



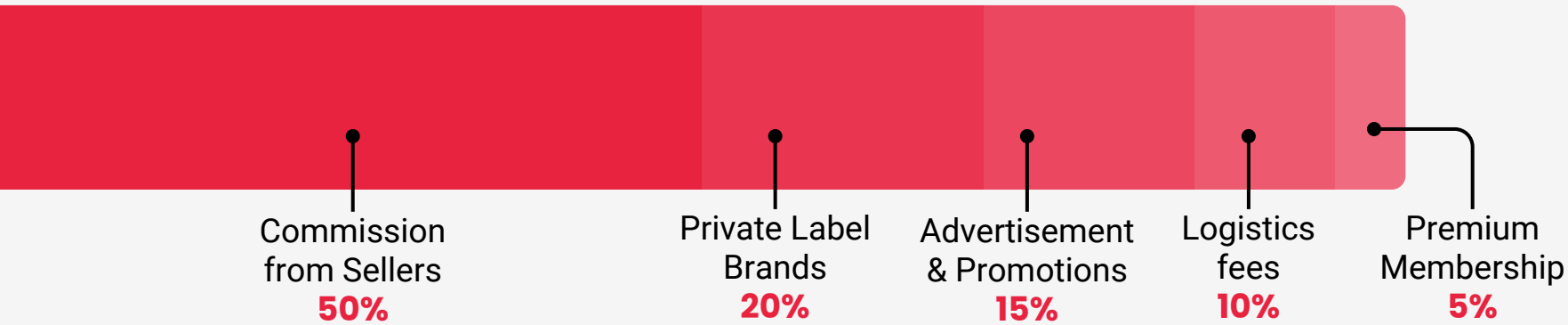
What is the Goal?

- “Up to **100 billion garments** are produced by the fashion industry every year. And each year, as much as **92 million tons of clothing ends up in landfills**. Only **20% of textiles** are collected for reuse or recycling globally.” - *Global Fashion Industry Waste, Apr 11, 2023*
- As PM at Myntra on the Growth Team, propose a product solution for this problem which is **user centric** & can **generate business value for Myntra**.

About Myntra

Myntra is a leading **Indian B2C & D2C fashion e-commerce platform**, known for its wide range of apparel, footwear, accessories, and beauty products from **domestic and international brands**.

Myntra Revenue Model



Myntra Key Metrics



North Star Metric

- **Monthly Active Shoppers (MAS):** This metric tracks the number of unique shoppers making purchases in a month.



Secondary Metrics

- **Monthly Gross Merchandise Value (GMV):** Total value of products sold in a month.
- **App Download Rate:** The rate at which users are downloading the Myntra app.



Guardrail Metrics

- **Refund / Return Rate:** Measures how often items are returned and refunded.
- **Order Fulfillment Rate:** The average time taken from order placement to shipment.
- **Customer Satisfaction Rate (CSAT):** The overall satisfaction score of shoppers.

Sustainable Fashion E- Commerce Market



\$7.80 B

Global  
Market  
Valuation



\$1.31 B

Indian  
Market  
Valuation



CAGR -  
10.6%

2023-2028 in  
India



\$2.16 B

Projected  
Indian Market  
by 2028



15%

Online  
Market  
in India



81%

User  
Penetration  
in India

(All Data based on year 2023 reports & currency in USD. Market Valuation is based on Revenue figures.)



In India, **sustainable fashion is growing** at a **CAGR of 10.6%** with **81% user penetration**, indicating strong adoption willingness. However, with **only 15% of the market online**, significant growth potential exists for **Myntra** as an e-commerce leader in this space.

Myntra Target Audience

- **Demographic (Age):** Primarily 18-35 years, including Gen Z and Millennials.
- **Interests / Lifestyle:** Fashion-forward individuals interested in trendy, affordable, and premium clothing, accessories, and beauty products.
- **Behavioral Characteristics:** Value discounts, convenience, and personalized shopping experiences; inclined towards buying during sales and loyalty-driven purchases through programs like Myntra Insider.

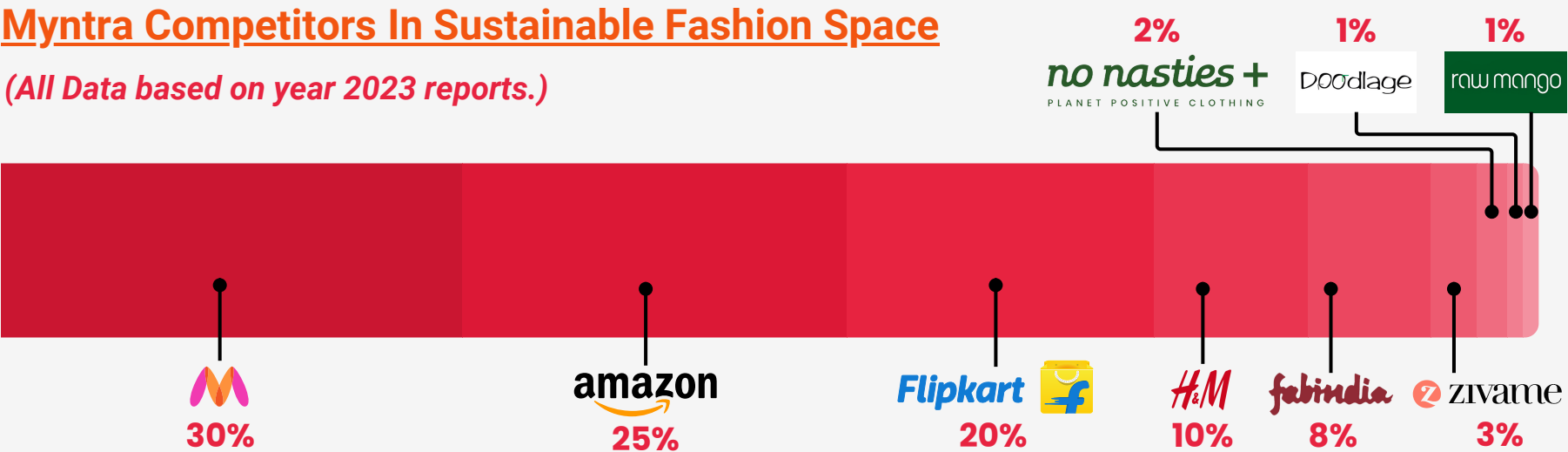
Actors Involved

- **End Customers:** Users purchasing products and engaging with Myntra’s app/website.
- **Sellers/Merchants:** Third-party brands/vendors listing their products on Myntra’s platform.
- **Advertising Partners:** Brands and sellers promoting their products on Myntra’s platform.
- **Logistics Partners:** Delivery service providers managing delivery, shipping, and returns of products.
- **Payment Gateways:** Facilitates online payments through banks, UPI, wallets, and credit/debit cards.



Myntra Competitors In Sustainable Fashion Space

(All Data based on year 2023 reports.)



Myntra holds a **leading 30% market share** in sustainable fashion, with **parent company Flipkart at 20%**, showcasing **market dominance**. As the **e-commerce sustainable fashion market expands** and **user penetration grows year-over-year**, Myntra is **well-positioned for significant growth**.

Existing Value Propositions For Sustainable Clothing

Myntra For Earth

Launched in October 2020, Myntra for Earth is a **unique sustainable fashion store offering over 5,500 eco-friendly styles from 70 brands**. It features trendy dresses, footwear, ethnic wear for festivals, and effective skincare, **focusing on handcrafted, organic, natural-dyed, vegan, cruelty-free, and recyclable materials**.

Partnering with brands like H&M, Mango, Adidas, FabIndia, and Kama Ayurveda, as well as its in-house brands Taavi, Roadster, and Ether, **the platform promotes conscious, earth-friendly choices in fashion and lifestyle**.

Myntra Fashion Upgrade Program

The Myntra Fashion Upgrade Program allows customers to **exchange their old clothes, footwear, and other items for redeemable points** that can be used towards new purchases on the Myntra platform. This program not only **helps consumers declutter their wardrobes** but also **contributes to reducing textile waste by promoting circular fashion practices**.

In collaboration with GOONJ, a non-profit organization, Myntra **channels the collected items to underserved communities across India**, ensuring that the **donated clothing serves as a valuable resource rather than ending up in landfills**.

Comparison Between Online & Offline Competitors

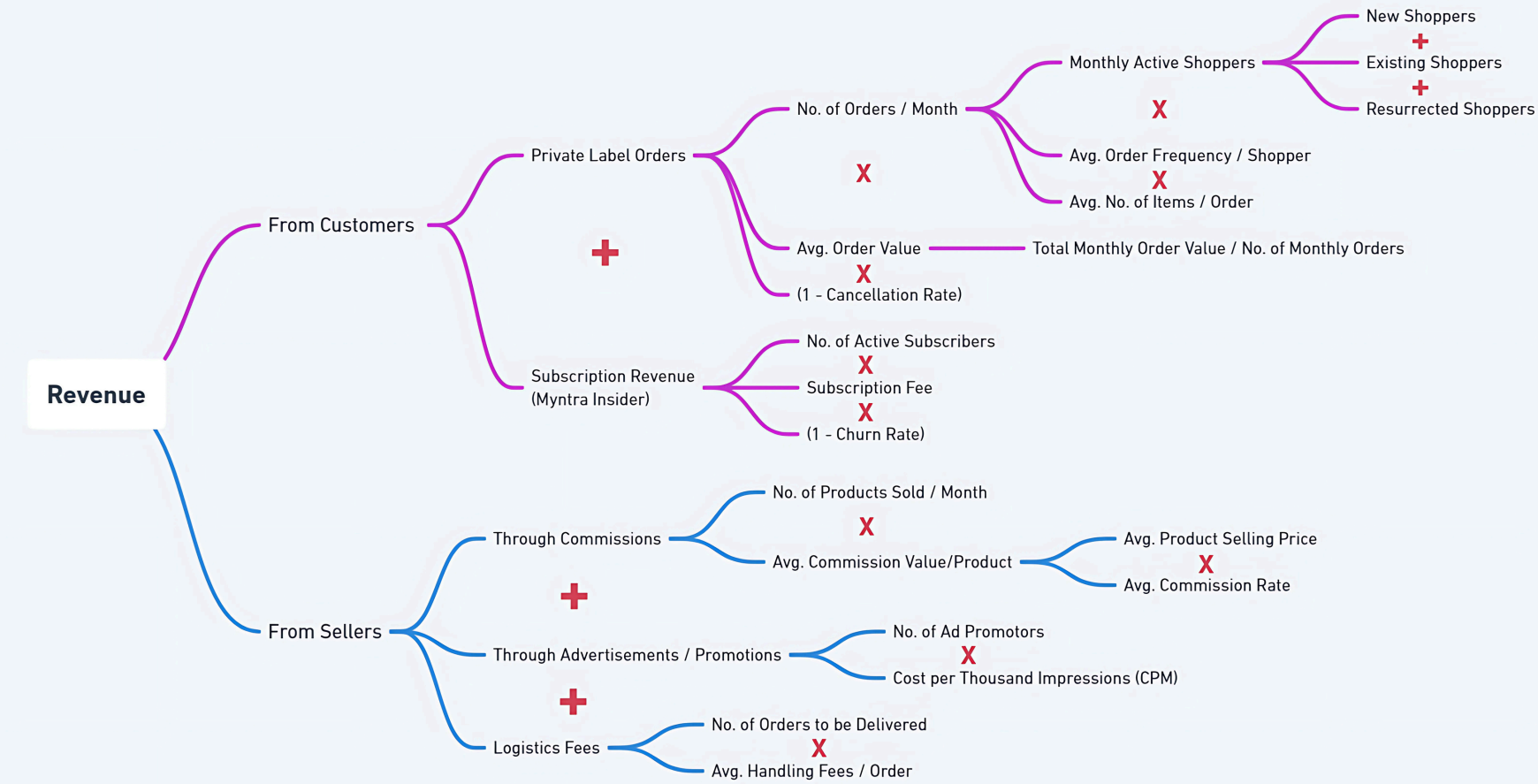
| Features/Services      | Myntra | Amazon Fashion | Flipkart | H&M            | FabIndia | Zivame | No Nasties | Doodlage | Raw Mango |
|------------------------|--------|----------------|----------|----------------|----------|--------|------------|----------|-----------|
| Mode Of Operation      | Online | Online         | Online   | Online/Offline | Offline  | Online | Online     | Online   | Offline   |
| Eco-friendly Materials | Yes    | Yes            | Yes      | Yes            | Yes      | Yes    | Yes        | Yes      | Yes       |
| Organic Cotton         | Yes    | Yes            | Yes      | Yes            | No       | No     | Yes        | No       | No        |
| Vegan Options          | Yes    | Yes            | Yes      | Yes            | No       | No     | Yes        | No       | No        |
| Upcycled Materials     | Yes    | No             | No       | No             | No       | No     | Yes        | Yes      | No        |
| Handcrafted Products   | Yes    | No             | No       | No             | Yes      | No     | No         | No       | Yes       |

| Sustainable Business Model | Competitors   |
|----------------------------|---|
| In-house Production        | Myntra, Amazon Fashion, H&M, FabIndia, Zivame, No Nasties, Doodlage, Raw Mango    |
| Resale                     | Myntra (via Fashion Upgrade), Amazon Fashion (thredUP partnership), Flipkart, H&M |
| Rental                     | None  |
| Repair                     | None  |
| Remake                     | None  |

Myntra differentiates itself in the sustainable fashion space **through its Fashion Upgrade Program, which encourages circular fashion** by allowing customers to exchange old clothing for discounts, and **its dedicated Myntra for Earth platform that curates a wide range of sustainable products**. **Rental, repair, and remake models remain unexplored** in India's sustainable fashion market. Myntra has a **significant opportunity to tap into these areas** and establish a leading position in the sustainable fashion market.



KPI Tree (View full scale KPI tree from References)



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Hypothesis - Gap between Customers & Sustainable Fashion

- **Limited awareness** of sustainable clothing options.
- **Unfamiliarity with the benefits** of sustainable fashion.
- **Challenges in finding suitable styles or fits** in sustainable options.
- **Price sensitivity** toward sustainable clothing.
- **Perceived lower quality or durability** of sustainable garments.
- **Lack of motivation** due to effort involved in recycling programs.
- Feeling individual actions toward sustainability **lack impact or rewards**.

Hypothesis - Potential Target User Segment

The target user segment should **typically fall within the 19-35 age group**, comprising Gen Z and Millennials who are **heavily influenced by fast fashion culture**. This demographic is **likely to shop online more on Myntra**, driven by their **desire to try out the latest fashion trends**. They are open-minded, environmentally conscious, and more **likely to adopt sustainable fashion into their daily lifestyle**. Additionally, their **awareness of the ongoing environmental crisis** makes them well-positioned to **build habits of recycling clothing**, recognizing that their actions can drive meaningful impact.

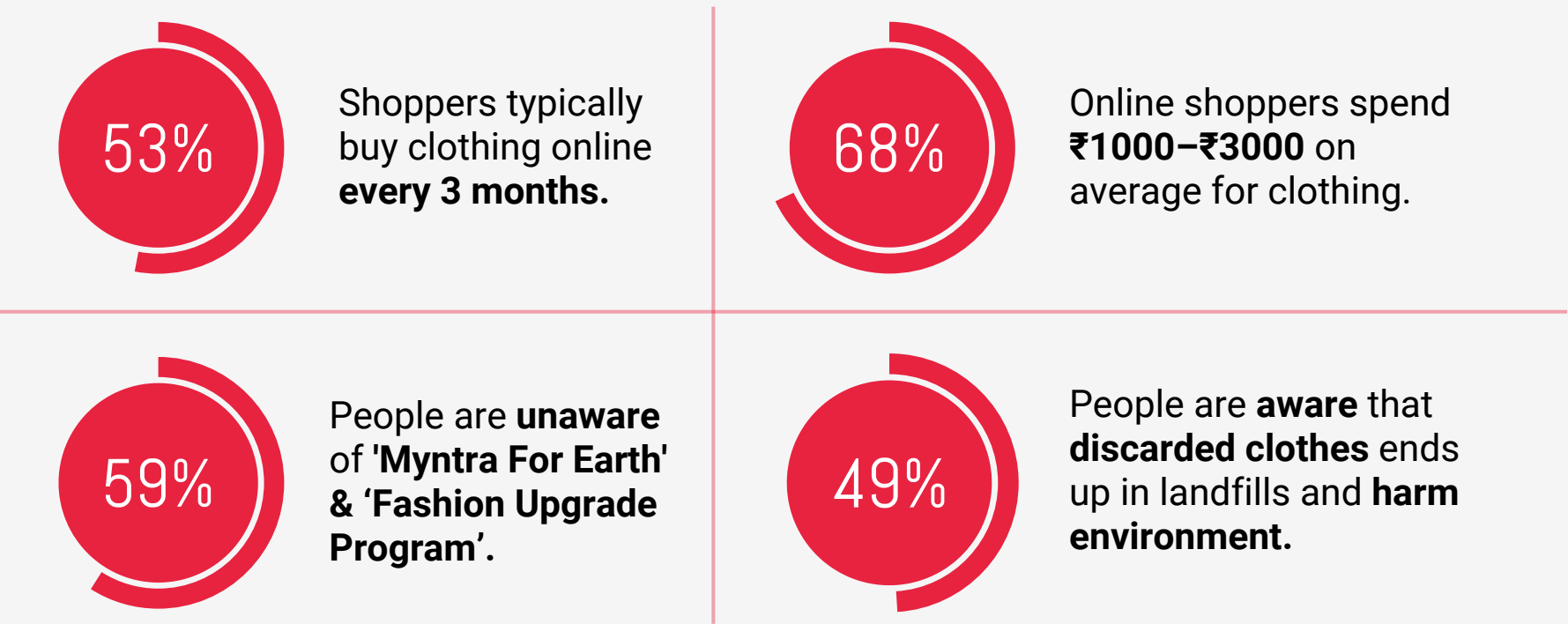
Business Outcomes

|   |                    |   |
|---|--------------------|---|
| 1 | Revenue Growth     | Increase revenue by leveraging the growing sustainable fashion market.                          |
| 2 | Market Positioning | Establish Myntra's position as a trusted and innovative brand in the sustainable fashion space. |

Product Outcomes

|   |                                    |   |
|---|------------------------------------|---|
| 4 | Increase Order Frequency / Shopper | Encourage shoppers to make more sustainable fashion choices offered my Myntra.                          |
| 5 | Increase No. of Items / Order      | Increase the number of items in the shopper's cart by giving them suitable sustainable fashion options. |

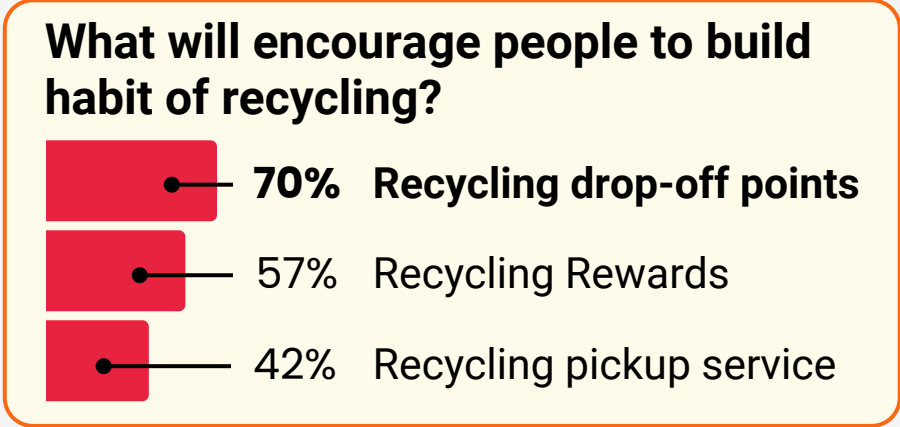
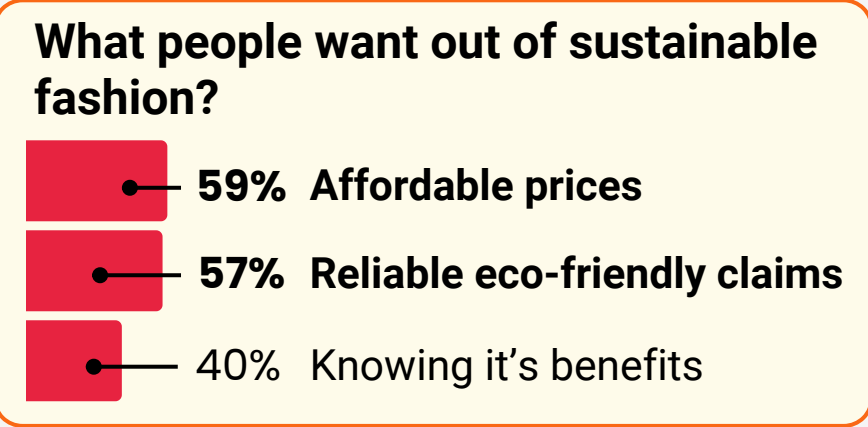
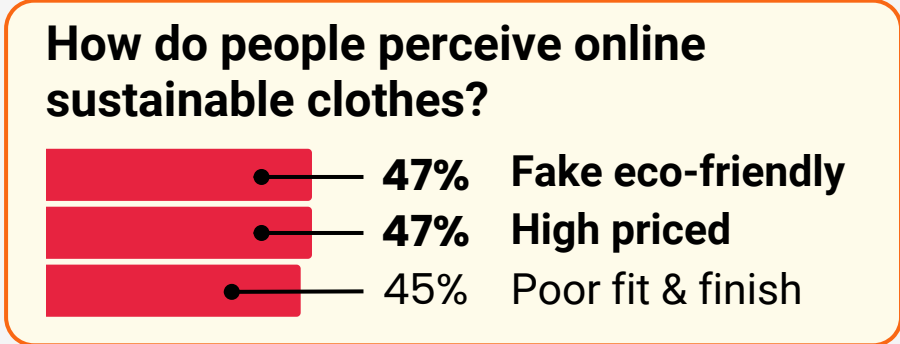
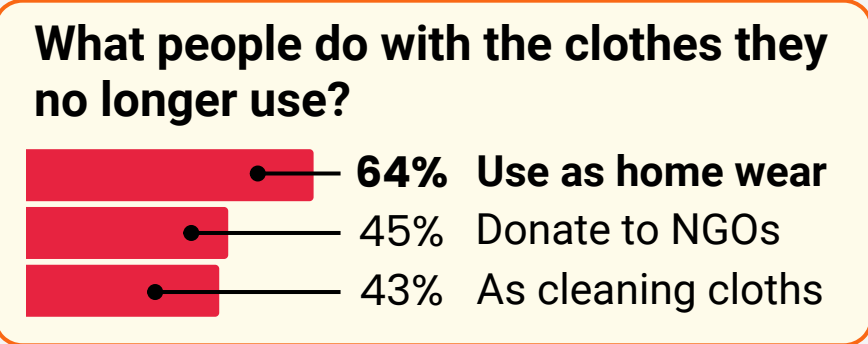
User Survey Key Insights (View full survey report in References)







User Survey Key Insights (View full survey report from References)



User 1:1 Interview Responses

**Qs. Have you heard about sustainable fashion? If yes, have you come across any sustainable clothing options on Myntra?**

**Ans.** I've heard about sustainable fashion. I have searched for it on Myntra, but I've come across very few options and am unsure if there are more available on the app.

**Qs. Would you consider buying recycled / upcycled clothes from Myntra?**

**Ans.** I'm open to purchasing recycled or upcycled clothing from Myntra if I have assurance about the brand's sustainability claims, along with quality clothing, a comfortable fit, and a variety of design options. I would also prefer affordable prices.

**Qs. Are you influenced by fast fashion trends on social media, and how does it impact your clothing buying habits?**

**Ans.** To some extent, yes. When I see new fashion trends on social media, I'm drawn to them, especially because influencers often share promotional content with direct links to the items.

Key Takeaways from User Research

**Difficult Discovery**

While users are aware of the environmental benefits of sustainable fashion, they struggle to easily find authentic and reliable sustainable clothing options online, making the transition difficult.

**Skepticism About Sustainability**

Users are skeptical of eco-friendly claims made by brands, often perceiving them as misleading or false. Additionally, they view sustainable clothing as expensive, which discourages adoption.

**Ineffective Disposal Practices**

Most users repurpose old clothes for home use or donate them to NGOs, but these eventually end up in landfills rather than being recycled, contributing to waste.

**Accessible Recycling Programs**

Users lack a convenient and well-structured system to recycle old clothes. Without clear incentives like rewards or discounts, they feel less motivated to participate in sustainable recycling initiatives.

Target User Segment



**GenZ & Millennials**  
Aged Between 22 - 35



**Tier 1 and Tier 2 cities**  
Fashionable Lifestyle



**Fast Fashion Buyers**  
Follow latest social media trends



**Environmentally Conscious**  
Likely to adopt habit of Recycling



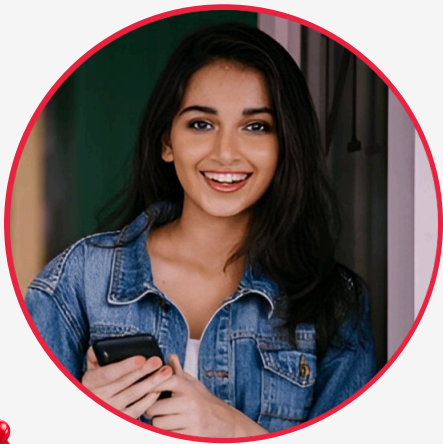


Impact Analysis for chosen User Segment (Guesstimate)

Active Monthly Shoppers (AMS) = 14 M  
AMS (Tier 1 & Tier 2 Cities) = 85%  
Average Monthly Orders (AMO) = 22 M

Avg Order Frequency =  $AMO / AMS \approx 1.5$   
If we increase the order frequency by 5%  
we get 6% increase in No. of Orders / Month

| Product Outcomes                                    | Impact |               |       |
|---|--------|---------------|-------|
| Active Monthly Shoppers<br>(Tier 1 & Tier 2 Cities) | ≈12 M  |               | ≈12 M |
| Avg. Order Frequency / Month                        | 1.5    | If We<br>5%   | 1.6   |
| Avg. No. of Items / Order                           | 2      |               | 2     |
| No. of Orders / Month                               | 36 M   | We Get<br>≈6% | ≈38 M |



User Persona

**Shrawani**, Female, 27 years, Business Analyst, lives in Mumbai, working professional, Single.

*"I am **highly active on social media** and frequently follow fashion influencers. I **enjoy online shopping** and often look for the **latest trendy fashion options**. When I find clothes I like, I usually purchase them through **direct links shared by influencers**."*

Pain Points

- She is aware about the recent trend of sustainable fashion, but it's **difficult for her to find** these clothing options easily while shopping online.
- She **can't clearly differentiate between regular clothing and sustainable wear** while shopping online.
- She is concerned that brands/third-party sellers might make **false claims about eco-friendly and cruelty-free clothes**.
- She wish there was a way to **declutter her wardrobe & exchange her old clothes for some value** while contributing to the environmental cause.

Goals / Needs

She needs an **easy way to discover sustainable wear** while shopping online, with **verified eco-friendly claims from the brand**. She would like to have an option to **exchange her old clothes for some value in return** while **giving her a sense of environmental impact**.

Job To Be Done (JTBD)

**When** I want to explore sustainable fashion options on Myntra, **but I** struggle to find them because the discovery process isn't user-friendly, **help me** in finding trendy sustainable options, **so I** can make purchase and would appreciate a way to exchange my old clothes for some added value.

User Journey

| Stage         | User Actions  | Touchpoints                              | Emotions                           | Opportunities   |
|---------------|---|--|------------------------------------|---|
| Awareness     | Browses Myntra for fashion options.   | Myntra's homepage and search interface.  | <br><b>Curious, Frustrated</b>     | Add visible "Sustainable Fashion" category.                           |
|               | Notices lack of visible "Sustainable Fashion" category.                       | Fashion categories and filters.          |                                    | Use filters like material and certifications for better discovery.    |
| Consideration | Selects sustainable options but hesitates due to unclear eco-friendly claims. | Product descriptions and certifications. | <br><b>Doubtful, Anxious</b>       | Highlight certifications and impact stories.                          |
|               | Compares sustainable vs. regular clothing on price and quality.               | Pricing and quality comparisons.         |                                    | Provide user-friendly comparison tools with transparency on benefits. |
| Purchase      | Abandons sustainable options due to affordability and trust issues.           | Checkout process and pricing breakdown.  | <br><b>Disappointed, Skeptical</b> | Offer some kind of rewards for sustainable purchases.                 |
|               | Adds items to wishlist for future reference.                                  | Alternative suggestions.                 |                                    | Ensure pricing transparency and affordability.                        |



### Breaking Down the Problem

#### Overproduction

"Up to **100 billion garments are produced** by the fashion industry every year. And each year, as much as **92 million tons of clothing ends up in landfills**. Only **20% of textiles are collected for reuse or recycling** globally."

#### Low Recycling Rates

#### High Textile Waste

### Understanding True Problem - The 5 Whys

#### Overproduction

##### 1) Why are garments being overproduced?

To meet the ever-growing demand for new clothing.

##### 2) Why is there growing demand?

Customers overconsume due to fast fashion trend.

##### 3) Why do customers overconsume?

Fast fashion promotes a disposable culture.

##### 4) Why are customers drawn to fast fashion?

Social media fuels trends through constant exposure.

##### 5) Why does social media push trends?

Influencer marketing to drive sales.

#### Low Recycling Rates

##### 1) Why are recycling rates low?

People prioritize fast fashion over recycling.

##### 2) Why do people prioritize fast fashion?

It's affordable, trendy, and quickly refreshed.

##### 3) Why is fast fashion quickly refreshed?

To meet consumer demand for frequent wardrobe updates.

##### 4) Why do consumers update wardrobes often?

Social media pressures them to follow changing trends.

##### 5) Why does social media create this pressure?

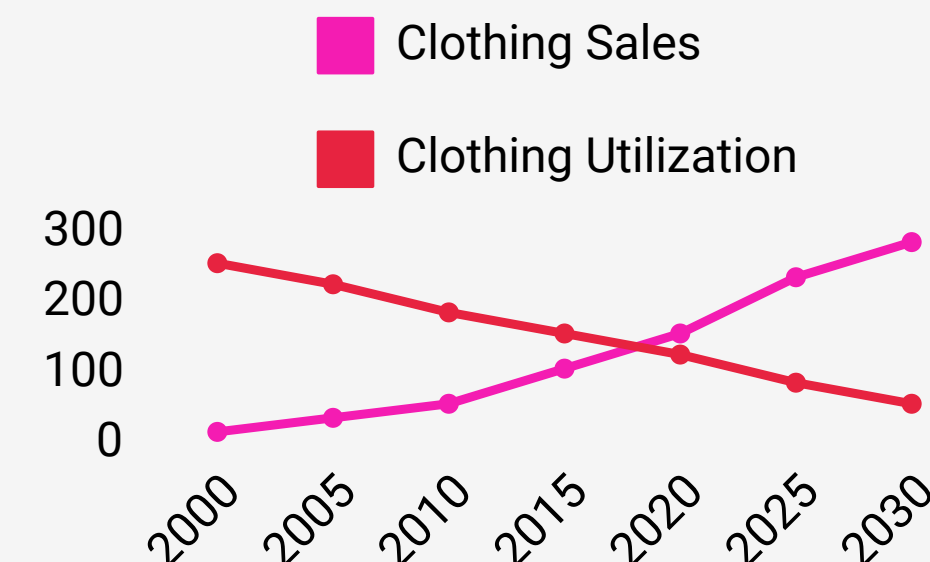
Brands push influencer marketing to drive impulsive purchases.

### What is the True Problem?

The fast fashion trend has driven customers to **overconsume clothes**, fostering a disposable culture that leads to **overproduction** and a linear 'take, make, waste' model among brands. Consumers **lack awareness of sustainable fashion** and access to **structured recycling program**, leaving them unmotivated to adopt eco-friendly habits or contribute positively to the environment. The linear business model has led to **growing clothing production** while the actual **utilization of clothes continues to decline YoY**.

### How we know it's a Real Problem?

The fashion industry's linear model has led to **increasing clothing sales while utilization declines**, driven by **fast fashion's focus on quick, disposable trends** for profit at the expense of the environment. If left unchecked, this cycle will continue to **contribute to overproduction, textile waste, and environmental degradation**, exacerbating the current crisis.



### Why should we solve this Problem Now?

- **Water Wastage:** Producing one cotton shirt uses **2,700 liters of water**.
- **Methane Emission:** 85% of textiles end up in landfills, emitting methane **25x more potent than CO2**.
- **CO2 from Natural Fabric Incineration:** Incinerating natural fabrics contributes to **10% of global carbon emissions**.
- **VOCs from Synthetic Fabric Incineration:** Synthetic fabric burning releases VOCs contributing to **2.5 million tons of VOCs globally per year**.
- **Microplastics:** Synthetic clothes **shed 94,000 tons of microplastics** annually.

### Value Generated for Customers

1. **Easy Discovery:** Simplifies the search for stylish, eco-friendly clothing, making sustainable fashion easily accessible.
2. **Convenient Recycling:** Offers an organized platform for recycling old clothes, helping customers declutter responsibly.
3. **Purposeful Shopping:** Mindful purchasing decisions, allowing customers to feel they are contributing to a better environment.

### Value Generated for Myntra

1. **Brand Value:** Establishes Myntra as a leader in sustainable fashion, boosting market positioning.
2. **New Revenue Stream:** Generates additional income through the growing sustainable clothing segment.
3. **Customer Loyalty:** Encourages long-term trust and repeated engagement by aligning with customer's values.





### Building MVP

(View full Mindmap from References)

#### Myntra Eco Karma Points

##### Style Tracker

The Sustainable Style Tracker empowers customers to see the environmental impact of their shopping choices. With every purchase of sustainable wear, customers earn Eco Karma Points, reflecting their contribution to reducing CO2 and methane emissions. This feature creates a sense of purpose by quantifying their positive impact, fostering responsible shopping habits. The collected points can be redeemed as discount coupons, incentivizing customers to stay engaged with sustainable fashion while enjoying tangible benefits.

#### Myntra Green Verified

##### Blockchain Verification

Myntra Green Verified addresses customer skepticism about greenwashing by ensuring complete transparency. Each eco-friendly garment is equipped with a QR code that customers can scan to access its full lifecycle journey, including materials used, production processes, and carbon footprint. This builds trust by validating the product's eco-friendly authenticity. Additionally, impactful stories accompanying this information create an emotional connection, enhancing customer confidence and fostering loyalty to sustainable fashion.

#### Myntra Green Box Capsule Wardrobe



##### MVP

Myntra Green Box promotes minimalism while catering to customers' desire for variety in their wardrobe. This curated rental service offers boxes with 10–15 sustainable garments designed for mix-and-match versatility, enabling users to create multiple looks. Categories include Office Wear, Casual Wear, and Party Wear, with personalized size options. Integrated AI on the Myntra app provides styling recommendations, enhancing convenience and creativity. Customers can exchange boxes monthly, encouraging sustainable fashion consumption while enjoying the diversity of fast fashion.

#### Myntra Skins

##### Modular Clothing

Myntra Skins introduces customizable modular clothing, allowing customers to purchase a base garment and add detachable upgrades over time. Similar to unlocking skins in video games, customers can access new styles for their clothing after a specific duration or usage, keeping their wardrobe fresh and personalized. Integrated AI offers tailored style recommendations based on purchase history, creating a unique shopping experience while promoting sustainable consumption. This solution combines creativity with customer engagement, fostering long-term loyalty and reducing the need for excessive new purchases.

##### MOONSHOT IDEA

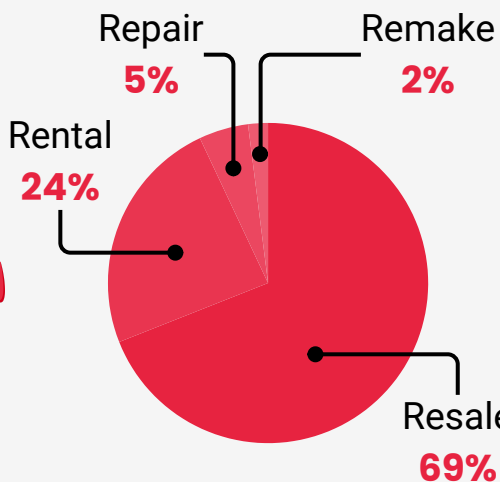


### Evaluation For MVP

| Criteria       | Eco Karma Points | Green Verified | Green Box | Myntra Skins |
|----------------|------------------|----------------|-----------|--------------|
| Integrity      | 4                | 5              | 5         | 4            |
| Desirability   | 4                | 4              | 5         | 5            |
| Viability      | 4                | 3              | 4         | 3            |
| Feasibility    | 4                | 3              | 4         | 3            |
| Scalability    | 5                | 4              | 4         | 3            |
| Time to Market | 4                | 3              | 4         | 2            |
| Total          | 25               | 22             | 26        | 20           |

### Why Myntra Green Box?

(BCG analysis - see Appendix pages 60-65)



**Reduces Overproduction**

**Circular Business Model**

**Decreases Textile Waste**

**Caters Fast Fashion Trend**

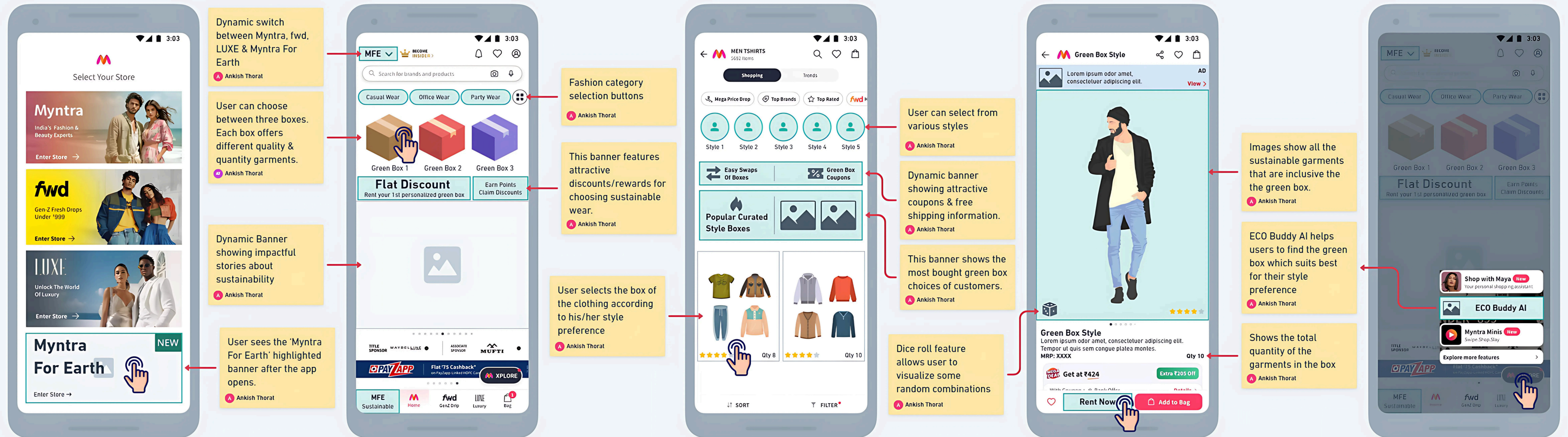
According to a BCG report, **circular fashion by 2023 is projected to grow by 23%**, where in **rental model will capture 24% globally**. In India, the untapped rental market offers Myntra a **unique opportunity** to lead in sustainable fashion and establish a strong market position.

### Monetization Strategy

- **Rental Fee:** Charge customers a recurring monthly rental fee for each Green Box rented.
- **Garment Switch Fee:** Charge a fee for swapping garments within the box if customers want a new set of styles.
- **Damage/Misplacement Fees:** Deduct fees from the refundable deposit if any garments are damaged or misplaced.
- **Late Return Fees:** Charge customers for delayed returns beyond the agreed rental period.
- **Subscription to Premium Boxes:** Offer premium curated Green Boxes at a higher price with exclusive styles or additional garment options.

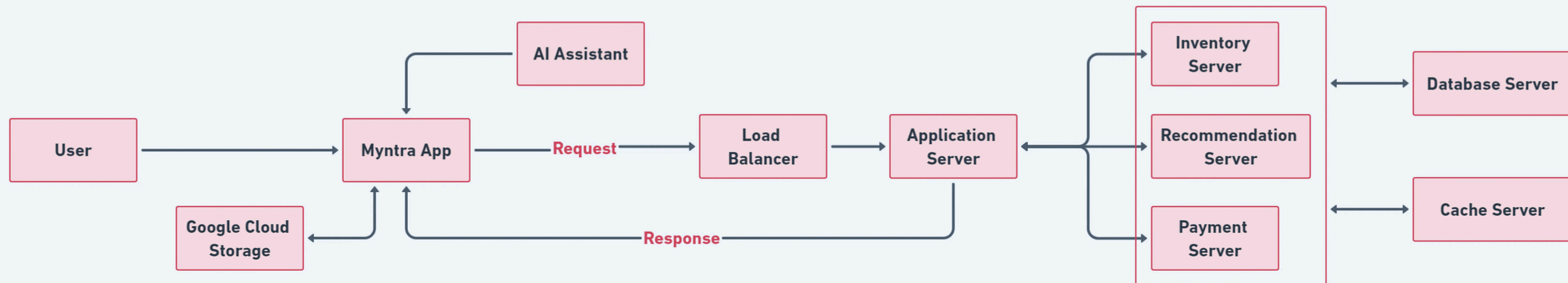


### Wireframes To Visualize The User Journey (View full scale Wireframes from References)



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### System Diagram To Understand Architecture (View full scale System Diagram from References)



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### Note

The chosen MVP - 'Myntra Green Box' is implemented as part of the existing 'Myntra for Earth' space to strengthen its value proposition. User research revealed **limited awareness about 'Myntra for Earth'** among customers. By incorporating the MVP within this space, **we aim to enhance visibility, drive engagement.**





| Metrics        | Formula   | Rational   |
|----------------|---|--|
| Awareness      | Monthly Impressions Rate = (Total No. of Impressions / Total Monthly Active Shoppers)×100   | How much percentage of users have discovered the 'Myntra For Earth' tab.   |
| Acquisition    | Monthly Click Through Rate (CTR) = (Total Shoppers Clicked / Total Shoppers Discovered)×100   | How much percentage of users have clicked the 'Myntra For Earth' tab after discovery.                                  |
| Activation     | Monthly Conversion Rate = {[Total Proceeded to Checkout Orders x (1-DropOff Rate)] / Total ATC Orders} x 100  | How much percentage of users have successfully completed the checkout process after they have added the order to cart. |
| Adoption       | Total No. of Rental Orders = Number of Active Shoppers × Average Rental Order Frequency   | How many users are adopting the MVP and placing their rental orders.   |
| Revenue        | Monthly Net GMV = Total No. of Rental Orders × Average Rental Order Value × (1 - Cancellation Rate)   | How much monthly revenue is generated from the MVP.  |
| Retension      | Shoppers Retention Rate (Mn+1) = {[ (No. of customers at end of the Mn month - No. of new customers acquired during the Mn month) / No. of customers at start of the Mn month]} x 100 | How much percentage of users came back in Mn+1 month after adopting MVP in Mn month.                                   |
| Referral       | Referral Conversion Rate = (Total No. of New customers from Referrals / Total No. of Referrals) x 100   | How much percentage of new customers were acquired through referral program of MVP                                     |
| Non-functional | AI Average Response Time (Latency)  | How much time did the AI Assistant take to respond to customer request.  |

Possible Pitfalls & Mitigations

Supply Chain and Inventory Risk

**Risk:** Limited availability of sustainable clothing options, delays in acquiring inventory.

**Mitigation:**

- 1.Partner with multiple suppliers to ensure a diverse range of sustainable brands.
- 2.Build a flexible and scalable supply chain with contingency plans.

Quality Assurance Risk

**Risk:** Poor condition or quality of rented items (e.g., wear and tear).

**Mitigation:**

- Implement a thorough quality control process before items are sent out.
- Offer cleaning, repair, and maintenance services between rentals.

Customer Expectations Risk

**Risk:** Customers may expect brand-new clothing instead of pre-worn items.

**Mitigation:**

- Clearly communicate the rental nature and the sustainability aspect in all marketing.
- Provide detailed product descriptions and images showcasing the quality of the items.

Future Scope & Growth Loop

Integration of 'Eco Karma Points' with 'Myntra Green Box' so **customer can earn points when they rent out sustainable clothing** and the points can be **redeemed as discount coupons**.

**Trigger:** Myntra promotions (Social Media)

**Action:** Rent sustainable clothing

**Reward:** Earn Eco Karma Points

**Investment:** Explore more rentals