UpGrad Product Management
Industry Project Zivame – Part 1

Team:
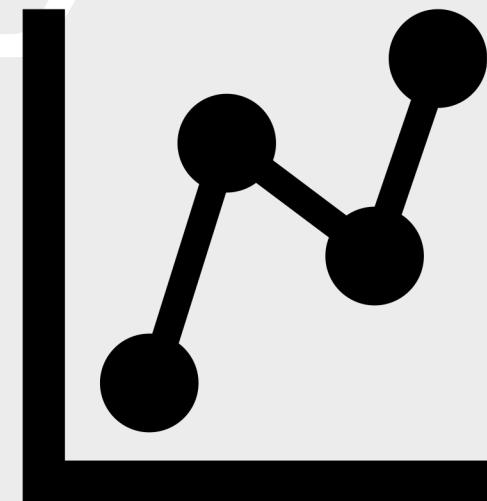
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Market research

- Competitor Analysis:
  o Background

  o Business Models
  Some numbers Strength and
  weakness Product Lineup

  o Product details and
  Performances Future
  Initiatives

Background

- **Zivame** is an online lingerie retailers brand which was founded in the year 2011 by Richa Kar with the vision of helping women uninhibitedly shop for intimate wear. Zivame headquarters is located in Bangalore, Karnataka. In 2015, Richa Kar stepped down as the CEO and Shaleen Sinha was appointed as the CEO in September 2015. The name Zivame is the combination of the Hebrew word 'Ziva' which means 'Radiant' and me, thus, Zivame stands for 'Radiant Me'. The company's core objective is to celebrate the inner radiance of women and give them products that are comfortable and help them achieve what they are capable of.

Target Market & Target Group

- Women aged between 20 to 35+ tier 1 and tier 2 cities.

Direct and indirect competitors:

Direct Competitors (Omni Channel)		Indirect Competitors (Single/ Multi channel)	
Clovia	PRETTYSECRETS	cilory	Bw!tch

Background Analysis

COMPANY	LEADERSHIP	EMPLOYEES	TOTAL FUNDING	REVENUE	
zivame	Amisha Jain CEO	231	$51.7M	$15.2M	*Started in 2011*
PRETTYSECRETS	Karan Behal Co-Founder & CEO	150	$8M	$5M	*Started its operations in 2013*
Clovia	Pankaj Vermani Co-Founder & CEO	218	$19M	$19.3M	*Offline boutique in 2005* *Online platform was launched only in 2011*

Background Analysis - Founders

Richa Kar completed her engineering from BITS, Pilani, followed by her management studies from Narsee Monjee Institute of Management Studies in 2007. Later, she worked for SAP Retail Consulting during which she found herself working for the famous lingerie company Victoria's Secret.

Karan Behal, whose family has been in the apparel manufacturing and export business for over three decades, PrettySecrets started off as a nightwear boutique on Linking Road in Mumbai in 2005. In 2011, the company launched Mylace.in, a multi brand lingerie ecommerce site, leveraging its vast experience in product sourcing, retail and customer service.
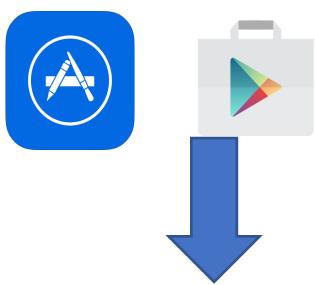
Neha is a Delhi University (Miranda House) graduate and holds masters in management degree. After a decade of experience in corporate India, where she led business for some big names, she decided to start on her own to address the absence of peppy, spicy, sexy yet comfortable wear in the Indian innerwear market.

Business Strategy

Zivame

**40 retail stores in tier I markets and we are looking at taking that number to 100 over the next 12-18 months**

Started as a online marketplace
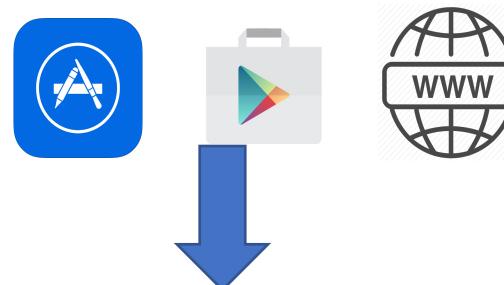
Omni Channel

Now, Has a presence in about 26 retail stores and 600 trade (multi-brand) outlets along with a digital outreach across all pin codes in India.

Clovia

60% of its sales are coming from tier 2 and tier 3 cities

Started as a online marketplace
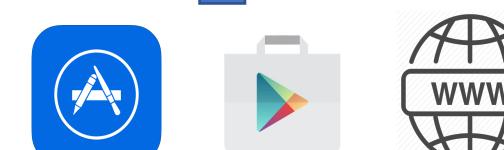
Omni Channel

75 offline stores across the country by the end of 2021, which will be contributing more than 30% to the overall revenue.
Currently it has 12 retail outlets and these contribute to nearly 20% to the revenue.

PrettySecrets

Adopted the omni-channel strategy and have plans of setting up a whopping 300 offline stores by 2019 to cater to seamless integration between the online and offline customer experience.

Started as store in 2005

	zivame	Clovia	PRETTYSECRETS
Goals:	"Our Mission is to be the destination for every woman's intimate needs. We believe that every woman is unique, and we want to deliver a platform that allows her to browse, discover and shop what is right for her."	"Clovia has set the goal to offer women quality, fashionable, and affordable lingerie and thereby uplift the mood, the elegance and their confidence."	"Our mission is to deliver superior quality lingerie as well as give our customers access to product and categories previously unavailable in the market."
Marketing strategy	Making their presence in social sites through regular online ads. Now increasing their presence offline by opening various stores.	Built its own brands, focused on sourcing and selling on their own e-store and other online stores. Using Instagram for there advertisement	Marketing there products through social media and digital media
Target Market	Women in the Age group of 18 – 35+ from Tier 1 & Tier 2 cities	Women in the age bracket of 25 to 32 in Tier 2 & 3 cities Now, it also focuses on a younger demographic, those between 18 and 24	Women in he age group of 20- 45 years.

	zivame	**Clovia**	**PRETTYSECRETS**
Retail Store Locations	31 retail stores and 600 trade (multi-brand) outlets along with a digital outreach across pan India.	12 retail outlets	12 outlets in Mumbai, Ludhiana and New Delhi
Funding	$57.6M in funding. initial seed funding of Rs. 30 lacs came from Richa Kar. Back in 2015, Zivame had raised worth Rs 250 crore. The company has recently raised Rs. 60 crore funding as part of a bridge round.	Clovia has raised a total of $18.7M in funding. The latest funding of $10M was raised in Jan 2019 by AT ventures.	Pretty Secrets has raised a total of $8M in funding.
Revenue	FY 18 Revenue INR 86.64 Cr; Net worth – INR 100 Cr	FY 18 Revenue INR 52 Cr	FY 18 Revenue INR 34.8 Cr

	zivame	**Clovia**	**PRETTYSECRETS**
Pricing	Pricing is in the range of Rs. 250 – Rs. 2000.	Between Rs. 300 – Rs. 1000.	Price range of Rs. 300 – Rs. 3000.
Product Line-up	Bras/ Panties Nightwear Activewear Shapewear Accessories Swim + Beach	Bras/ Panties Nightwear, Clothing – socks/ stockings/ leggings Shapewear, Maternity Wear, Swimwear, Active Wear	Bras/ Panties Nightwear Swim Shape Accessories
Product Filters	Size Style/ Coverage Padding/ Wiring Brand Price/ Discount/ Offer Color Fabric Type	Size Color Style	Size Price Color Padding/ Category Fabric Occasion
Returns Available	Yes	Yes	Yes
Loyalty Program	Yes – Circle of Radiance 3 circles-Bronze, Silver & Gold Different Rewards per circle	No	No
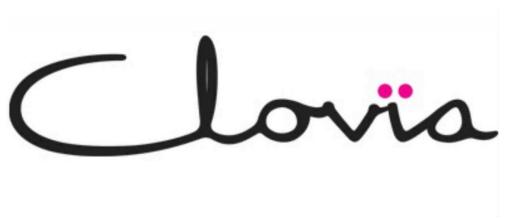
	zivame	**Clovia**	**PRETTYSECRETS**
App Downloads	Google Play — 5,000,000+ total downloads	Google Play — 1,000,000+ total downloads	Google Play — 100K+ total downloads
	Itunes Connect — Data not available	Itunes Connect — Data not available	Itunes Connect — Data not available
App Ratings	IOS – 3.2 Android – 4.2	IOS – 4.7 Android – 4.5	IOS – 4.6 Android – 4.2
App Reviews	Fair	Good	Good
Facebook Page Likes	814K	938K	135K
Twitter Followers	7630	5005	6425
Instagram Followers	201K	106K	116K

SWOT Analysis - Zivame	Opportunities	Threats
	Strength Opportunities (SO) Strategies Using Lingerie Zivame strengths to consolidate and expand the market position.	Strength Threats (ST) Strategies Lingerie Zivame can use two approaches - building on present strengths, or analyze the trend and build processes to two pronged market penetration approach.
	Weakness Opportunities (WO) Strategies Building strategies based on consumer oriented product development and marketing approach.	Weaknesses Threats (WT) Strategies Lingerie Zivame should just get out of these business areas and focus on strength and threats box , or on weakness and opportunities box.

Market and Sample Size – Some Guesstimates

Indian population size: **1.3 billion**

Urban Population vs Rural population

30:70 ratio of Urban vs Rural, 30% which is 390 million is the Urban population

Tier I & Tier II cities

50% of total Urban population Which is 195 million

People aged between 18 to 35

Assume 50% of population falls in this age group = 100 million

Women in the age band – 18 to 35

45% of population in this age band is women = 45 million

Division based on social class:

Upper Class: 10%; Middle Class: 30% ; Lower Middle Class: 40%; Lower Class: 20%

Ignoring Lower & Lower Middle Class

*Target Audience for the given scenario comes up to around **20 million***

Assuming confidence interval as 95%,

margin of error as 10% and response rate as 10%,

for the target audience of 20 million, ***sample size would be 96***

Taking into consideration 10% response rate,

Total number of people to be surveyed would be 96/0.1 = **960**

Survey Objectives and Hypothesis

Objective1: To understand how users behave while shopping online and offline

Hypothesis:

1. While shopping for lingerie users want to shop offline to have the touch and feel experience
2. Users prefer offline stores along with online stores
3. Price drive users to shop online

Objective2: To understand why user drop out while shopping online/ offline.
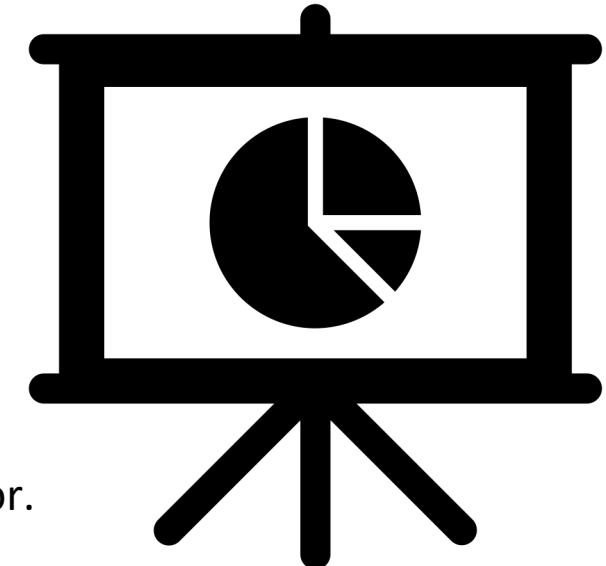
Hypothesis:

4. Its difficult to find the right size or the product they are looking for.

5. Discounts on the drives the customer to shop more.

Objective3: to understand if user experience plays a vital role in shopping behavior

Hypothesis:

6. Customers want to be notified of the new product or offering to enhance shopping behavior.

7. Users want to buy the items viewed online by visiting the offline stores near them.

8. Push notification helps user shopping behavior
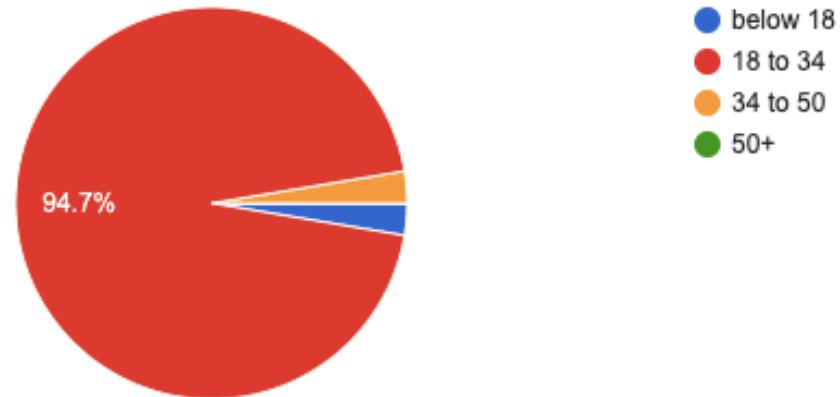
Survey – Questionnaire & Responses Link

https://forms.gle/VTbmcoE2ht6xg2cM7

https://docs.google.com/spreadsheets/d/1x3EWl7dx7_Pq
B9o4hszwRztsbEQ9T8V1YbZIX8wwPns/edit?usp=sharing

Age

38 responses

- below 18
- 18 to 34
- 34 to 50
- 50+

94.7%
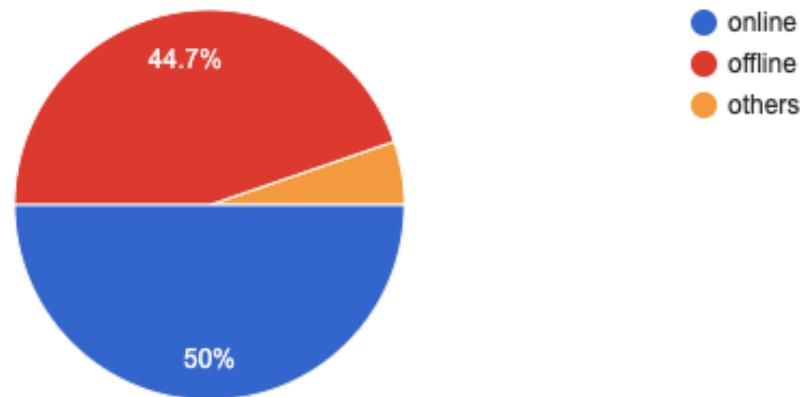
How do you shop for your lingerie

38 responses

- online
- offline
- others

44.7%

50%

# Hypothesis Validation from Survey Results
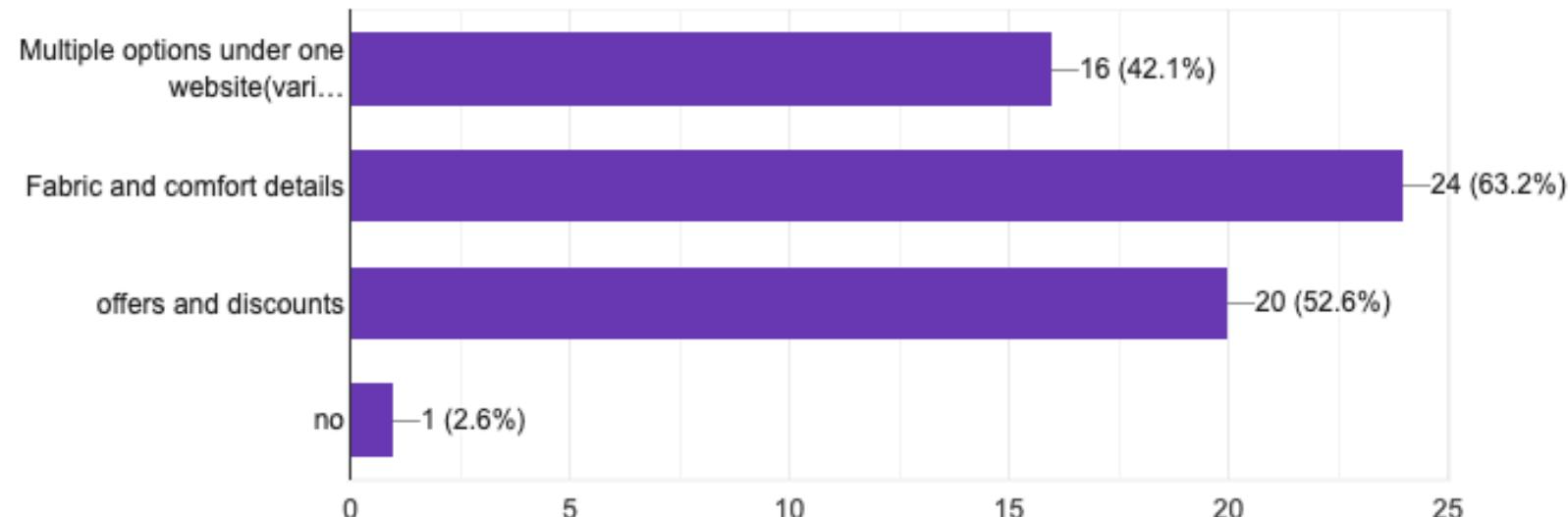
Objective1: To understand how users behave while shopping online and offline

Hypothesis validation:
1. While shopping for lingerie users want to shop offline to have the touch and feel experience- 50 % of the people shop for there lingerie online 44.7% offline which means people still want to shop both offline and online, going omni channel users clearly place emphasis on touch and feel of the product.
2. Users prefer offline stores along with online stores – As the 44.7% respondents preferred offline stores, this hypothesis stands validated
3. Discounts drive users to shop online

# What factors motivate you to buy lingerie online

38 responses

Category	Value
Multiple options under one website(vari...	16 (42.1%)
Fabric and comfort details	24 (63.2%)
offers and discounts	20 (52.6%)
no	1 (2.6%)
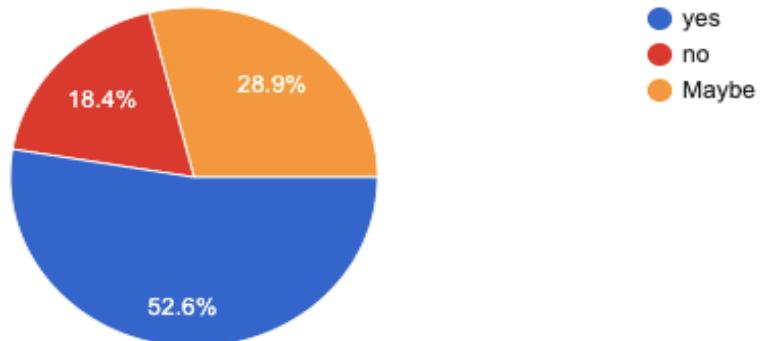
When shopping for your lingerie do you prefer having a physical outlet of the brand near you?

38 responses

- yes — 52.6%
- no — 18.4%
- Maybe — 28.9%

Objective1: To understand how users behave while shopping online and offline
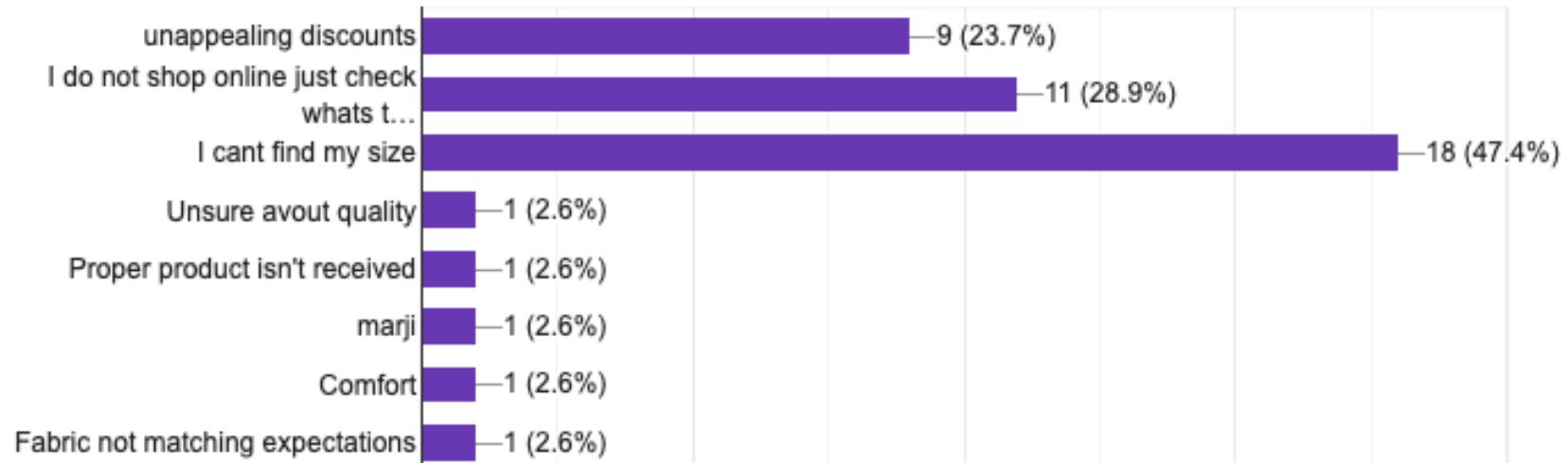
Hypothesis:

1. While shopping for lingerie users want to shop offline to have the touch and feel experience
2. Users prefer offline stores along with online stores
3. Discounts drive users to shop online - 52.6% of users registered discounts as a key driving factor thus validating this hypothesis

# Some other key motivations and pain points from the survey
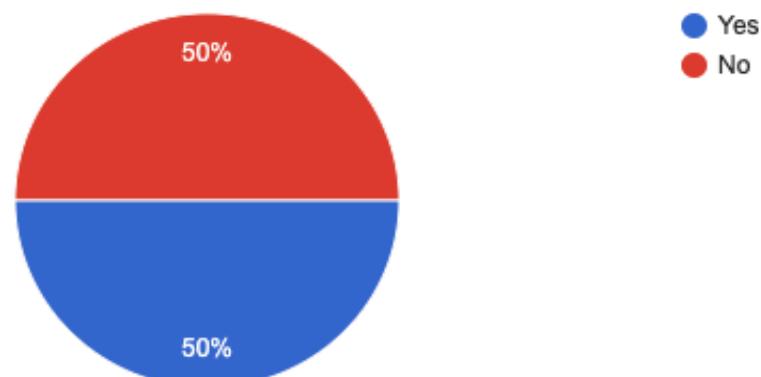
What factors make you not buy your lingerie online when shopping online

38 responses

Factor	Count
unappealing discounts	9 (23.7%)
I do not shop online just check whats t...	11 (28.9%)
I cant find my size	18 (47.4%)
Unsure avout quality	1 (2.6%)
Proper product isn't received	1 (2.6%)
marji	1 (2.6%)
Comfort	1 (2.6%)
Fabric not matching expectations	1 (2.6%)
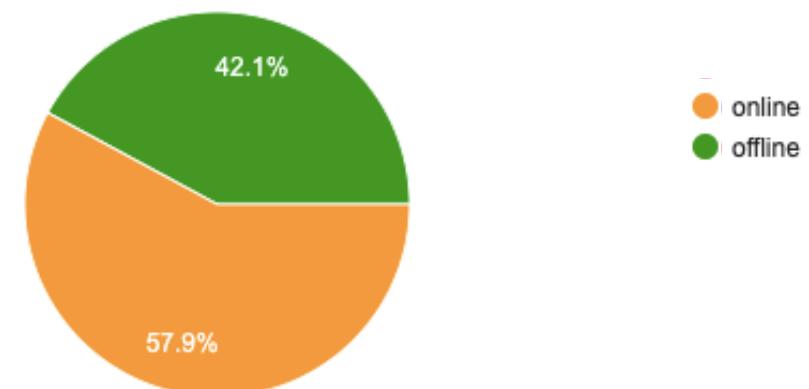
Did you shop from Zivame?

38 responses

- Yes — 50%
- No — 50%
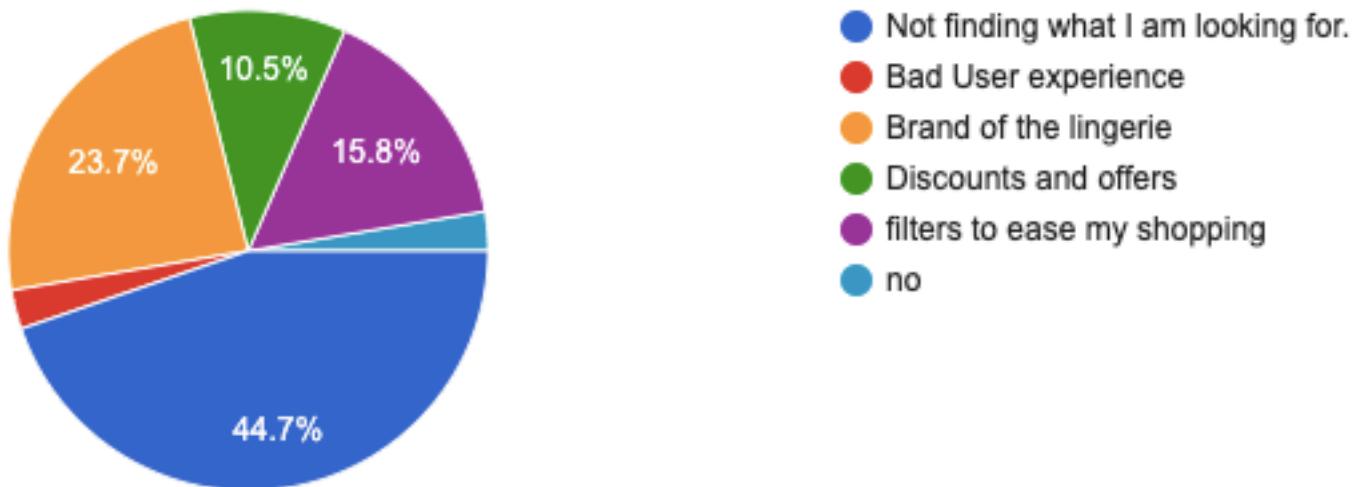
If Yes, was it online or offline store?

38 responses

- online — 57.9%
- offline — 42.1%
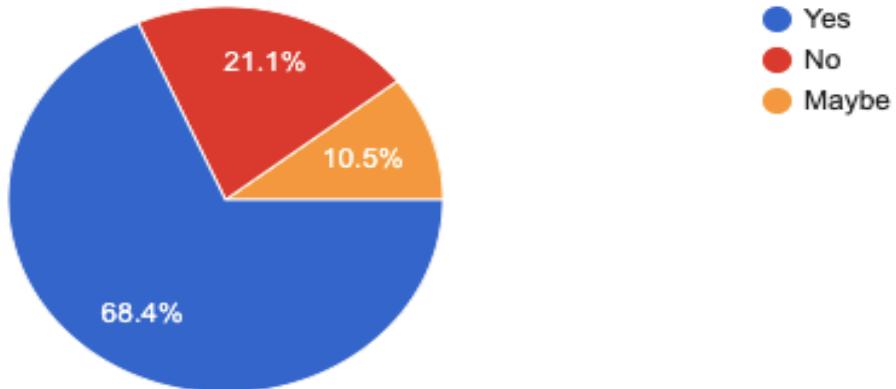
# Among the following options which one do you feel would impact your online shopping experience?

38 responses

- Not finding what I am looking for.
- Bad User experience
- Brand of the lingerie
- Discounts and offers
- filters to ease my shopping
- no

10.5%
23.7%
15.8%
44.7%

Does notification help you in your shopping experience?

38 responses

- Yes
- No
- Maybe

21.1%
10.5%
68.4%

Any specific feedback on your buying experience from Zivame?

38 responses

i have not buy any thing from zivame till now due to high rate nd not even getting any discount

never bought

Amazing fit and great deals

No feedback. Should be more discounts when doing offline shopping.

Never bought

More outlets will be helpful

Good quality fabric

Provide more clear quality view

Colours

It's good experience

Wide range of variety

I havent tried yet

good quality

People that are not sure about their size suffers a lot

Na

Not bought yet

no

Multiple options under the same roof, good user interface, their quality is like amazinggg!

User Type	Repeat customer	*Contextual Inquiries and Insights*
Channel	Online - App	
Task	Select a swim suit with size XXL and add it to the cart	
Task Details	User selects Swim & Beach from the Menu option, selects All Swim & Beach, checks out the Collection and adds a Swim suit of their choice with size XXL to their cart.	
Questions & Responses	Do you use the Zivame app often? yes How was your overall experience? Overall experience using the app is very comforting moreover would like to get some notifications on the latest trends and would prefer notifications on the phone as I do not want to miss out on discounts and offers and what is trending. While checking out I saw u were going to and fro while deciding, would you like to explain the reasons for it ? To compare the pricing and the details on the fabric used. Also wanted check if the other websites have something else to offer better in the same range.	
Observations	Through this activity, Hypothesis 4 & 5 are tested and are found to be correct. User has performed the task and the observations are as follows: User is not able to initially find swim suit of their choice having size XXL so is frustrated. User is not able to find the 'Tap to get notified option' easily. User compares for discounts from various websites	
Insights	Users have a concern in finding the right size online. Users will have a concern if they are not updated about the items Users are not able to compare the items side by side and have problems in finalizing.	

User Type	First time User
Channel	Online - App
Task	Select a swim suit with size XXL and add it to the cart
Task Details	User selects Swim & Beach from the Menu option, selects All Swim & Beach, checks out the Collection and adds a Swim suit of their choice in their size to their cart. The user is to check out and complete the transaction.
Questions & Responses	Do you use the Zivame app often? NO, I am a frequent user of clovia and like buying stuff through the App but zivame also is a good experience by far Would you like to share your experience being a first time user to the app. Zivame experience was good, the product range is almost same but when I talk of swim suit shopping the items is non returnable which made me think if I would want to do the purchase or not. The size is mostly the biggest concern and second is the fabric. I see that you did not complete the transaction. Yes as I was not sure about the size, I did not go ahead and buy the product rather i would go and buy the product from the outlet where I can actually try out the correct size and bag it up. Plus online I can check out the variety and buy the same product from the physical outlet.
Observations	Hypothesis 1,2, 4 & 7 are tested and found to be correct. User has performed the task and the observations are as follows: user like to check online the various options to buy from offline stores size is her main concern she should like to shop offline.
Insights	Users have a problem in finalizing the item as they are unsure about size

User Type	Repeat User
Channel	Online - Website
Task	Buy any item of your choice
Task Details	User logs in to the website, chooses an item of her choice and checks out.
Questions & Responses	Do you use the Zivame often? Yes, I am a very frequent user of Zivame. Looking at the way to did your buying I saw that you directly went to your wish list and even checked the discounts and offers, do you do that frequently or you also explore more options. Once I log in I save some of the items in the wishlist and then buy them based on the discounts released by zivame. I like the like now and shop later thing. I like the notifications send by the company and based on the price and comparison I buy what I listed.
Observations	Through this activity, Hypothesis 3,5,6 and 8 was tested and found to be correct. User makes use of discounts and notification to buy products.
Insights	User feels discounts and offers on the products added to wish list makes them buy that product.

User Type	First time User
Channel	Online - Website
Task	Buy any item of your choice
Task Details	User goes to the website , goes to new arrivals, night gowns, selects the item checks out and logins and pays
Questions & Responses	Do you use the Zivame app often? No, this is my first time. You were able to choose an item and add it to the cart. Any issues during this process? No I did not face a problem doing this Can you tell me more ? Yes the pricing is a bit too much when I compare to other website. I would love to be a repeat customer if they provide some kind of membership like Swiggy does it.
Observations & Insights	Tested Hypothesis 3 and it was found to be correct. User is willing to take a membership based on the price factor Price factor is also one of the important given the age segment 18 to 35+.

Contextual Inquiry – Insights gained

- Finding the right size is the top concern of customer
- User wants to be notified for the new arrivals
- User wants discounts and offers frequently to drive there shopping behavior
- Offline shopping for some items which have issues of size offline via stores
- Users are willing to take membership for reduction in price like Swiggy does monthly and yearly.
- They also like to shop offline after they viewed online the same item but are concerned of the availability.

Goals:
(in order of priority)

#1: Convert casual browsers into first time shoppers & shoppers into loyal customers.

2: Connect customers both online and offline and get involved with Zivame.

3: Utilise technology to capture data around user behaviours, interactions, and preferences

4: Explore & understand what today's retail customers expect in a technology-driven world, where they expect no distinction between an offline format and an online format.

Feature List

(In the order of priority)

- App notification to customers about the product availability and on various current offers & discounts [Maps to Statement 1 & 2]

- Feature to request for one-time use trial product mailed to customers for size fitment check. [Maps to Statement 1]

- Measurement guide availability on the app [Maps to Statement 4]

- Feature to add - buy-in-store on non-returnable items. [Maps to Statement 4] and get current user location and show nearby store within 15km radius [Maps to Statement 4]

- Add a feature - "Recommended for you" & "New Arrivals" to list items based on previous history [Maps to Statement 1 & 3]

Feature 1:
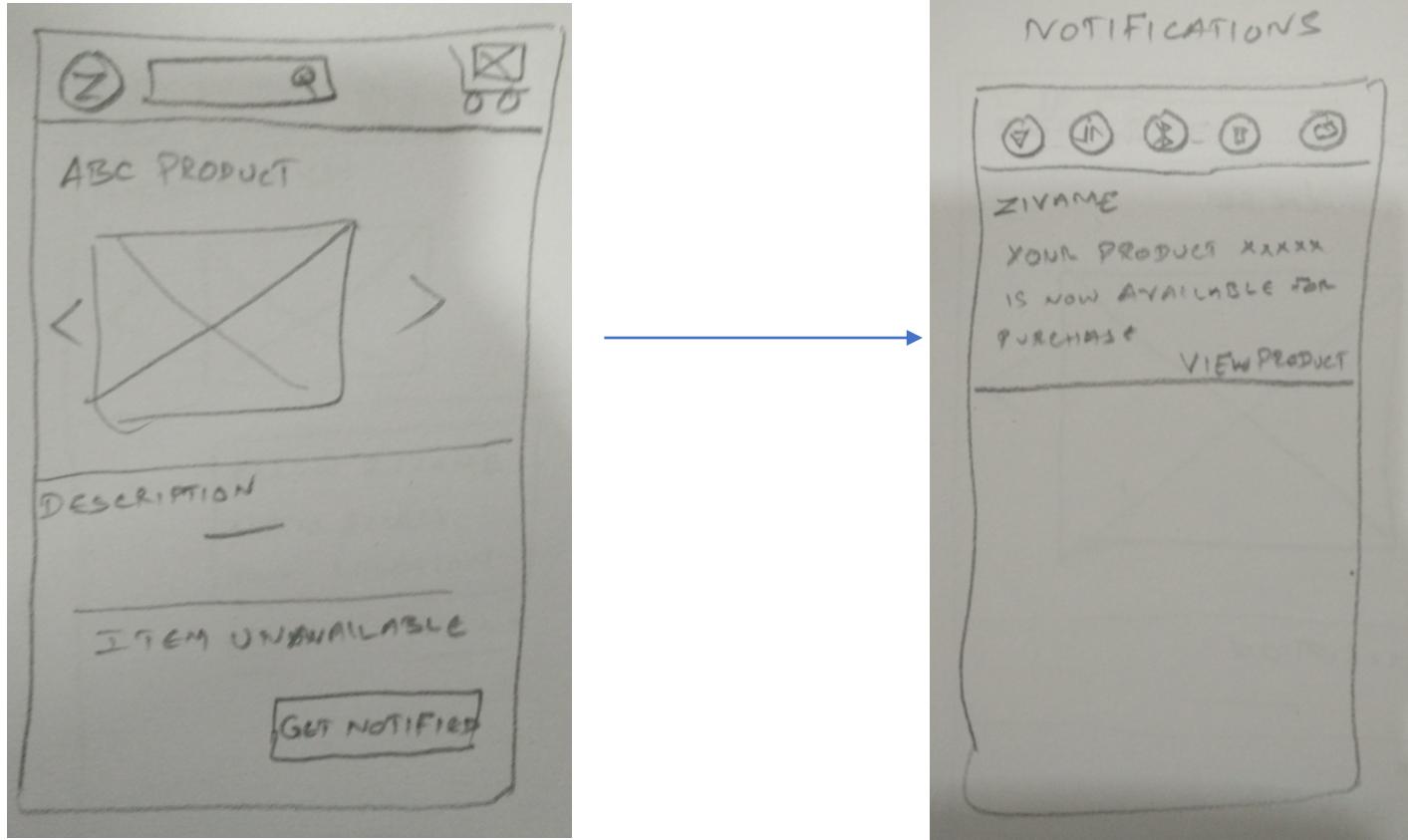
App notification to customers about the product availability on various current offers & discounts

Summary:

- Customers while browsing the app may face "out of stock" or "size unavailable" situations. Based on the survey & contextual inquiry feedback, app notification about the availability will delight the customers.

- App notification will improve in conversion for users when compared to ad click–through–rate or Google ads or SMS or e–mails.

- "Get notified when Available" buttons will be available when a product goes out of stock and enable customers to receive a push notification.

- To engage customers & make shoppers to loyal customers, push notification is necessary to send information regarding the current offers & discounts available.
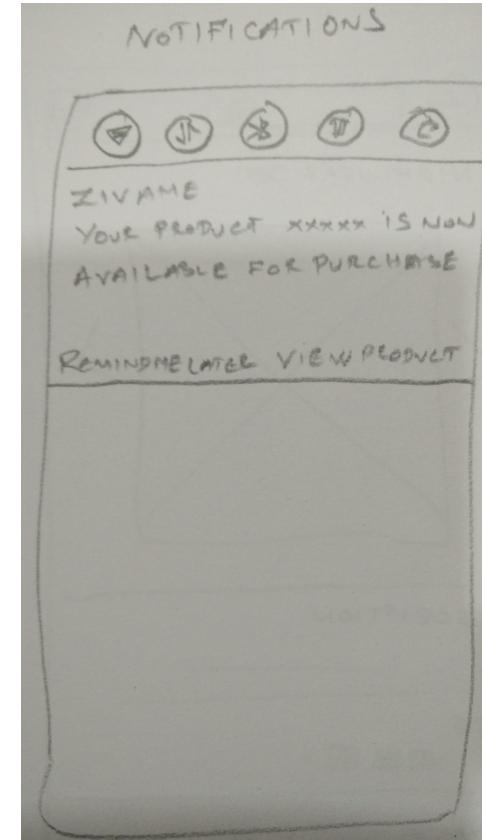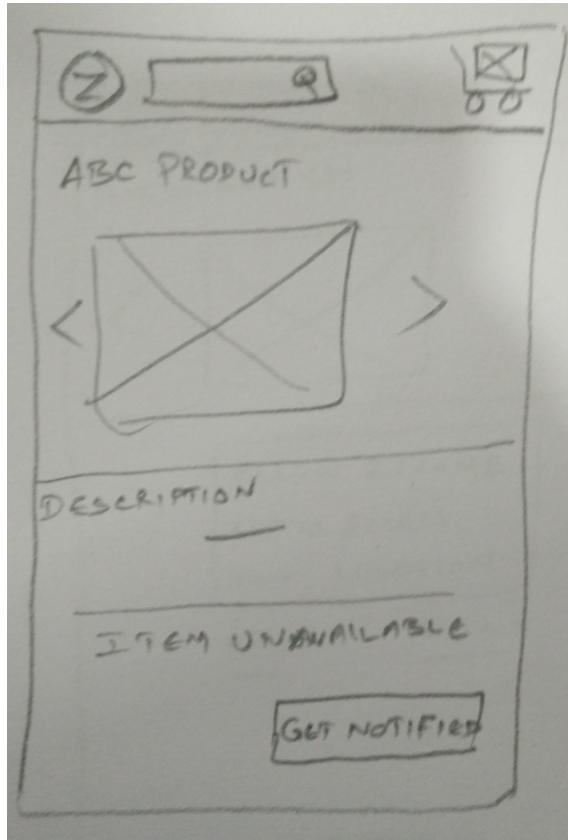
Feature 1 - Sketches

App notification to customers about the product availability on various current offers & discounts

Feature 1 – Usability Tests
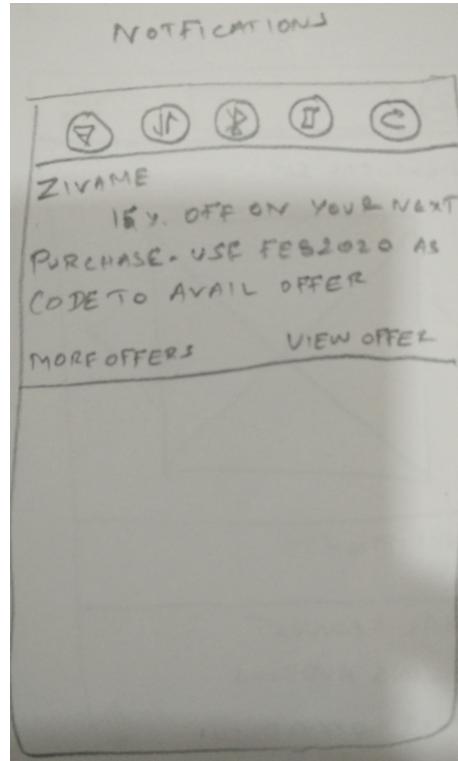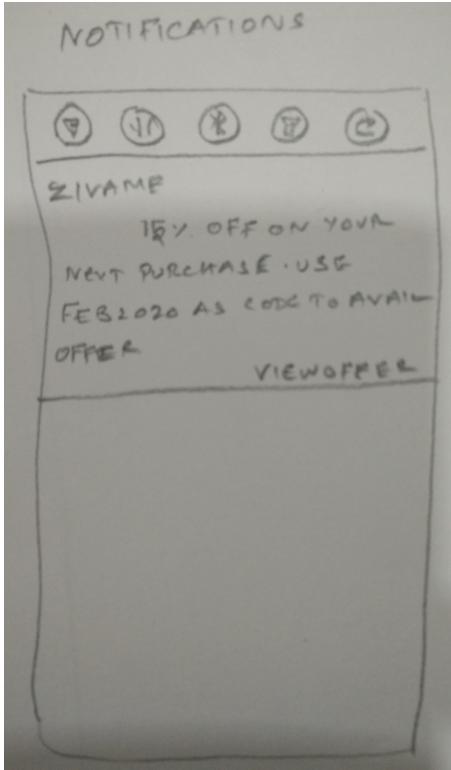
App notification to customers about the product availability on various current offers & discounts

Usability Feedback: Add "Remind me Later" to snooze this notification for 1 day

Feature 1 – Usability Test Contd.

App notification to customers about the product availability on various current offers & discounts

Usability Feedback: Add "More offers" link to see similar offers

Feature 2:
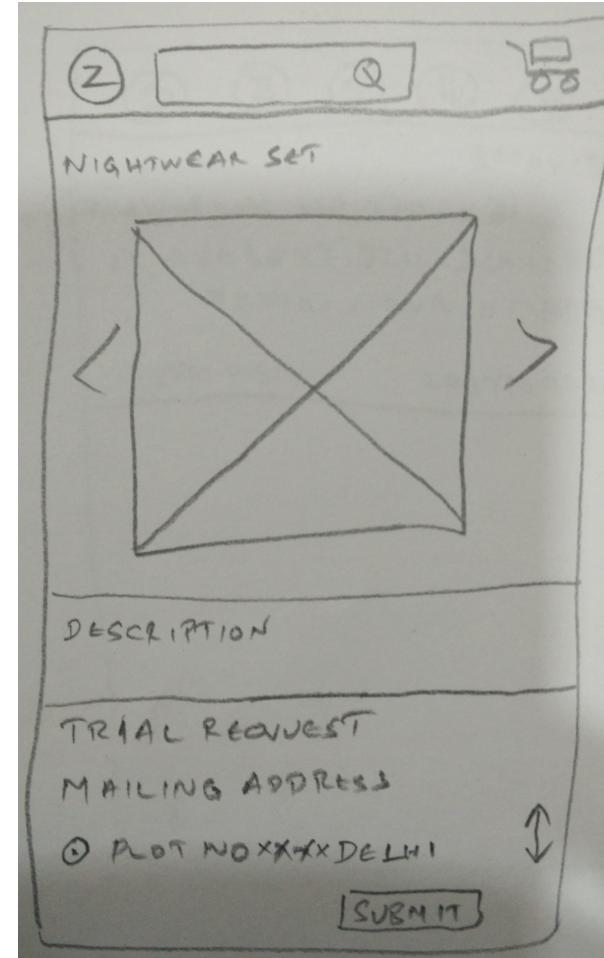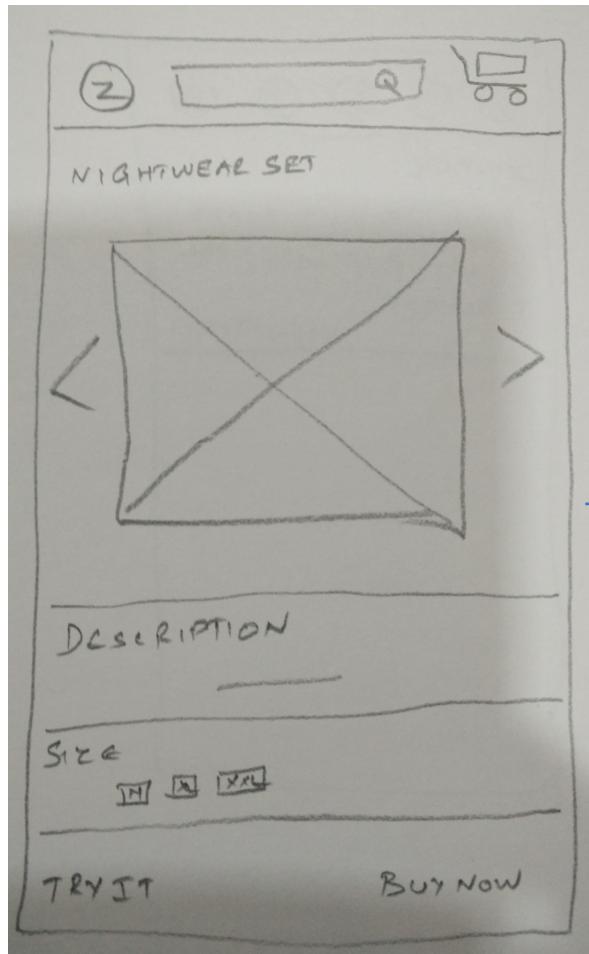
Feature to request for one-time use trial product mailed to customers for size fitment check

Summary:

- Customers often complain about the product size mismatch during the online purchase. Customers often assumes a size without measuring or first time users think the size will be same across brands.

- Based on the feedback new feature addition to request for one-time use trial product will be mailed to the customer and once the customer is satisfied with the size fitment, comes back and completes the actual product purchase. This is similar to offline trial room experience.

Feature 2 - Sketches

Feature to request for one-time use trial product mailed to customers for size fitment check


Usability Feedback: none

Feature 3:
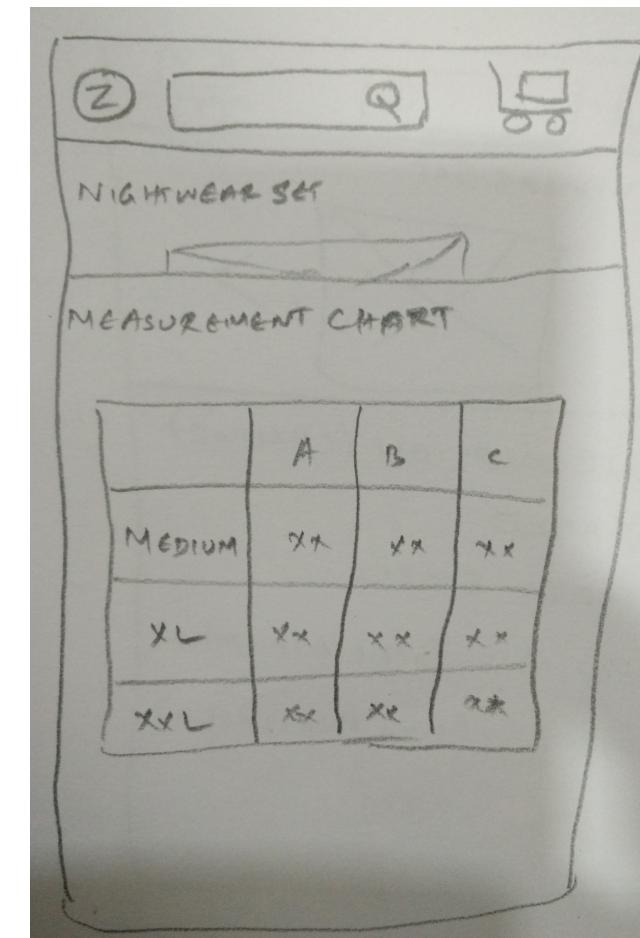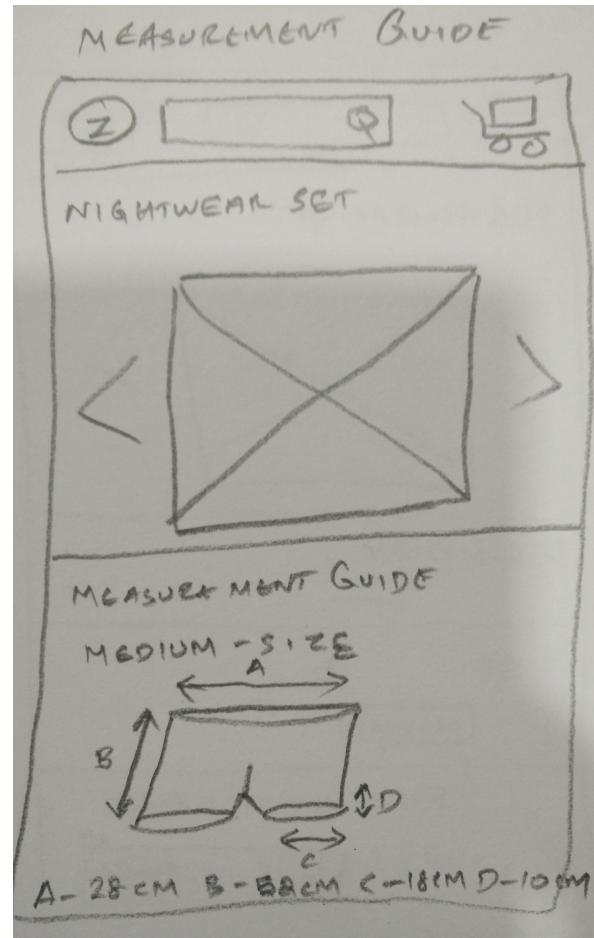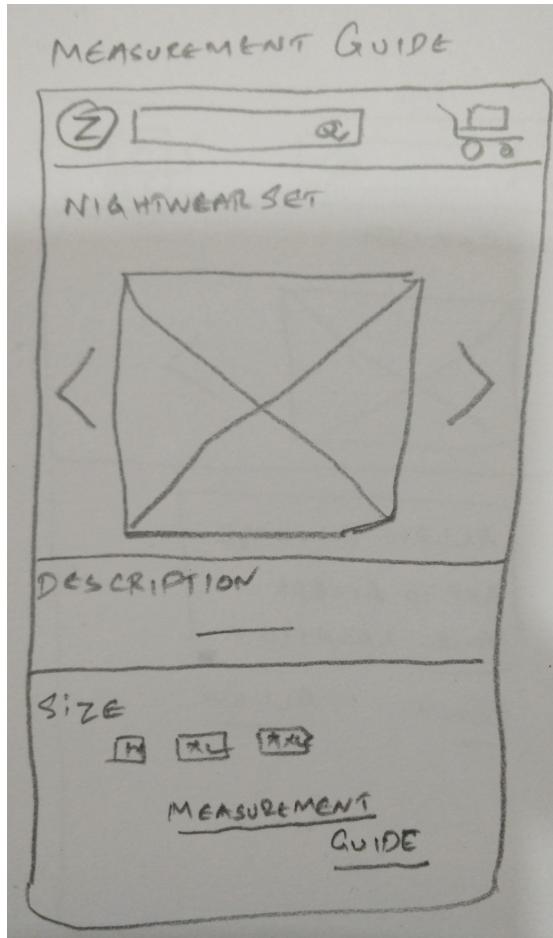
Measurement guide availability on the app

Summary:

A measurement guide + sizing chart availability on the app will help customers to see and purchase products with correct sizing.

Feature 3 – Sketches and Usability Tests

Measurement guide availability on the app

Usability Feedback: Add measurement chart displaying all size variants

Feature 4:
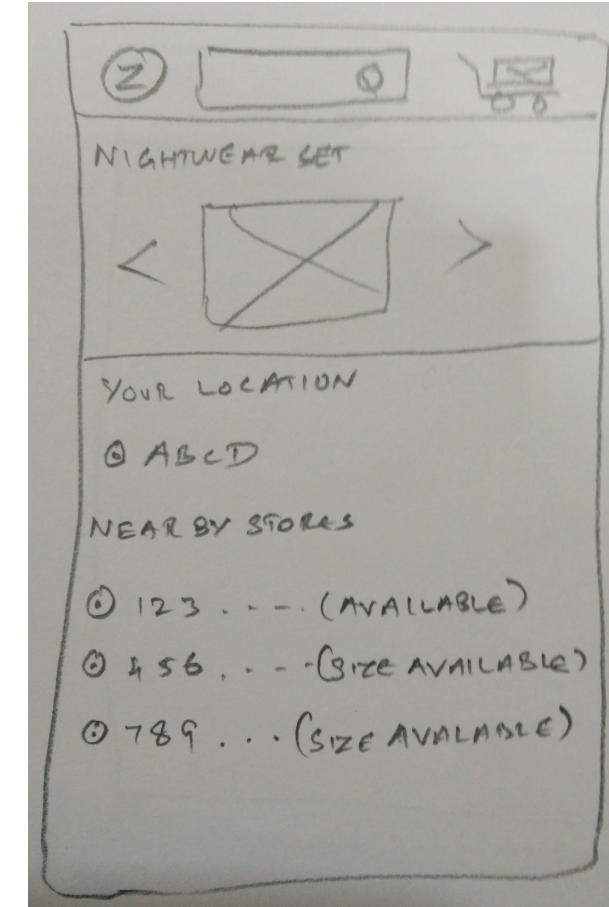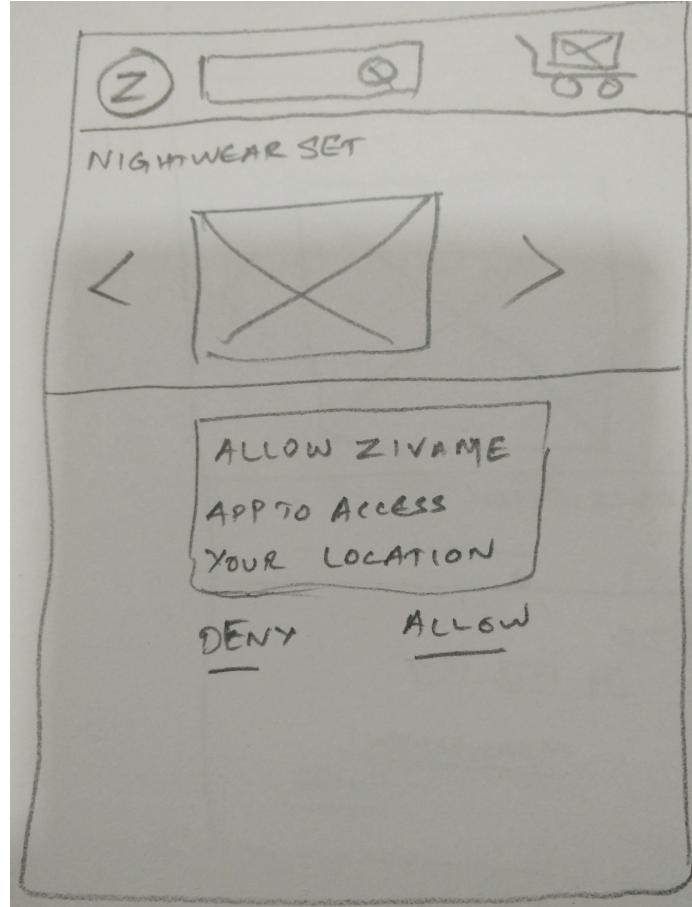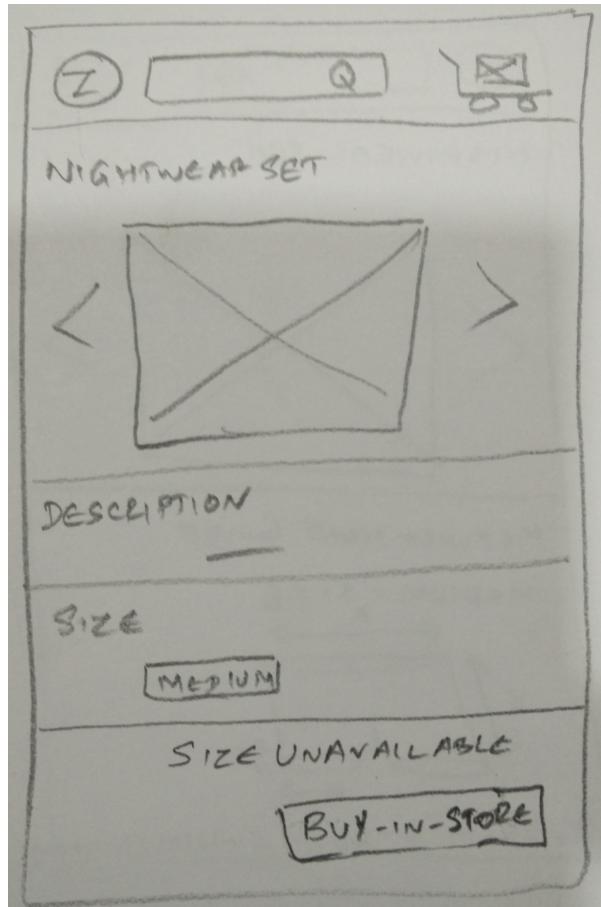
Feature to add - buy-in-store on non-returnable items and get current user location and show nearby store within 15km radius

Summary:

- Option to purchase the product from offline store. This is to enhance the user experience as few user prefer to touch & feel the product before purchase.

- Also when customers face out-of-stock issue in online store, the same product may be available in the nearby offline store. So guiding the customer to nearby offline store with location details will help the customers. Based on the current user location, the app will list down nearby stores with stock availability details.

Feature 4 – Sketches and Usability Test
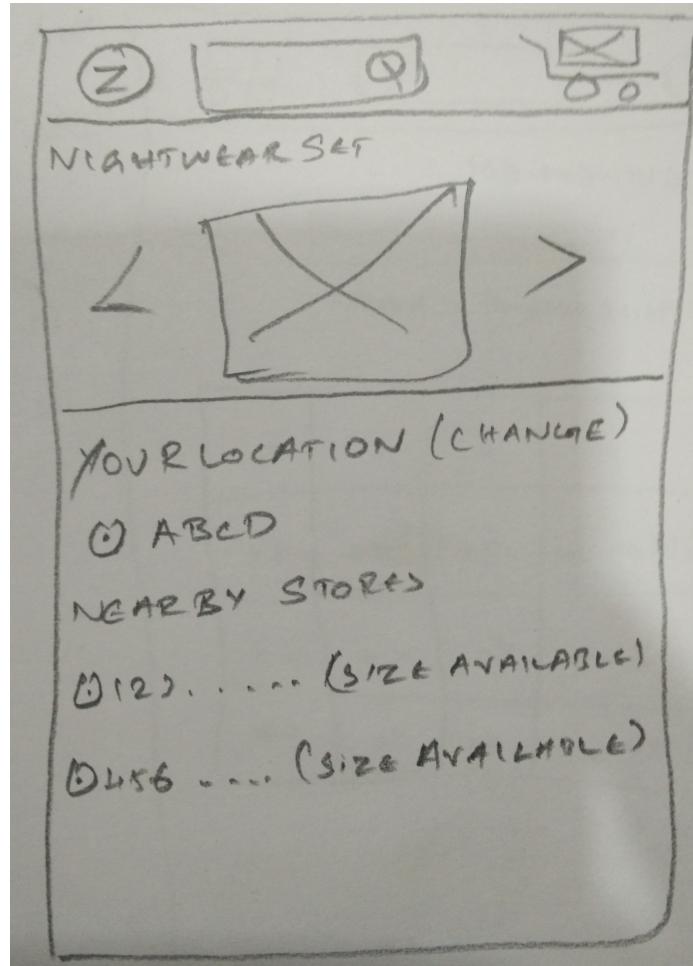
Feature to add - buy-in-store on non-returnable items and get current user location and show nearby store within 15km radius

Usability Feedback: Request for location permission can be done during the app installation process avoiding another click during the flow and add change location link to change the location settings if in case of GPS fail.

Feature 4 – Sketches and Usability Tests Contd

Feature to add - buy-in-store on non-returnable items and get current user location and show nearby store within 15km radius

Feature 5:
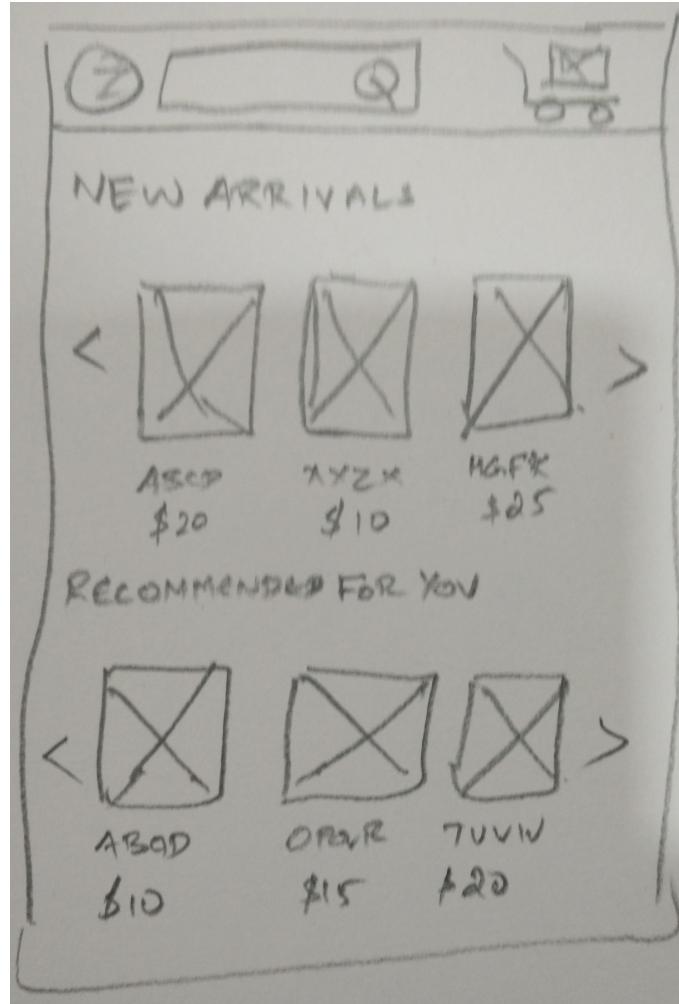
Add a feature - "Recommended for you" & "New Arrivals" to list items based on previous history

Summary:

- Based on customers previous purchase and browsing history a new section "Recommended for you" will be added recommending similar products.

- Survey feedback explains that customers are not notified or unaware of new arrivals. A new section "new arrivals" will be added to display the newly arrived products.

Feature 5 - Sketches

Add a feature - "Recommended for you" & "New Arrivals" to list items based on previous history
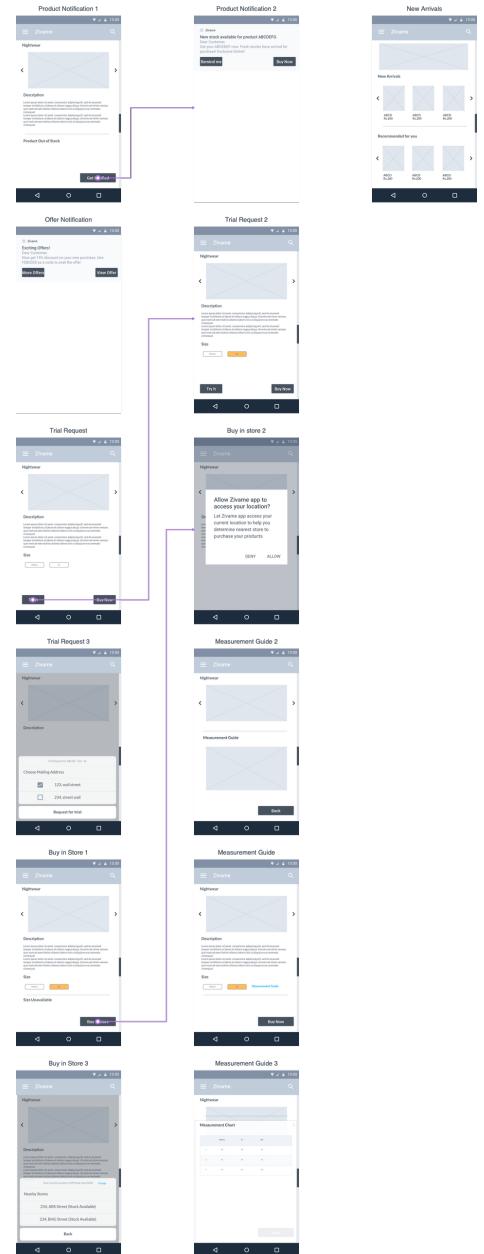

Usability Feedback: none

High Fidelity Wireframe and Mockups

- Prototype URL - https://marvelapp.com/4c915c4

- Please click on **Menu > View all screens**, to view all 13 screens

Navigational Flow

*Please click on **Menu > View user** flow in the Marvel link from previous slide, to view app navigation flow*