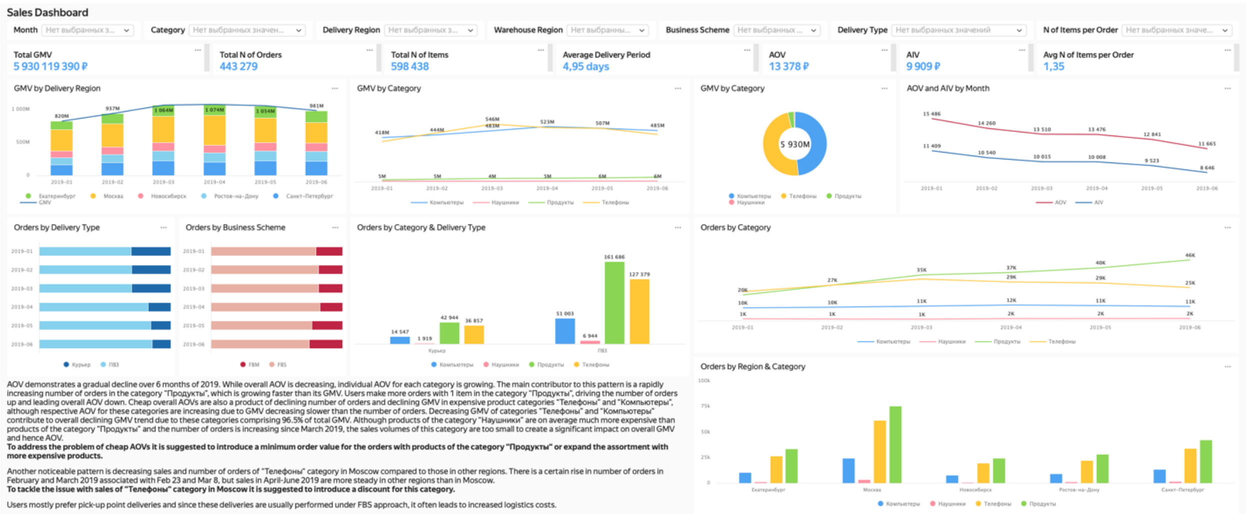
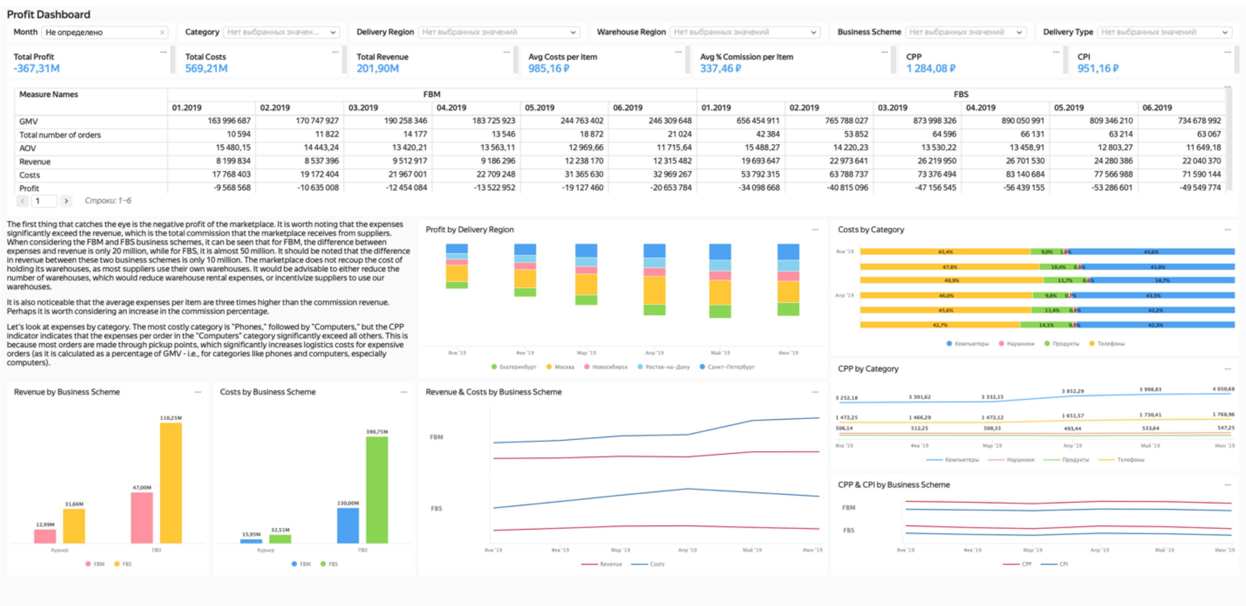
Marketplace "Super" Case Study

Deryagina Polina, Shakhova Anna

Links:
https://datalens.yandex.ru/navigation/r9c20v1rivg4g-domashnee-zadanie
https://datalens.yandex.ru/navigation/i03trc1ij82u7-domashnee-zadanie

Dashboards:





Task 3:
AOV demonstrates a gradual decline over 6 months of 2019. While overall AOV is decreasing, individual AOV for each category is growing. The main contributor to this pattern is a rapidly increasing number of orders in the category “Продукты”, which is growing faster than its GMV. Users make more orders with 1 item in the category “Продукты”, driving the number of orders up and leading overall AOV down. Cheap overall AOVs are also a product of declining number of orders and declining GMV in expensive product categories “Телефоны” and “Компьютеры”,

although respective AOV for these categories are increasing due to GMV decreasing slower than the number of orders. Decreasing GMV of categories “Телефоны” and “Компьютеры” contribute to overall declining GMV trend due to these categories comprising 96.5% of total GMV. Although products of the category “Наушники” are on average much more expensive than products of the category “Продукты” and the number of orders is increasing since March 2019, the sales volumes of this category are too small to create a significant impact on overall GMV and hence AOV.
To address the problem of cheap AOVs it is suggested to introduce a minimum order value for the orders with products of the category “Продукты“ or expand the assortment with more expensive products.

Another noticeable pattern is decreasing sales and number of orders of “Телефоны“ category in Moscow compared to those in other regions. There is a certain rise in number of orders in February and March 2019 associated with Feb 23 and Mar 8, but sales in April-June 2019 are more steady in other regions than in Moscow.
To tackle the issue with sales of “Телефоны“ category in Moscow it is suggested to introduce a discount for this category.

Users mostly prefer pick-up point deliveries and since these deliveries are usually performed under FBS approach, it often leads to increased logistics costs.

Task 4:
The first thing that catches the eye is the negative profit of the marketplace. It is worth noting that the expenses significantly exceed the revenue, which is the total commission that the marketplace receives from suppliers. When considering the FBM and FBS business schemes, it can be seen that for FBM, the difference between expenses and revenue is only 20 million, while for FBS, it is almost 50 million. It should be noted that the difference in revenue between these two business schemes is only 10 million. The marketplace does not recoup the cost of holding its warehouses, as most suppliers use their own warehouses. It would be advisable to either reduce the number of warehouses, which would reduce warehouse rental expenses, or incentivize suppliers to use our warehouses.

It is also noticeable that the average expenses per item are three times higher than the commission revenue. Perhaps it is worth considering an increase in the commission percentage.

Let's look at expenses by category. The most costly category is "Phones," followed by "Computers," but the CPP indicator indicates that the expenses per order in the "Computers" category significantly exceed all others. This is because most orders are made through pickup points, which significantly increases logistics costs for expensive orders (as it is calculated as a percentage of GMV - i.e., for categories like phones and computers, especially computers).