



## Green Analysts

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# UNRAVEL 6.0

## Diagnosing Value Leakage & Optimizing Growth at ShopEase



### Problem Statement

ShopEase is facing early warning signs of inefficiency and customer dissatisfaction despite recent growth. Management is concerned that rising complaints, inconsistent sales across product categories, and declining effectiveness of marketing spend indicate deeper, hidden problems in how customers are acquired, served, and retained. The leadership lacks clear visibility into which customers, products, channels, or operational processes are driving these issues and needs a data-backed diagnosis to pinpoint the root causes before revenue, margins, and brand trust are impacted. The objective is to use internal data to clearly identify what is breaking in the business and take corrective, scalable actions.

# Let's Understand the Data



- 18-24 years
- 25-34 years
- 35-44 years
- 45+ years

## AGE GROUPS



- Email
- Google
- Influencers
- Instagram
- Referrals

## ACQUISITION CHANNELS



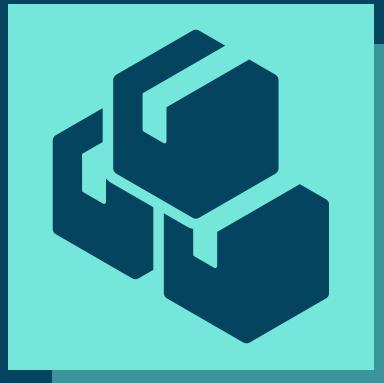
- Order Data
- Customer Data
- Delivery Data
- Channel Cost
- Revenue Data
- City Tiers

## SALES & OPERATIONS



- Card
- COD
- Net Banking
- UPI
- Wallet

## PAYMENT METHODS



- Accessories
- Active Wear
- Casuals
- Ethnic
- Formals
- Lounge Wear

## PRODUCT CATEGORIES

**SHOPEASE DATASET**  
 **$10000 \times 21$**   
**Dimensionality**



## PRODUCT LINES

- |                 |                  |
|-----------------|------------------|
| • Bags          | • Night Wear     |
| • Belts         | • Office Dresses |
| • Blazers       | • Pajama Sets    |
| • Comfort Tees  | • Sarees         |
| • Dresses       | • Scarfs         |
| • Ethnic Sets   | • Shirts         |
| • Formal Shirts | • Slippers       |
| • Gym Shorts    | • Sports Tees    |
| • Jeans         | • Tops           |
| • Kurtas        | • Tracks         |
| • Leggings      | • Trousers       |
| • Lehengas      | • Watches        |



**DATA**

**INSIGHTS**

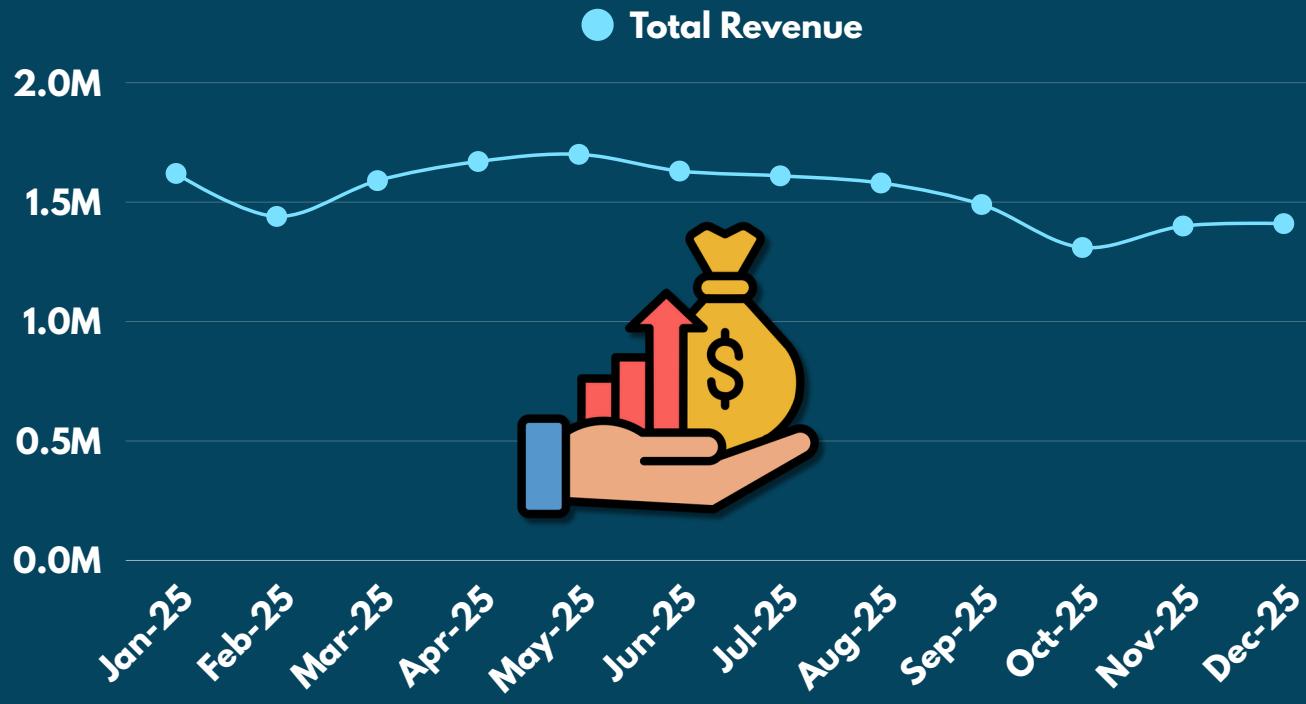
**SEGMENTS**

**PROBLEMS**

**SOLUTIONS**

# Exploratory Data Analysis - Overall Health

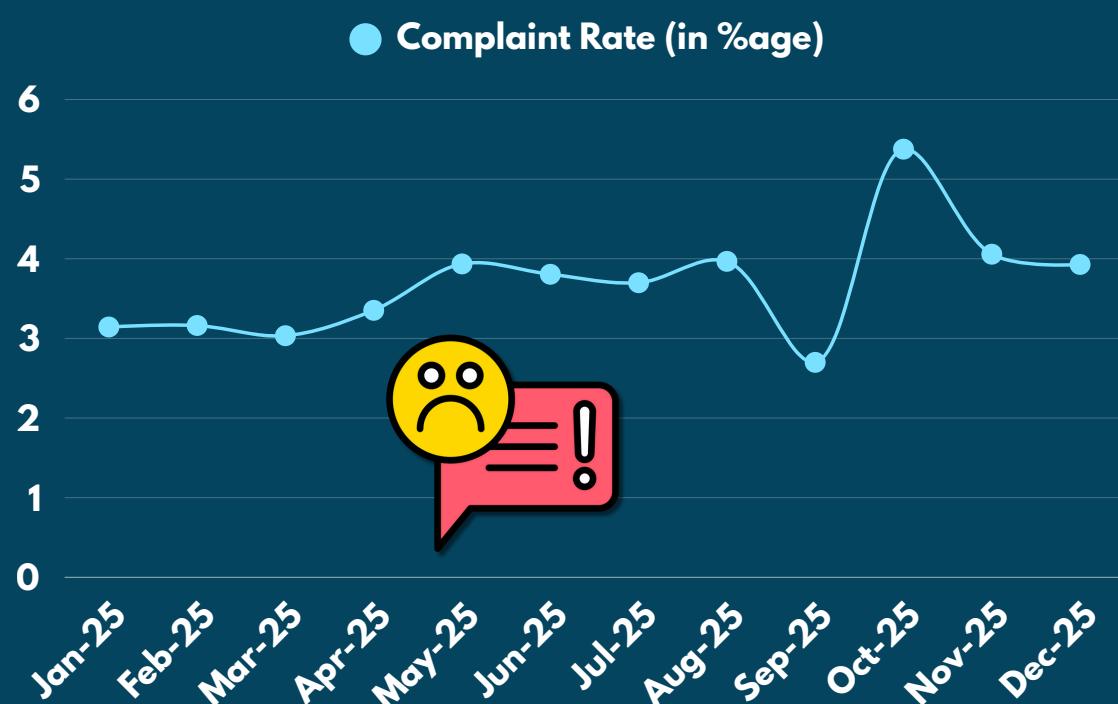
## MONTHLY ORDERS & REVENUE



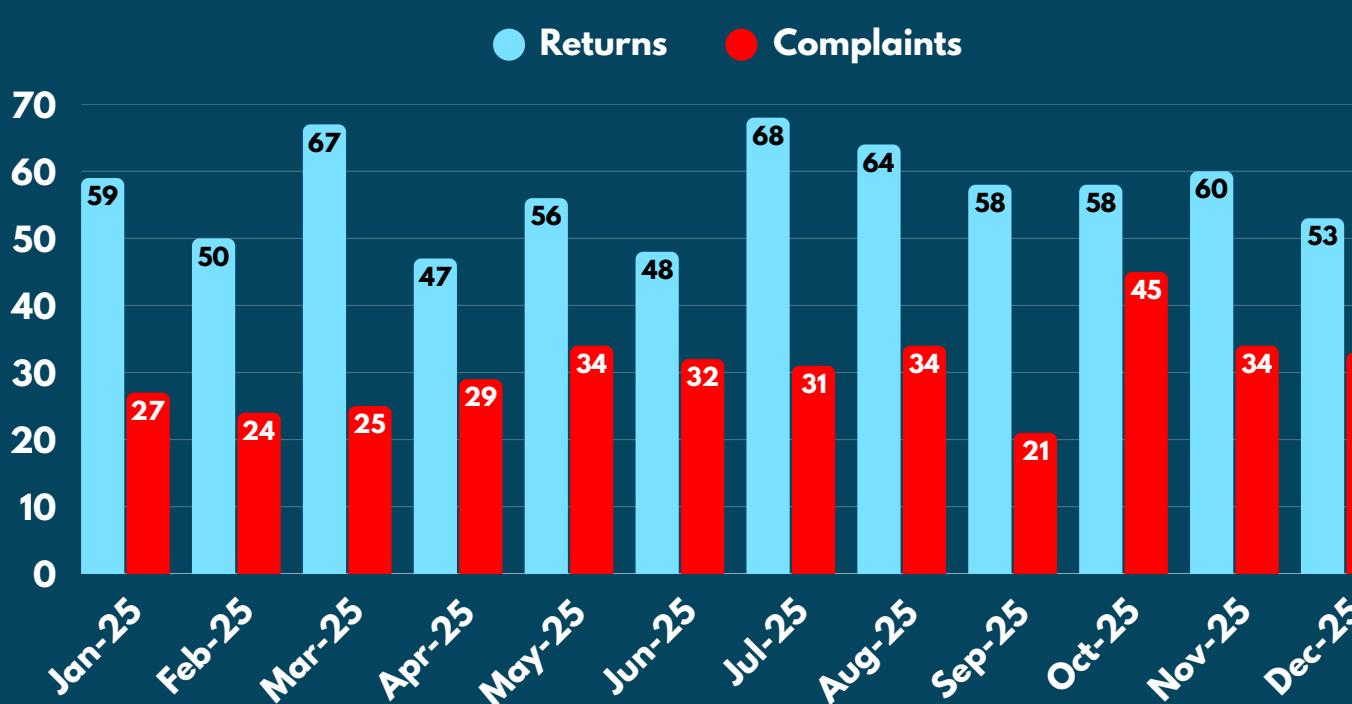
## MONTHLY AVG. ORDER VALUE (AOV)



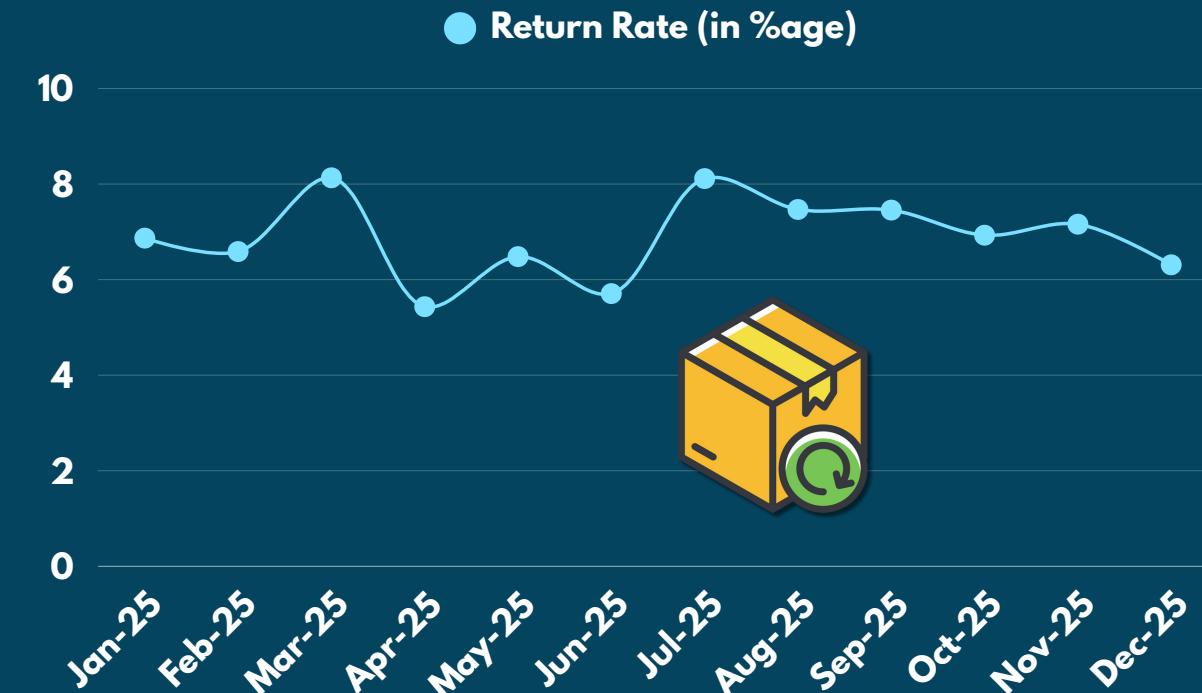
## MONTHLY COMPLAINTS



## MONTHLY RETURNS

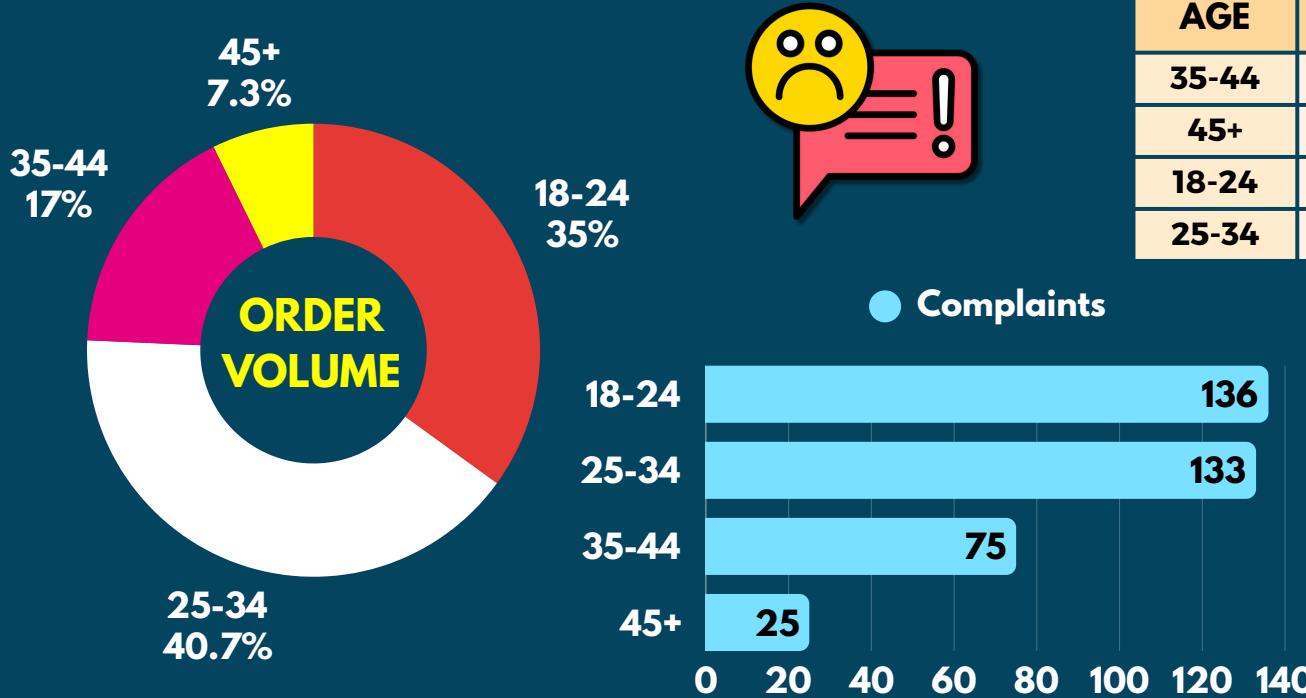


## DATA INSIGHTS SEGMENTS PROBLEMS SOLUTIONS

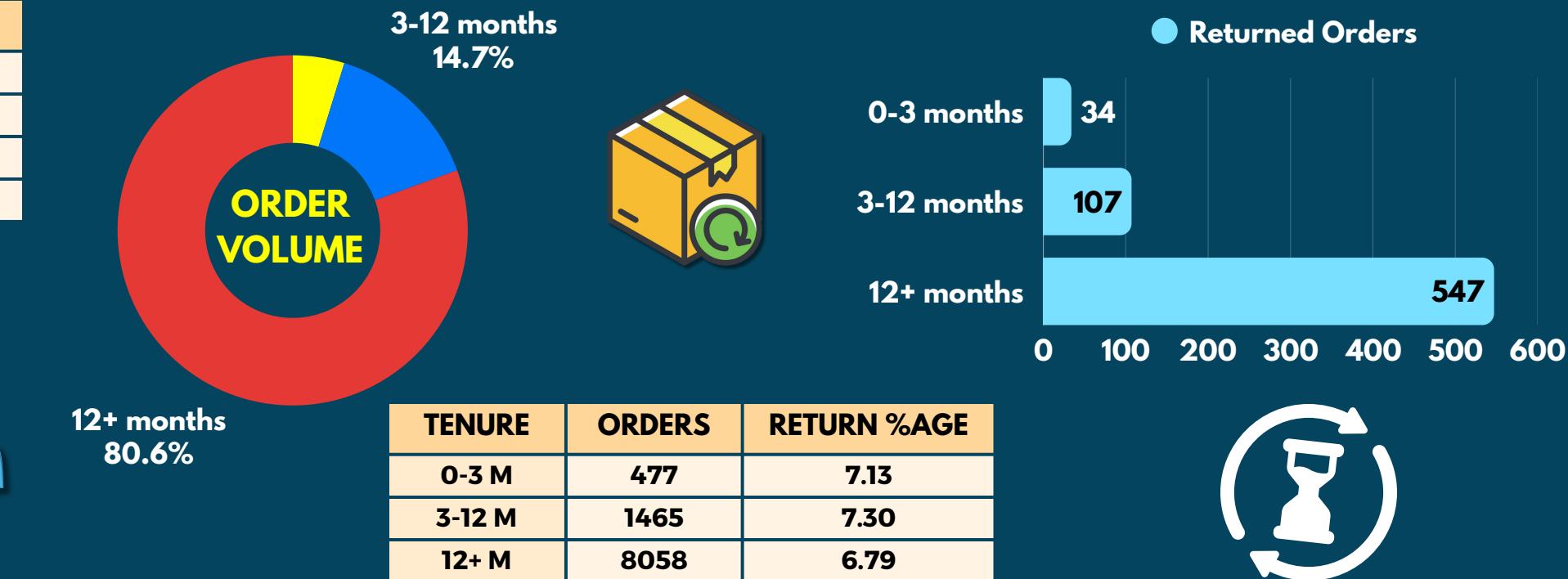


# Exploratory Data Analysis - Customers

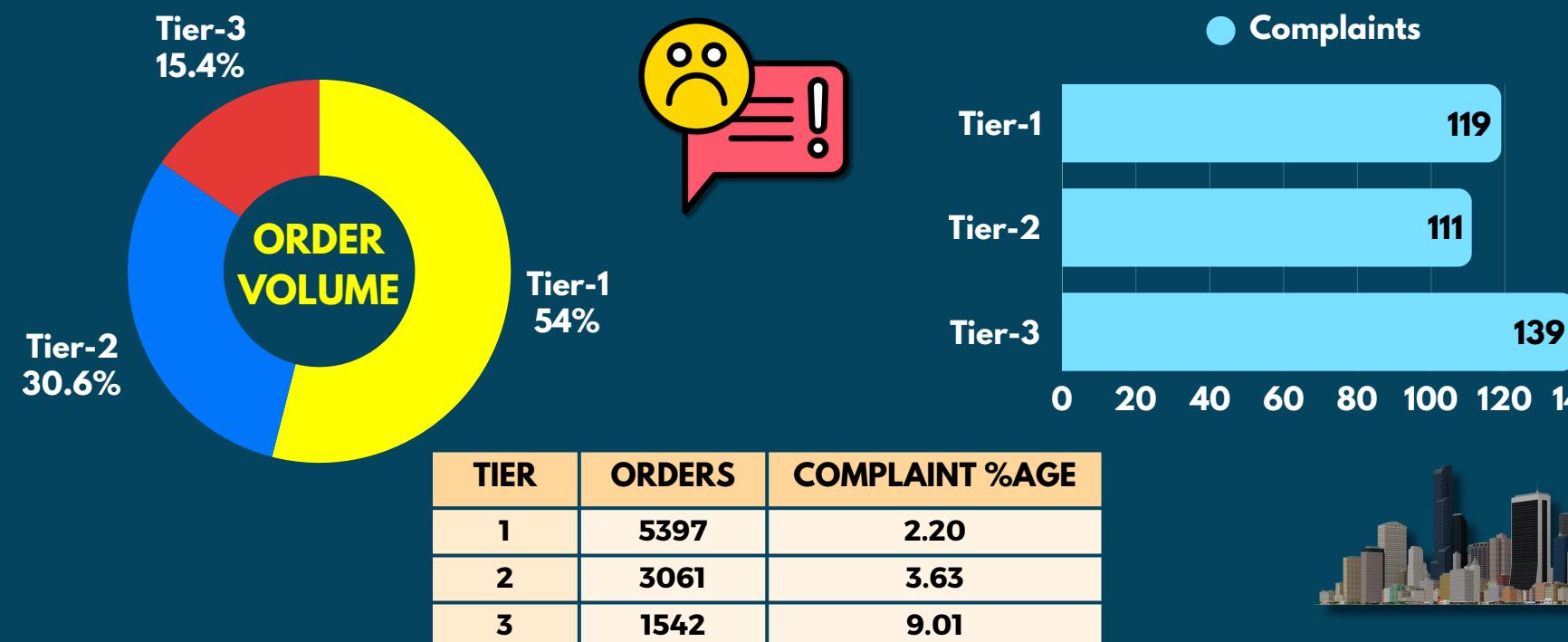
## COMPLAINT RATE BY AGE GROUP



## RETURN RATE BY TENURE BUCKET



## COMPLAINT RATE BY CITY TIER



## CUSTOMER SEGMENT PRIORITY MATRIX

AGE	CITY	ORDERS	COMPLAINTS	RETURNS	COMPLAINT %	RETURN %
35-44	Tier-3	279	30	23	10.75	8.24
45+	Tier-3	96	9	5	9.38	5.21
18-24	Tier-3	570	52	42	9.12	7.37
25-34	Tier-3	597	48	42	8.04	7.04
18-24	Tier-2	1103	48	73	4.35	6.62
35-44	Tier-2	512	22	32	4.30	6.25
45+	Tier-2	201	7	12	3.48	5.97
25-34	Tier-2	1245	34	82	2.73	6.59
35-44	Tier-1	912	23	71	2.52	7.79
25-34	Tier-1	2229	51	149	2.29	6.68
45+	Tier-1	430	9	26	2.09	6.05
18-24	Tier-1	1826	36	131	1.97	7.17



DATA

INSIGHTS

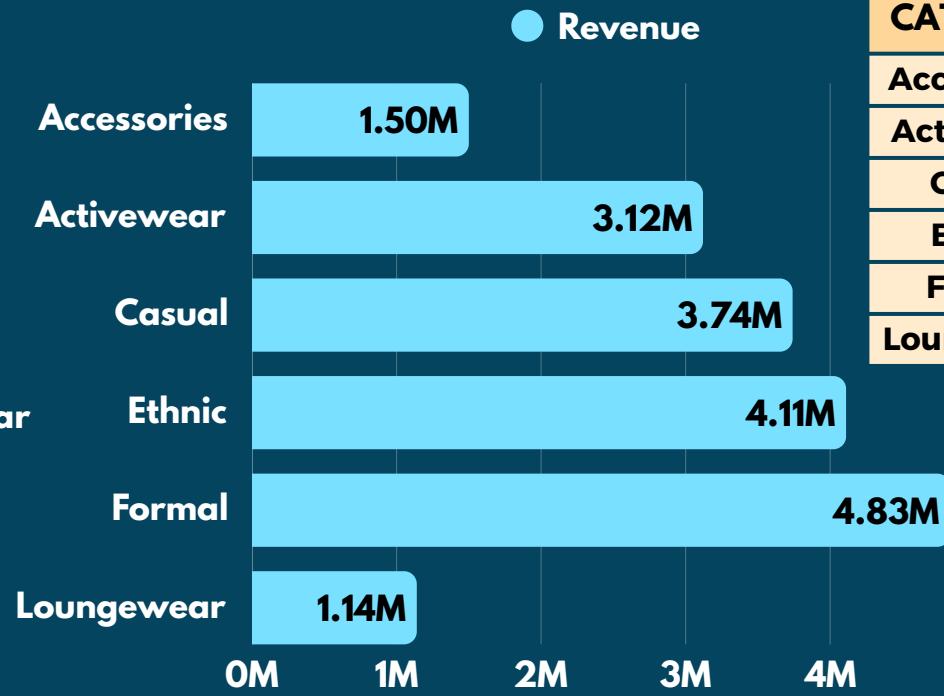
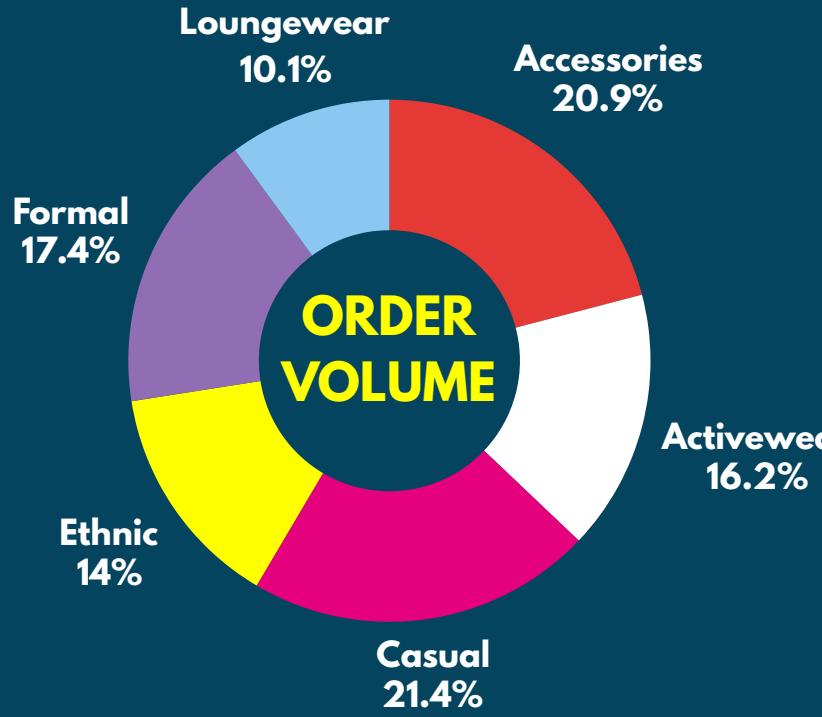
SEGMENTS

PROBLEMS

SOLUTIONS

# Exploratory Data Analysis - Products

## REVENUE BY PRODUCT CATEGORY

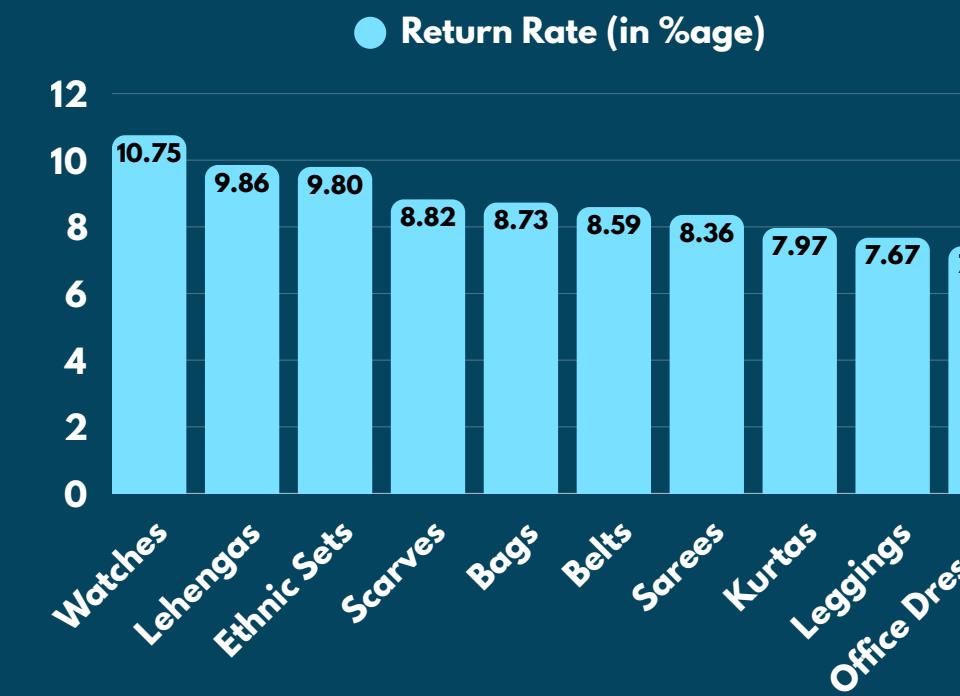


CATEGORY	ORDERS	COMPLAINTS	RETURNS
Accessories	2093	4.30%	9.22%
Activewear	1616	4.15%	6.31%
Casual	2140	3.08%	5.23%
Ethnic	1403	4.21%	8.98%
Formal	1741	3.10%	5.86%
Loungewear	1007	3.28%	5.26%

## CATEGORY WISE RETURNS & COMPLAINTS



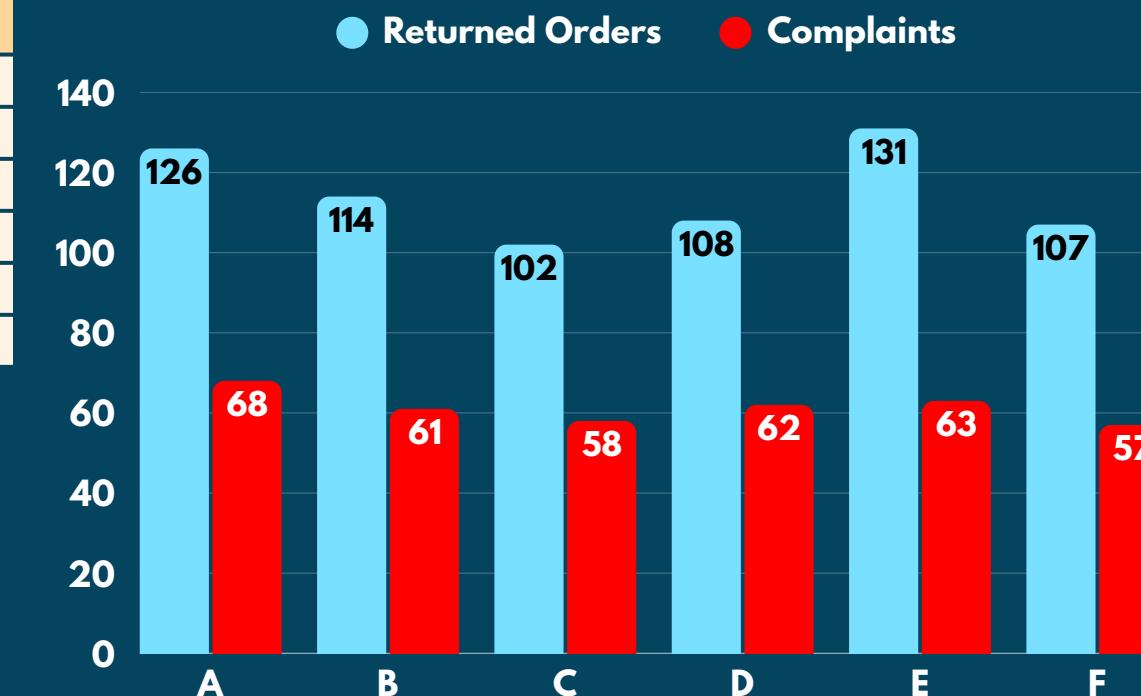
## TOP 10 SUB CATEGORY BY RETURN RATE



BRAND	ORDERS	COMPLAINTS	RETURNS
A	1700	4.00%	7.41%
B	1701	3.59%	6.70%
C	1542	3.76%	6.61%
D	1735	3.57%	6.22%
E	1660	3.80%	7.89%
F	1662	3.43%	6.44%



## BRAND LEVEL ANALYSIS



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INSIGHTS

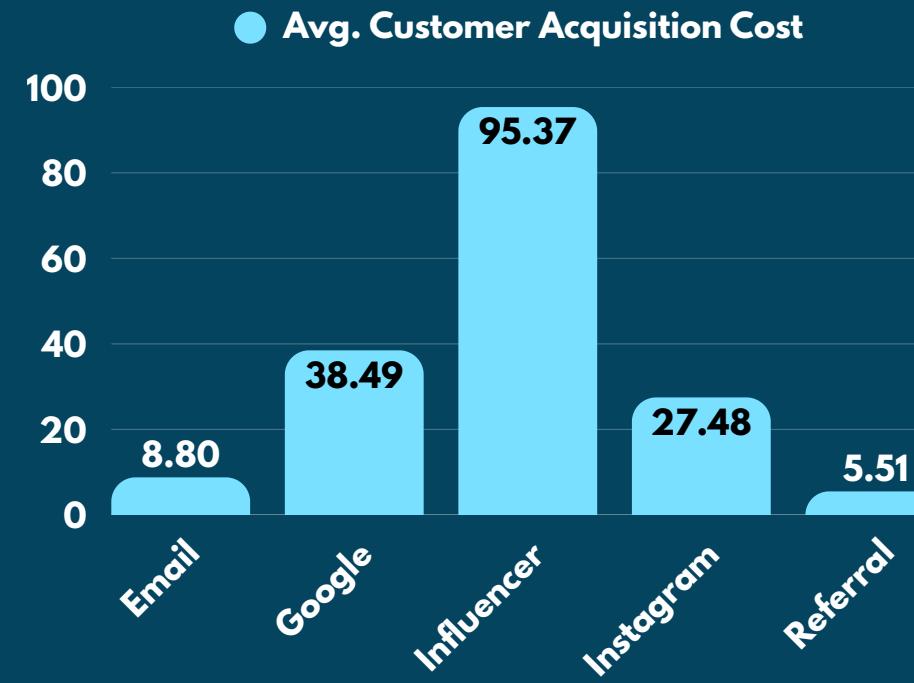
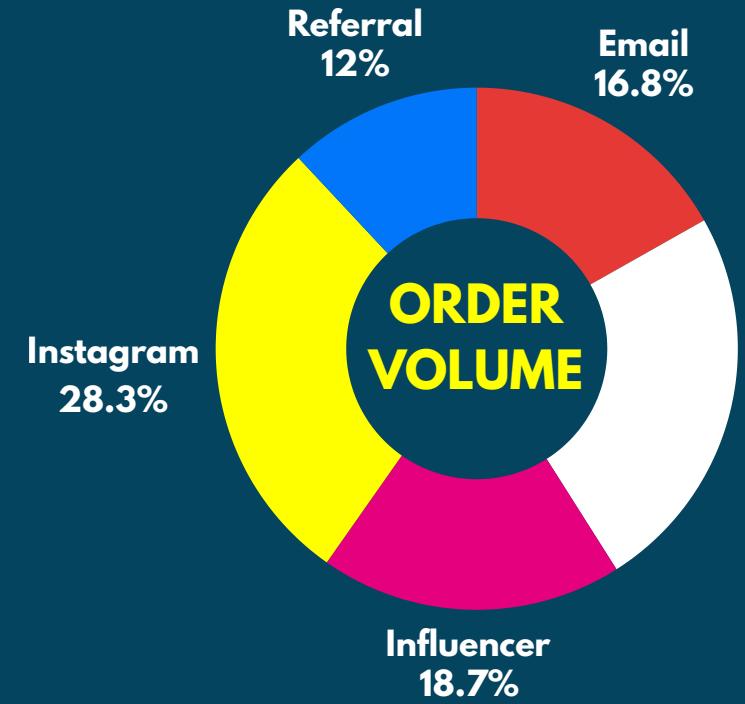
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PROBLEMS

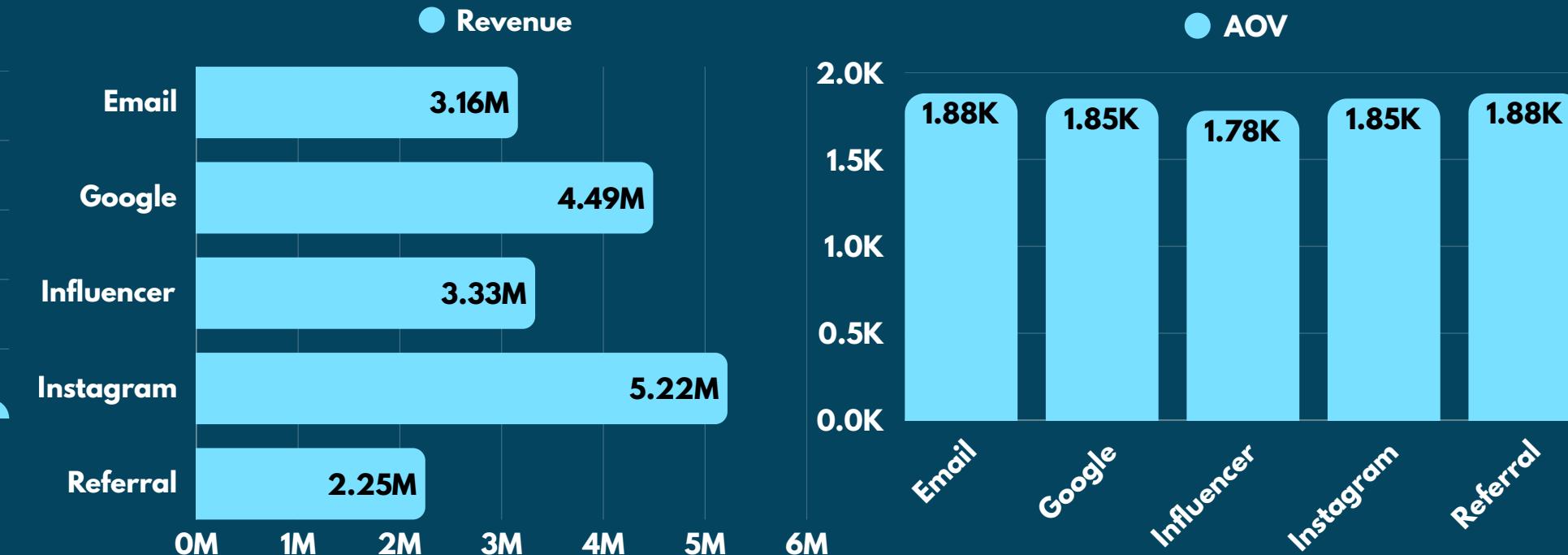
SOLUTIONS

# Exploratory Data Analysis - Marketing

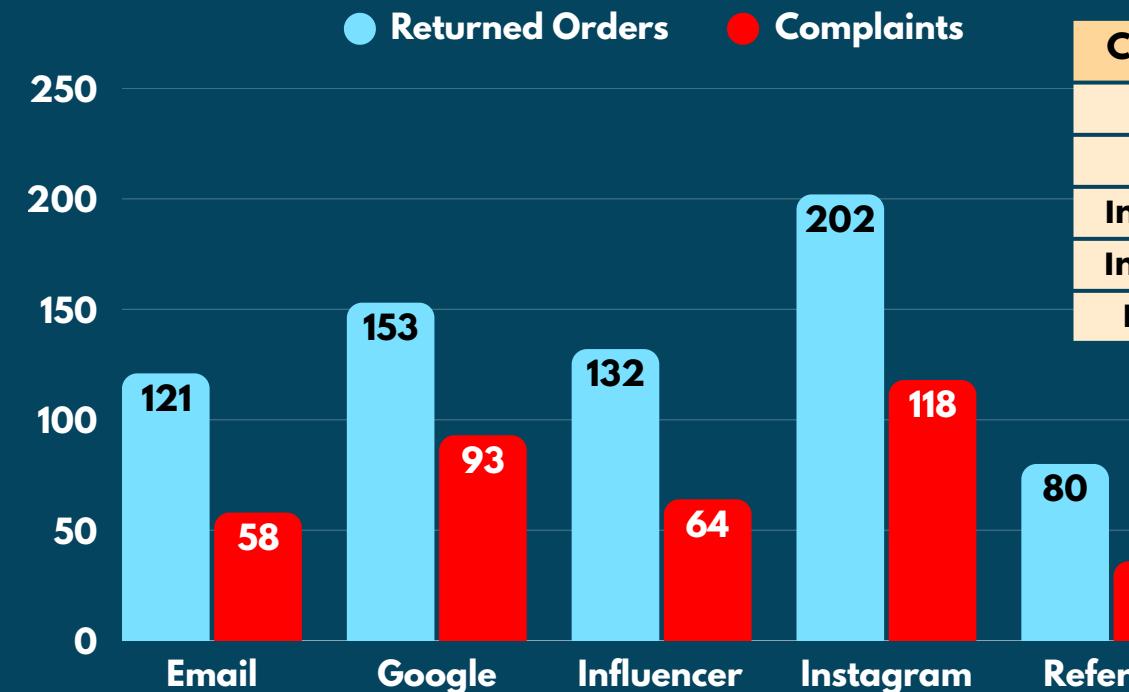
## CHANNEL LEVEL CAC & VOLUME



## CHANNEL WISE REVENUE & AOV



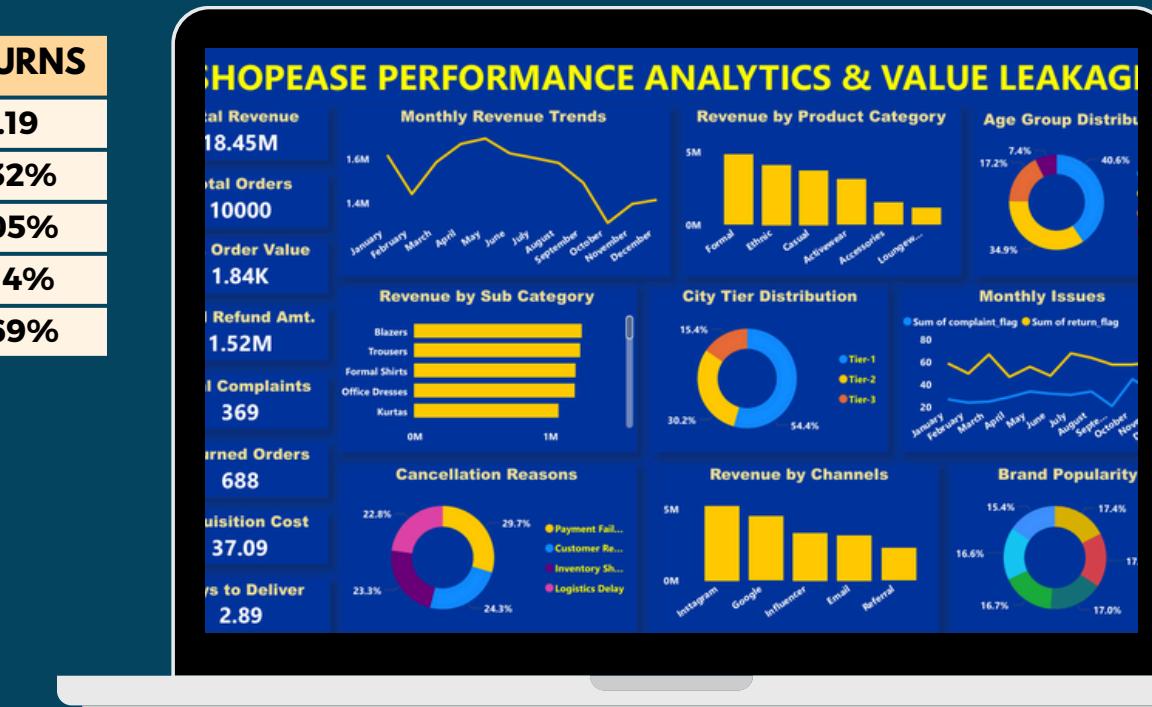
## COMPLAINTS & RETURNS BY CHANNEL



CHANNEL	ORDERS	COMPLAINTS	RETURNS
Email	1682	3.45%	7.19
Google	2419	3.84%	6.32%
Influencer	1873	3.42%	7.05%
Instagram	2830	4.17%	7.14%
Referral	1196	3.01%	6.69%



## DASHBOARD & LIVE RESOURCES



Click Here  
for App & Dashboard  
(GitHub Repository links)



DATA

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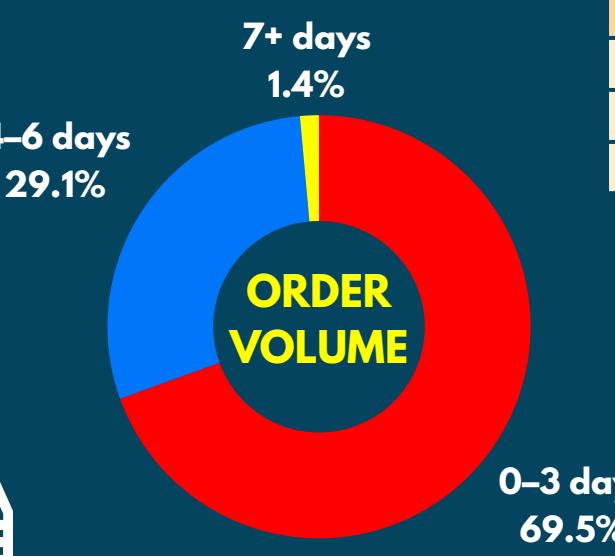
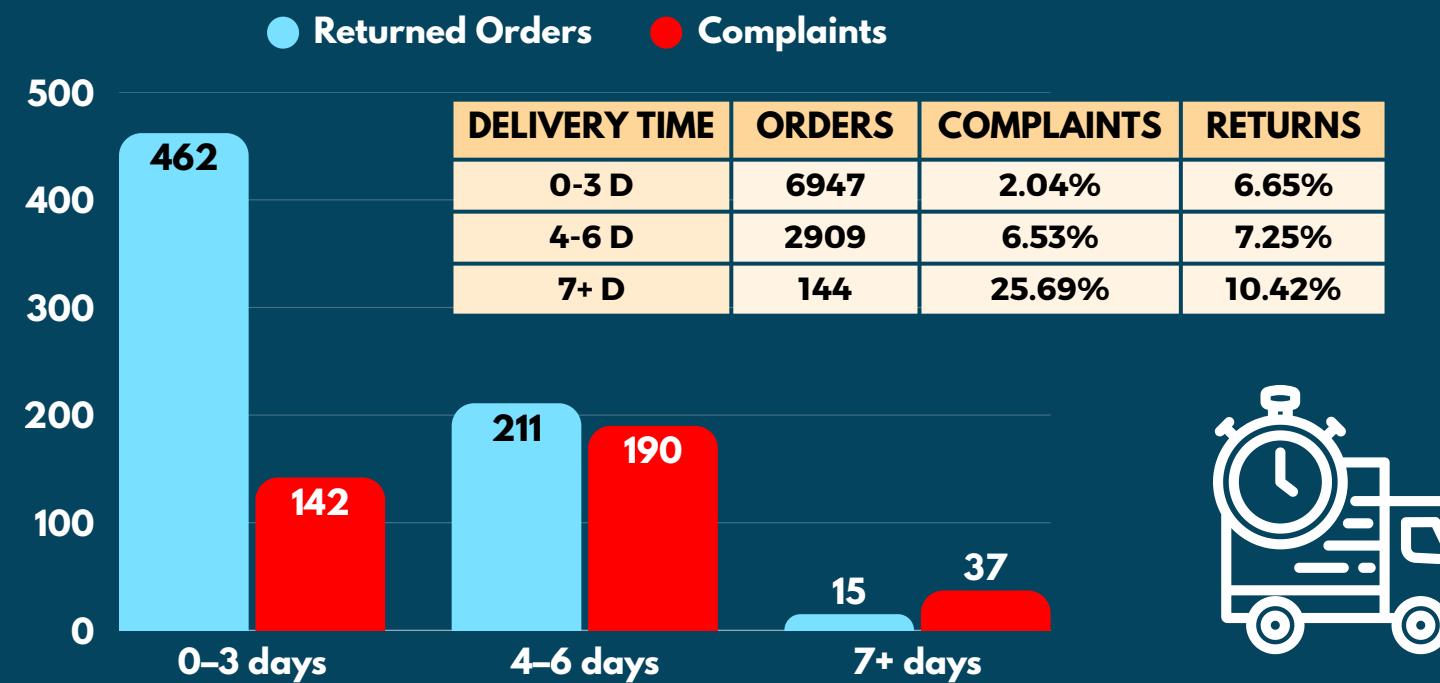
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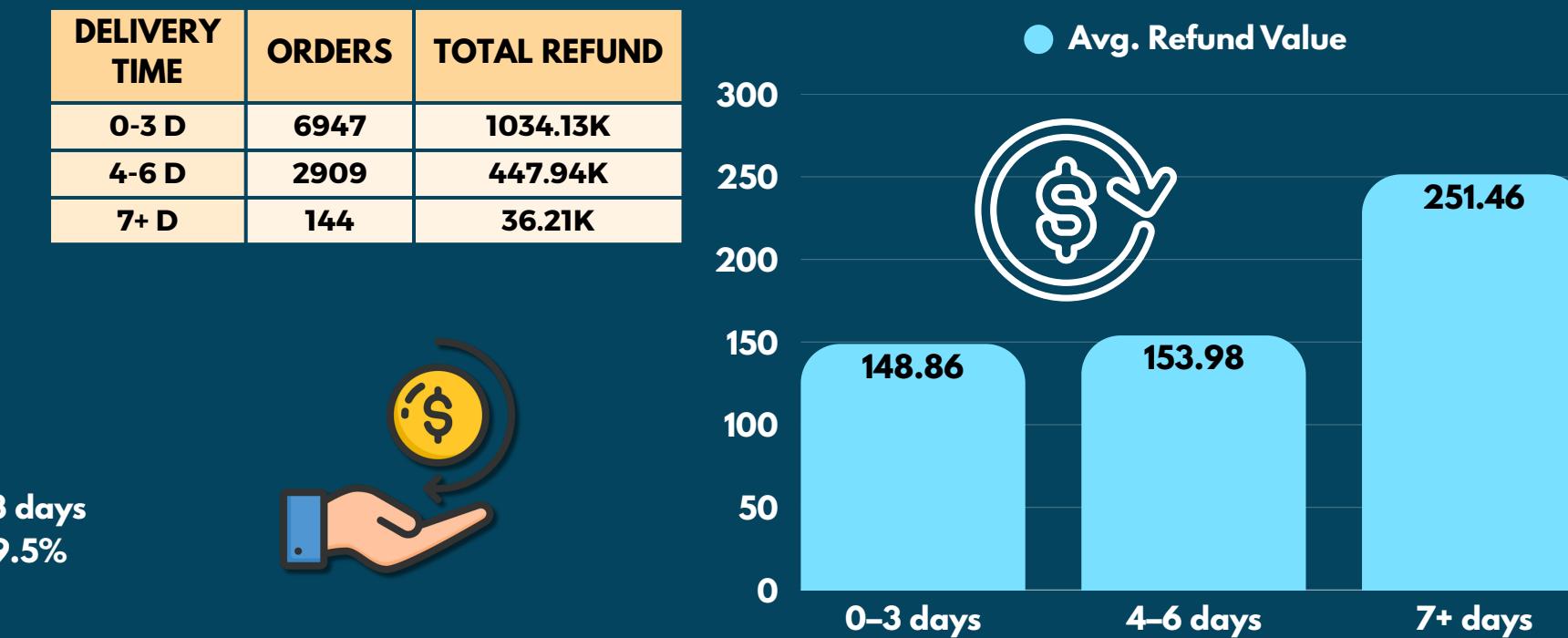
SOLUTIONS

# Exploratory Data Analysis - Operations

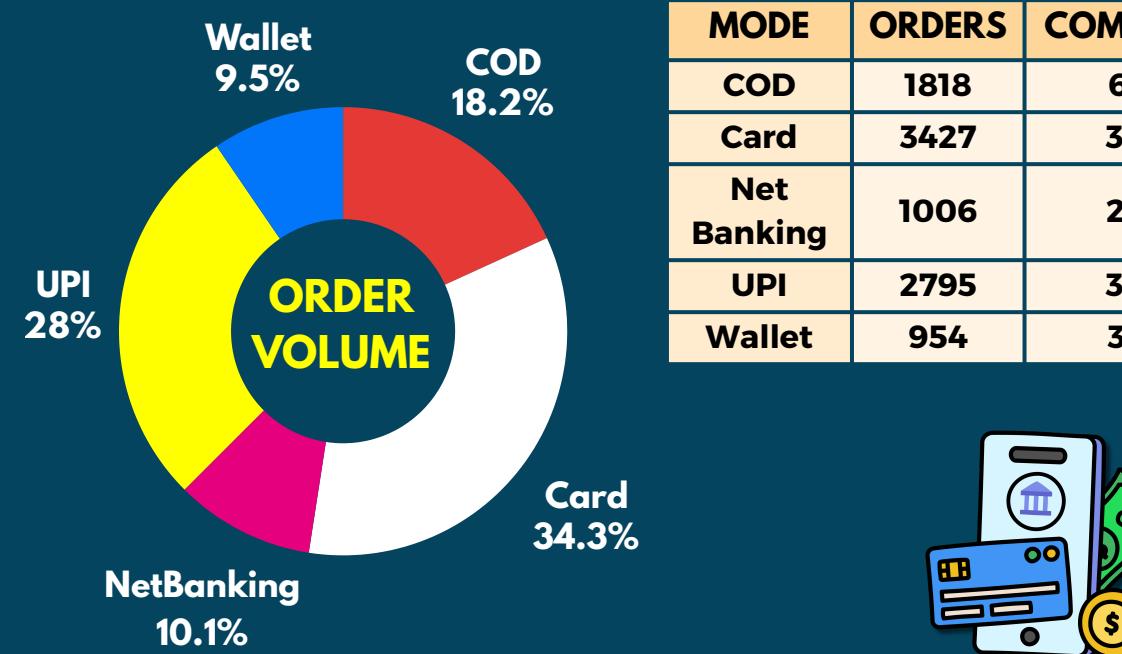
## DELIVERY TIME VS COMPLAINTS & RETURNS



## REFUND IMPACT BY DELIVERY TIME

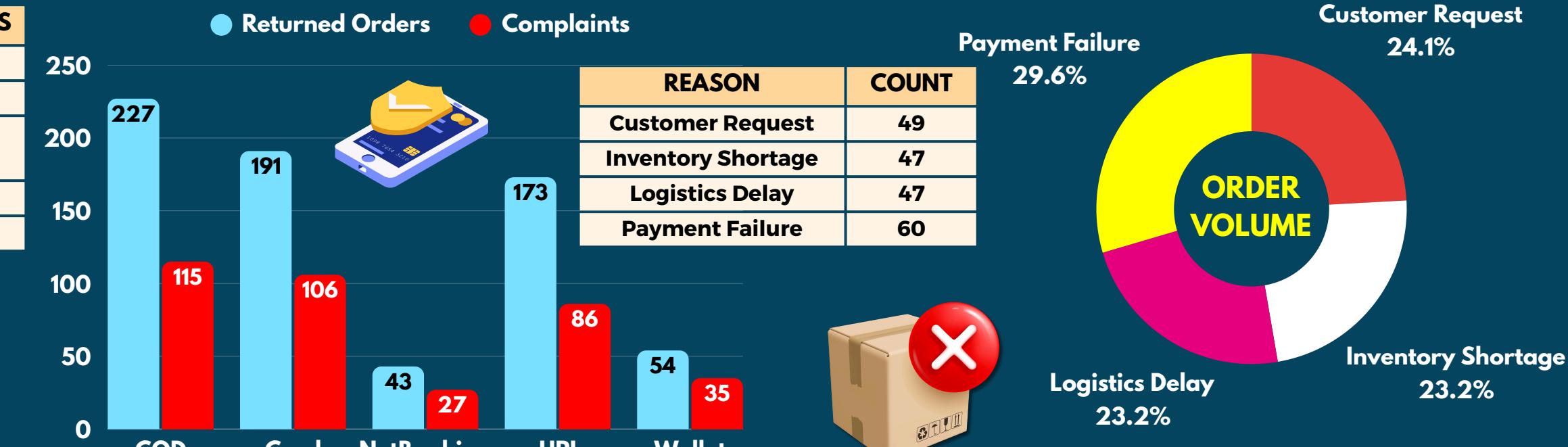


## PAYMENT MODE ANALYSIS



MODE	ORDERS	COMPLAINTS	RETURNS
COD	1818	6.33%	12.49%
Card	3427	3.09%	5.57%
Net Banking	1006	2.68%	4.27%
UPI	2795	3.08%	6.19%
Wallet	954	3.67%	5.66%

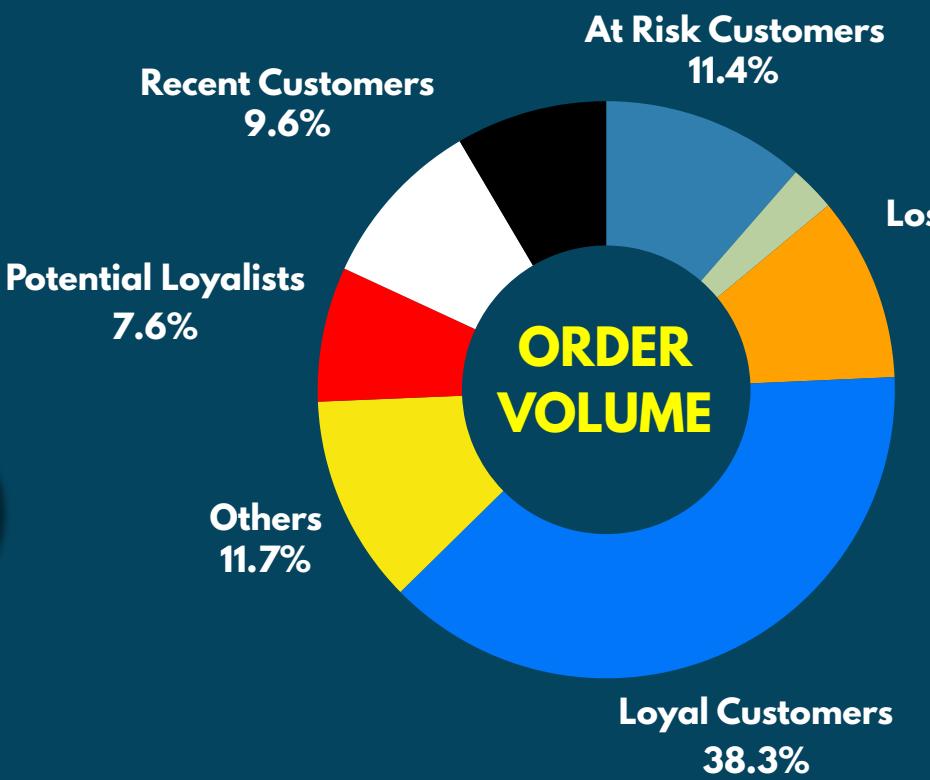
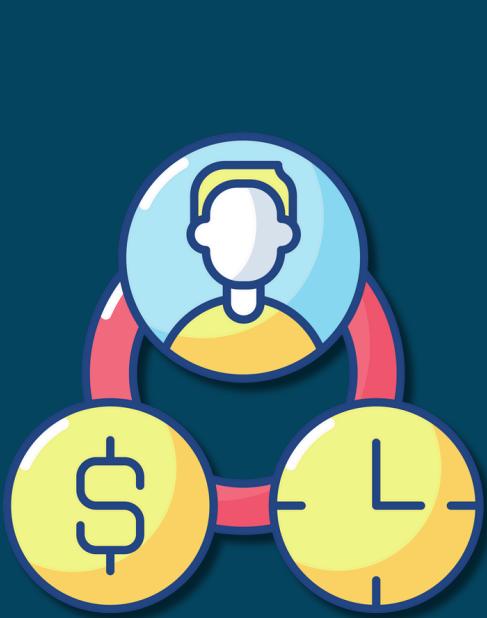
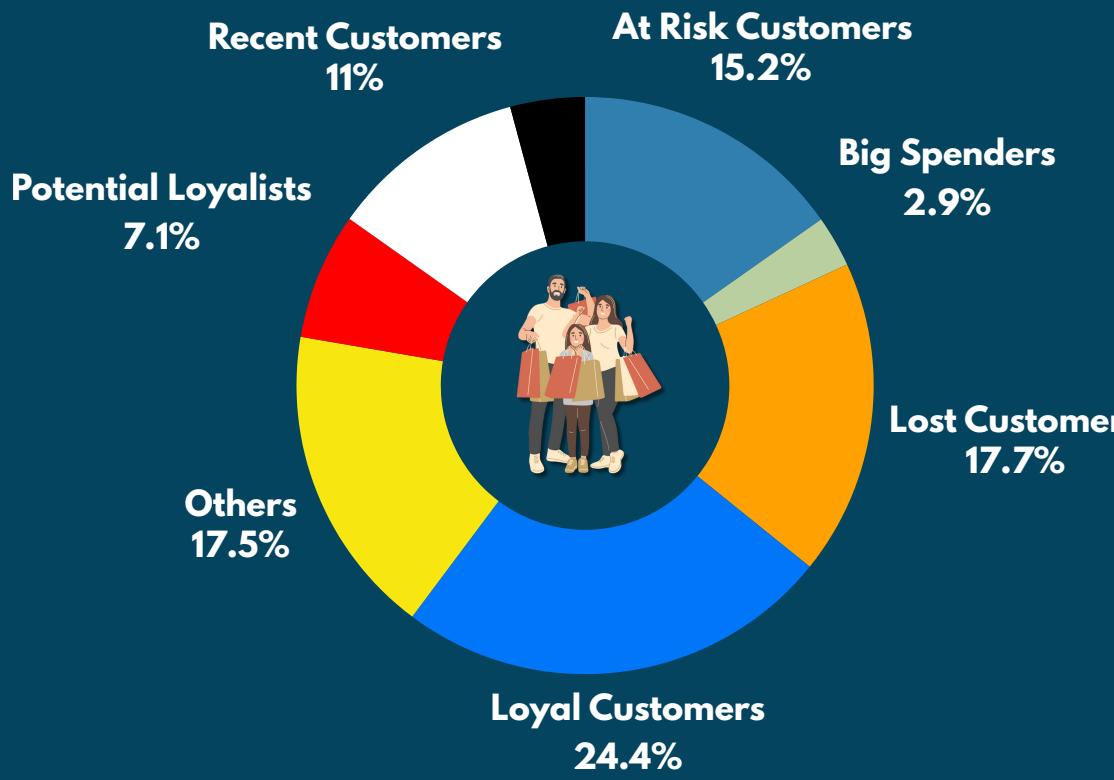
## ANALYSIS OF CANCELLED ORDERS



# Customer Segmentation - RFM Analysis

## CUSTOMER SEGMENTS

SEGMENT	RECENCY	FREQUENCY	MONETARY	R-AVG.	F-AVG.	M-AVG.
TOP CUSTOMERS	5	5	5	18	4	8810.59
LOYAL CUSTOMERS	Any	≥ 4	≥ 4	104	3	6581.25
RECENT CUSTOMERS	5	Any	Any	20	2	2602.84
BIG SPENDERS	Any	Any	5	165	2	7382.61
LOST CUSTOMERS	1	Any	Any	294	1	2055.06
LOW VALUE CUSTOMERS	1	1	1	NA	NA	NA
POTENTIAL LOYALISTS	≥ 4	≥ 3	Any	62	2	2916.43
AT RISK CUSTOMERS	2-3	2-3	Any	155	2	2515.33
OTHERS	Any (not matching above)	Any (not matching above)	Any (not matching above)	127	1	1913.18



SEGMENT	ORDERS	COMPLAINTS	RETURNS
AT RISK CUSTOMERS	1141	3.33%	5.78%
BIG SPENDERS	256	1.56%	5.86%
LOST CUSTOMERS	1033	3.19%	6.49%
LOYAL CUSTOMERS	3834	4.17%	7.41%
OTHERS	1170	3.76%	7.95%
POTENTIAL LOYALISTS	756	3.44%	5.42%
RECENT CUSTOMERS	962	3.74%	7.48%
TOP CUSTOMERS	848	3.30%	5.90%



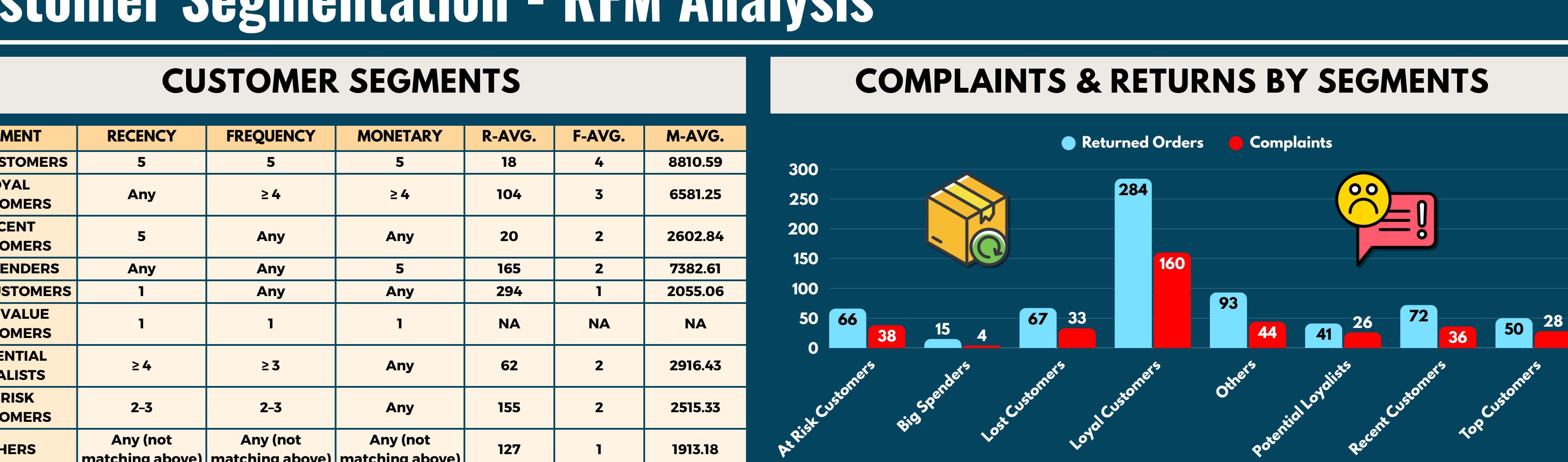
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# Root Cause Analysis - Where things went Wrong?

## PRODUCT EXPECTATION MISMATCH

### EVIDENCE FROM INSIGHTS

- **Accessories** show the highest return rate (~9.2%) among all categories
- **Ethnic Wear** has a return rate close to 9%, higher than Casuals & Formals
- Sub categories like **Watches, Lehengas & Ethnic Sets** exceed 10% return rate
- Certain brands (**Brand E**) have consistently higher returns (~7.9%) than peers
- Categories with higher returns also show above average complaints, indicating dissatisfaction beyond logistics

### MOST LIKELY REASONS

- Product images & descriptions over promise fit, quality or finish
- Lack of size standardization, especially in Ethnic wear
- Inconsistent brand level quality control across suppliers



## LOW QUALITY CUSTOMER ACQUISITION

### MOST LIKELY REASONS

- Emotion driven impulse purchases from social media channels
- Weak targeting & intent filtering in influencer campaigns
- Over reliance on discounts attracting price sensitive buyers



### EVIDENCE FROM INSIGHTS

- **Instagram** contributes the highest order volume, but also highest complaint rate (~4.2%)
- **Influencer** channel has the highest CAC (~₹95) without proportionally higher AOV
- Complaint & return rates are consistently higher for **Instagram & Influencer** vs Referral
- **Referral** channel shows lowest complaint rate (~3%) & relatively stable returns
- High discounts correlate with higher returns in several categories

## DELIVERY DELAYS

### EVIDENCE FROM INSIGHTS

- Orders delivered in **7+ days** have ~25.7% complaint rate (vs ~2% in 0-3 days)
- Return rate increases to ~10.4% for **7+ day** deliveries
- Average refund value jumps to ~₹250 for delayed deliveries (highest among buckets)
- **Tier 3 cities** show ~9% complaint rate, far higher than Tier 1 (~2%)
- **Logistics delay** accounts for ~23% of cancellation reasons

### MOST LIKELY REASONS

- Uniform delivery promises across Tier 1, 2 & 3 cities
- Weak last mile logistics coverage in non metro regions
- COD orders increasing fulfilment complexity & delays



## WEAK RETENTION

### MOST LIKELY REASONS

- No differentiated experience for high value or loyal customers
- Reactive complaint handling instead of proactive service recovery
- Poor first purchase experience reducing repeat intent



### EVIDENCE FROM INSIGHTS

- **At Risk & Lost customers** together form ~33% of the customer base
- **Loyal customers** still show ~4.2% complaint rate, indicating unmet expectations
- **Recent customers** have high return rates (~7.5%), suggesting onboarding issues
- **Tier 3 younger customers (18-24)** show higher complaints & returns
- Repeat purchase frequency drops sharply beyond the Loyal segment

# Business Recommendations - Products & Consumers

## CUSTOMER STRATEGY

### SEGMENT WISE CX DIFFERENTIATION

- Prioritize **Top & Loyal customers** with faster delivery & priority support
- Proactive retention offers for **At Risk customers**
- Low cost & automated engagement for **Lost & Low Value customers**
- Replace **one size fits all CX** with **RFM based service tiers**



### FIRST PURCHASE CX OPTIMIZATION

- Clear delivery timelines & sizing guidance for **new customers**
- Restrict deep discounts for **first time buyers** in **high return categories**
- Early **post delivery feedback loop** (within 48 hours)
- Track & improve **first order success rate**

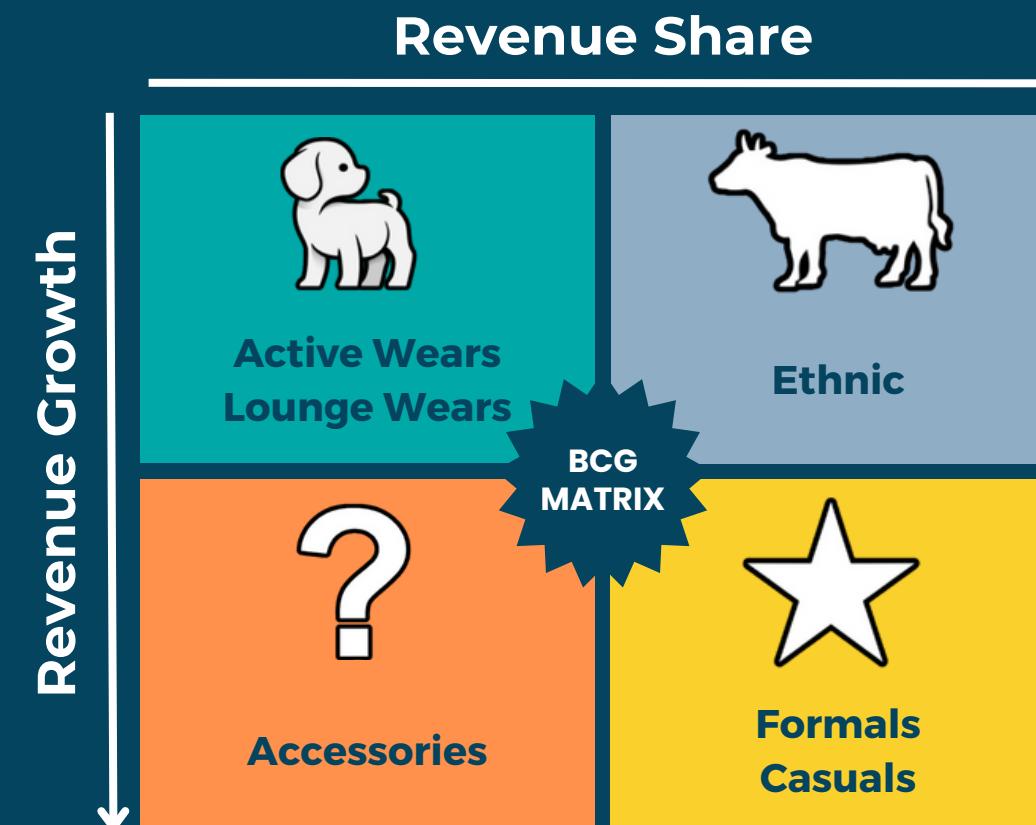


### PROACTIVE COMPLAINT & RETURN PREVENTION

- Flag **high risk orders** (delayed delivery, high return categories, social channels)
- Preemptive delay communication & easy cancellation** before dispatch
- Offer **store credit & partial refunds** instead of **full refunds** where possible
- Shift from **reactive complaint handling** to **prevention first CX**



## PRODUCT PORTFOLIO OPTIMIZATION



### STRATEGIC BLUEPRINT

- Defend & Scale Winners** → Double down on high share categories (Formals & Casuals) while fixing operational and CX leakages
- Stabilize Core Cash** → Protect Ethnic's revenue base by reducing returns & refunds before pushing growth
- Selective Bets** → Fix Accessories first before investing further, as growth exists but execution gaps remain
- Rationalize Underperformers** → Deprioritize or streamline Active Wears & Lounge Wears to avoid resource drain



### STARS

- High scale increases risk of operational & CX leakage
- Action** - Invest with strict QC, faster SLAs & priority fulfilment



### CASH COWS

- High revenue but declining growth due to returns & fit issues
- Action** - Optimize margins via sizing standardization & brand controls



### QUESTION MARKS

- Growth potential offset by high returns & inconsistency
- Action** - Fix quality & SKU mix before scaling investment



### DOGS

- Low growth & low strategic value drain resources
- Action** - Deprioritize - cut SKUs, limit spend & retain only niche winners



DATA

INSIGHTS

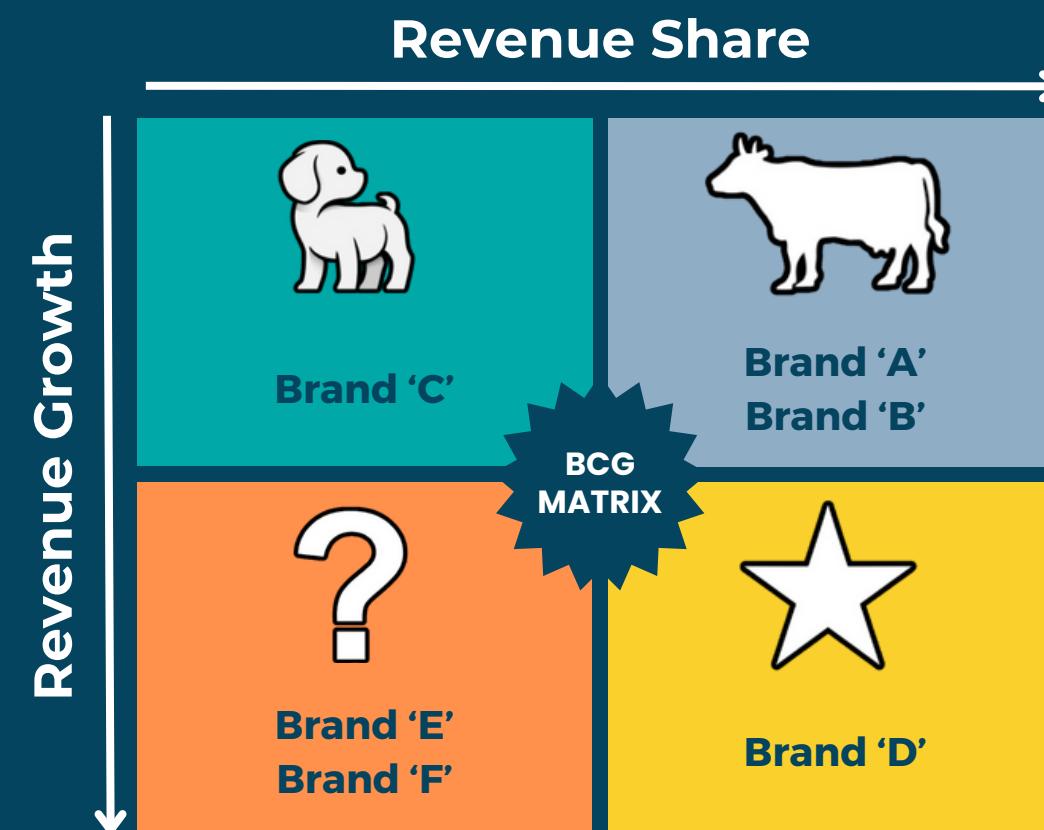
SEGMENTS

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# Business Recommendations - Vendors & Operations

## BRAND (VENDOR) OPTIMIZATION



**STRATEGIC BLUEPRINT**

- Protect & Partner with Winners** → Deepen partnerships with high growth & high share brands to secure long term value
- Stabilize Revenue Anchors** → Optimize mature & high revenue brands for margin & reliability, rather than growth
- Selective Vendor Bets** → Fix operational & quality gaps before scaling uncertain but promising brands
- Rationalize Weak Vendors** → Reduce exposure to consistently underperforming brands to prevent CX & margin drag

## OPERATIONAL STRATEGY



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## Green Analysts

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# Thank You!

