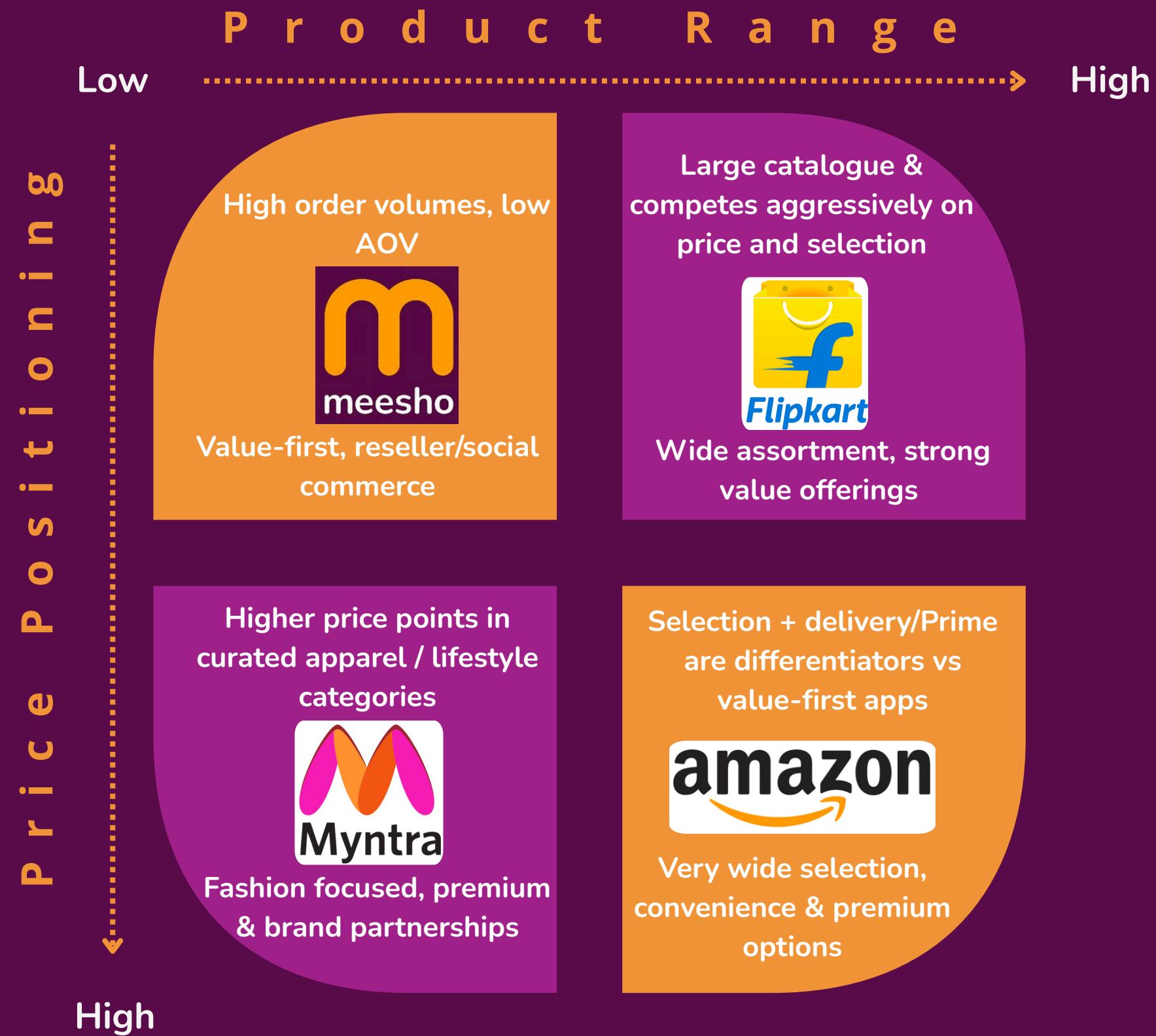
~ 1.8 B

Placed orders  
 (FY25)

₹315  
 to  
 ₹370

Average Order  
 Value (AOV)  
 (Industry  
 Estimate)

# Competitive Landscape & Positioning



## Strategic Implications

### MEESHO

- Dominant in value-first markets in terms of reach & order volume.
- Growth in NMV is possible by adding selective mid-value categories while preserving affordability and trust.

### FLIPKART / AMAZON

- Lead on assortment and fulfillment so avoid full-assortment confrontation
- Meesho can focus on curated segments where we can add differentiated value.

### RESELLER / SOCIAL APPS

- Focuses similarly on low ticket items & enabling access.
- Meesho can differentiate through seller enablement, stricter quality controls, and curated higher-value SKUs.

Meesho's asset-light model and shared logistics ecosystem create a structural cost advantage, supporting profitability at lower AOVs

# USER PERSONAS

## Value - Seeking Shopper

## Emerging Urban Shopper

## Micro - Entrepreneur Seller

### Who they are

Price-sensitive, Tier-2/3, mobile-first

Style-conscious, influenced by social content

Small business / reseller & needs easy onboarding

### What they want

Lowest price & reliable delivery

Better selection; quick delivery

Higher margins, simple logistics

### Pain Points

Perceived low quality & delivery delays

Limited mid-range SKUs & low trust in product images

Cataloging, returns handling, cashflow

### Key Metrics

Repeat rate, delivery NPS, return rate

AOV, conversion from promos, category repeat

Seller retention, SKU quality score, onboarding time

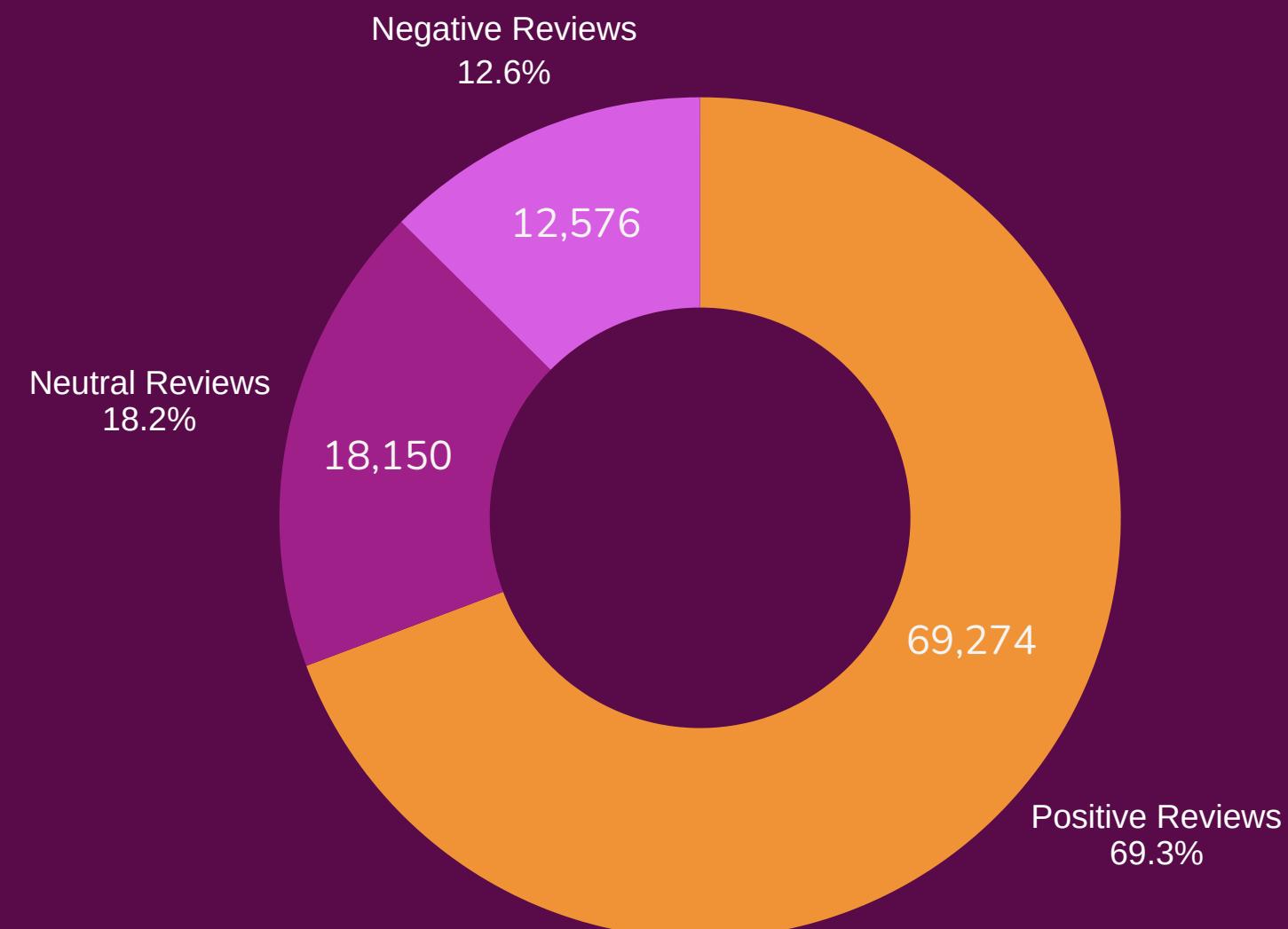
# CUSTOMER JOURNEY



# Play Store Reviews Analysis

Sentiment & Top Themes (Sample = Latest 100,000 Reviews on Google Play Store as of October 2025)

## Sentiment Distribution



### Positive Themes

- Product & Value :** Customers repeatedly praise product selection and perceived value.
- App Experience :** Users report the app works well and is easy to use.
- Service & Order Experience :** Positive mentions of order delivery and helpful service.
- Frequent App Usage / Trust :** Many users describe regular usage and trust in the app.
- Price & Speed :** Price competitiveness and fast deliveries are commonly praised.

### Negative Themes

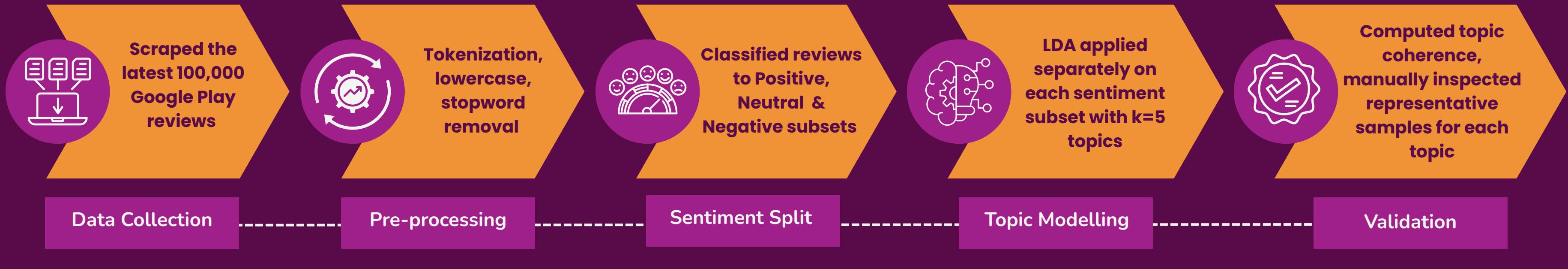
- Returns & Trust Issues :** Complaints about wrong items, refunds, and occasional frauds.
- Delivery & Fulfillment :** Delivery delays and order-handling issues are common pain points.
- App / Checkout Friction :** Some users face app bugs or checkout difficulties.
- Regional-language complaints :** Regional language reviews signal localized friction.
- Counterfeit / Misleading Deals :** “Fake” or misleading offers appear repeatedly in complaints.

#### Method:

Latest 100,000 Google Play Store reviews → sentiment-split → LDA with k=5 topics per sentiment.

# Methodology & Validation

Reproducible Technical Solution Pipeline



- **Tech stack:** Python | gensim (LDA) | NLTK | spaCy | Pandas
- **Model choices:** k=5 per sentiment (balances granularity vs interpretability for 100k corpus).
- **Validation steps:** Coherence score check & Manual review of topic-assigned samples
- **Reproducibility:** Full code & pipeline available at: “[github.com/aguru-venkata-saisantosh-patnaik/App\\_Feedback\\_Analysis](https://github.com/aguru-venkata-saisantosh-patnaik/App_Feedback_Analysis)”
- **Caveat:** No date filter so analysis uses the latest 100k reviews, so trends reflect current (latest) user voice but are not tied to a fixed time window.

# Strategic Action Plan



**Theme:**  
**Returns & Trust Issues**

**Action:**

- Tighten seller verification
- Add “Verified” badge
- Automate refunds

**Metric:**

- Return rate %
- Time-to-refund
- Number of Fraud reports

**Priority:** High

**Theme:**  
**Delivery & Fulfillment**

**Action:**

- Pilot stricter SLAs with last-mile partners
- Real-time tracking & alerts

**Metric:**

- On-time delivery %
- Delivery NPS

**Priority:** High

**Theme:**  
**Checkout / App Friction**

**Action:**

- Fix high-impact bugs
- Simplify checkout
- 1-tap payment

**Metric:**

- Checkout conversion rate
- App crash rate

**Priority:** Medium

**Theme:**  
**Counterfeit / Misleading Deals**

**Action:**

- Verified-listing program
- Rapid takedown for repeat offenders
- Clearer deal labels

**Metric:**

- Flagged fake listings
- Customer trust score

**Priority:** Medium

**Theme:**  
**Regional language complaints**

**Action:**

- Localize UI/help content
- Route reviews to regional Customer Service teams

**Metric:**

- Region-level rating trend
- Customer Service resolution time

**Priority:** Low

# ICE Prioritisation & Roadmap



	Impact (I)	Confidence (C)	Ease (E)	ICE (IxCxE)	Priority
Seller Verification	8	8	5	320	High
Delivery SLAs	9	8	4	288	High
App/Checkout Fixes	6	6	7	252	Medium
Verified Listing Enforcement	8	6	5	240	Medium
Localised UX/CS	5	6	7	210	Low

## PILOT

- Small geographies: 2–3 districts (test markets).
- Vet 50–200 sellers
- Apply verified badge to treatment group.
- SLA uplift test with one last-mile partner
- 1 tap checkout A/B test.

## MEASURE

- Track per-cohort KPIs daily like AOV, Return Rate, On-time Delivery %, Delivery NPS etc.
- Monitor app crash rate & checkout conversion for checkout test.
- Manual quality checks with a sample 50–100 tickets / week.

## SCALE

- Expand verified-seller program to top-performing geographies.
- Integrate verification into seller onboarding & automate fraud detection.
- Operationalize SLAs across partners
- Include seller scorecards and incentives.



# THANK YOU!

**DONE BY**

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