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**CASE STUDY**  
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# PAYTM CASE STUDY

## About the Company:

Paytm is India's largest mobile commerce platform. Paytm started by offering mobile recharge and utility bill payments and today it offers a full marketplace to consumers on its mobile apps and web. In a short span of time, Paytm has scaled to over 10 million orders a month. Paytm's mobile wallet is used by more than 10 million users to pay for various services.

Consumer brand of India's leading mobile internet company One97 Communications, Paytm is head-quartered in Delhi NCR. One97 investors include SAIF Partners, Intel Capital and SAP Ventures.

Paytm today is a market leader in both recharges and mobile wallets. However, the genesis of the story is interesting where in both cases we have come back from behind and have differentiated intelligently and marketed innovatively to reach where we are.

In case of recharges, we had several incumbents like Freecharge in the market. They concentrated in providing as many recharge options on the site and focussed on collating many recharge and mobile service providers. However we started looking at what a user really wants. When he comes to our site (or any other site), he is NOT looking for variety - he is looking for the easiest way to recharge - and all the options available for recharge. Most people also typically recharge same amounts over and over again.

Our user experience focussed on this simple aspect. We made it dead simple for you to recharge your phone and remembered your last recharge amounts. On a marketing front, we realised most people searched for Vodafone recharge or Airtel recharge. We optimised our SEM to target such keyword searches rather than competitors (which was less than 5% of online recharges). That helped us get a less targeted SEO term as well as get much more relevant users.

In the wallet space, our offering had a different genesis. We realised a lot of users requested how to keep money so that they can do repeated recharges without entering bank / cc details over and over again. A closed wallet license would have sufficed - however, we wanted to extend it to others as well. Therefore our offering which was driven by an internal need now powers a lot of transactions across others e.g. Bookymyshow, Zovi etc.

## Our Core Business:

Mobile & DTH recharge, Bill Payments, Bus Tickets, Data card recharge, e-commerce marketplace, payment gateway, Paytm deals & coupons.

We do 400,000 orders per day, which is the second highest number of Internet transactions in the country after IRCTC. Our core strength is the mobile. More than 50% of the orders are through our mobile app and mobile site, making us the largest mobile commerce platform.

## The Problem:

However, the e-commerce space in India is now getting crowded. Building an e-commerce startup is now easier than ever - many entrepreneurs enter e-commerce because it is an easy business model to grasp. However, that doesn't mean that the business is easy to execute. With intense competition in this space, it is important to clearly differentiate oneself from other players in the market.

## The Deliverables:

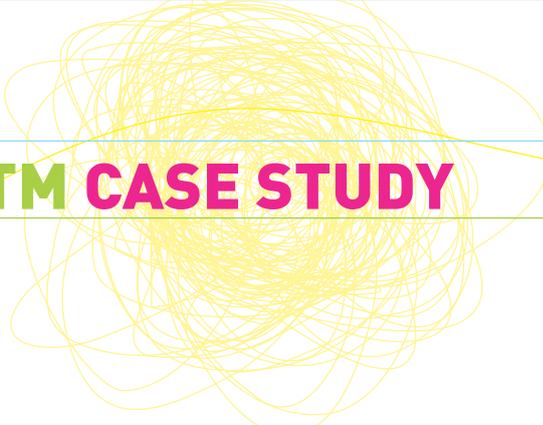
Competitors with huge funding are playing a last-man-standing game. In such a scenario, how should a niche player such as Paytm position itself as a brand based on consumer insight, differentiating it from the plethora of e-commerce players?

## Expected Output:

We expect a holistic strategy in order to successfully plot the deliverable. The study you propose should clearly and adequately touch on the following aspects :

- What are the brand building activities can need to be done to make sure Paytm has a higher brand recall and occupies more top-of-the-mind share.

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## Methodology:

- Qualitative research on e-commerce groups
- Understanding the positioning of different e-commerce players in India
- Understanding the e-shopping industry trends and potential
- Quantitative research on different verticals (categories), their market sizing, comparison and expected growth, extrapolated to 2020.
- Study leading m-commerce companies, customer acquisition and retention strategies
- Study different international e-commerce and m-commerce players in markets similar to India, and analyze their product, marketing, diversification, and customer service strategies, drive consumer acquisition and retention.

## Challenges:

There are deep-rooted and established e-commerce players in the market. They have existing traction, branding as well as funding. Paytm has to establish itself in this space - with a highly efficient and cost effective manner. We also have a few cards to play - as the largest m-commerce player - how do we translate our success in other domains and how do we leverage our deep partnerships with mobile service providers, leading by design.

## Success Criteria:

As mentioned above, it should be actionable and a thorough implementable plan.

## Mentor:

Pratyush Prasanna

Blog: <http://www.paytm.com/blog/>

Press: <http://www.paytm.com/blog//paytm-in-news-3/>