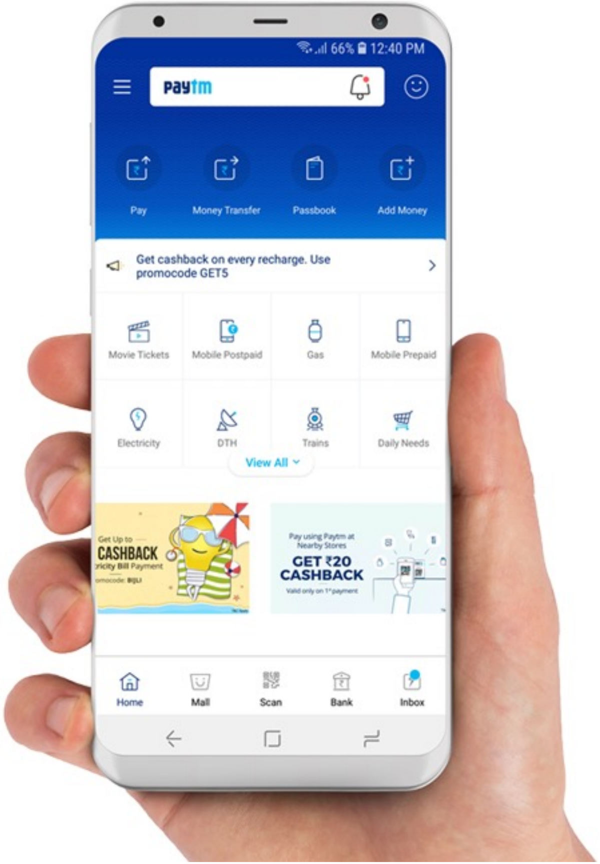


Paytm

Product Teardown

by Smit Yash

Sections

Story

Dec 2000
-One97 Registered with an initial investment of $1 million

Aug 2010
-Paytm (Pay through mobile) registered with initial investment of $2 million

Jan 2014
-Launched Paytm wallet

Aug 2015
-User base crossed 100 million

-Revenue from travel business crossed $500 million

2017
-Crossed 100 million app downloads

-Launched Paytm Payments Bank

-Launched Paytm Gold

2018
-Launched ‘Paytm for Business’ app

-Launched ‘Paytm Money'

2021
-Plans to launch IPO

Sections

Problem Space

- Lack of easy ways to pay online to merchants
- Not every shop in the vicinity have a **card-swipe machine**
- Have to search **ATMs** and wait in a long queue to get cash
- Have to carry **multiple debit/credit cards**
- Cumbersome process of adding bank account and send money through **internet banking**
- Tiring process of **going to the offices** to pay electricity / gas bills
- Lack of easy **phone recharge**/bill payment options
- Lack of easy money transfer **across geographies**
- Lack of one-stop solution for **any ticket booking**
- Chances of **theft** by carrying physical money

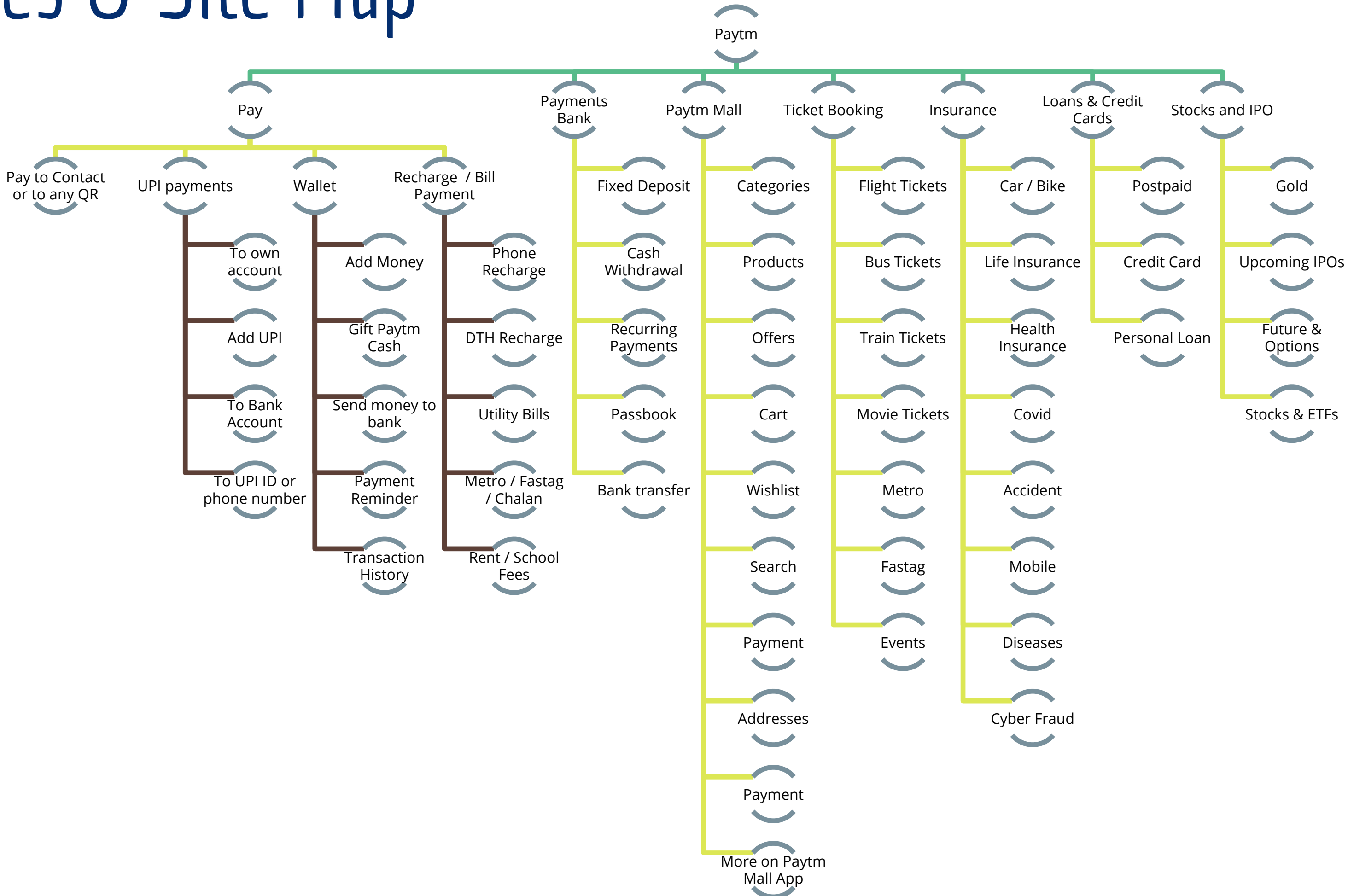
Solution Space

Enabling ease of payments through a single mobile app by providing:

- **Small businesses** the ability to accept online payments
- **QR code** scanning for easily transferring money or paying to merchants
- **Phone recharge** for any mobile network
- **Utility bill** payments
- Easy movie, travel and event **tickets booking**
- **Shopping** on Paytm mall
- **Secure wallet** keep the money handy

Sections

Features & Site Map



Sections

Product Value Proposition Matrix

Must Haves

Features	Paytm	PhonePe	Google Pay	Freecharge
Wallet to wallet transfer	Yes	Yes	No	Yes
UPI Payments	Yes	Yes	Yes	Yes
Bank A/C transfer without UPI	Yes	Yes	Yes	No
Credit Card Payments	Yes	Yes	No	Yes
Mobile Recharge	Yes	Yes	Yes	Yes
DTH Recharge	Yes	Yes	Yes	Yes
Utility Bills	Yes	Yes	Yes	Yes
Broadband Bill	Yes	Yes	Yes	Yes
Transaction History	Yes	Yes	Yes	Yes
Search Payment Type	Yes	No	Yes	No
Touch ID	No	Yes	Yes	No
Vendor Registrations	Yes	Yes	No	No
Secure Payments	Yes	Yes	Yes	Yes
Customer Support	Yes	No	Yes	Yes

Product Value Proposition Matrix

Performance

Features	Paytm	PhonePe	Google Pay	Freecharge
AutoPay	Yes	Yes	No	No
Rent using CC	Yes	Yes	No	Yes
Fastag	Yes	Yes	Yes	Yes
Metro Cards	Yes	No	No	No
Education Fees	Yes	Yes	Yes	No
Insurance	Yes	Yes	Yes	Yes
Location Based Services	No	Yes	No	No
Chalan / Toll	Yes	No	No	No
Municipal Tax	Yes	Yes	Yes	Yes
Society Maintenance	Yes	No	Yes	No
Movie/Event Ticket Booking	Yes	No	No	No
Train Tickets	Yes	No	Yes	No
Flight Tickets	Yes	No	No	No
Bus Ticket	Yes	No	No	No

Product Value Proposition Matrix

Performance

Features	Paytm	PhonePe	Google Pay	Freecharge
Hotels	Yes	No	No	No
Online Shopping	Yes	No	No	No
Loan Payment	Yes	Yes	Yes	Yes
Payment Gateway	Yes	Yes	No	No

Delighters

Features	Paytm	PhonePe	Google Pay	Freecharge
Gift Card	Yes	Yes	No	Yes
Payment Reminder	Yes	Yes	No	Yes
Stocks / Mutual Funds	Yes	Yes	No	Yes
Online Shopping	Yes	No	No	No
Cashbacks	Yes	No	Yes	Yes
Fixed Deposit	Yes	No	No	Yes
Invest in Gold	Yes	Yes	Yes	Yes
NPS	Yes	No	No	No
Partner App Payments/Subscription	Yes	No	Yes	Yes

Product Value Proposition Matrix

Delighters

Features	Paytm	PhonePe	Google Pay	Freecharge
Order Medicines	Yes	No	No	No
Doctor Consultation	Yes	No	No	No
Buy Magazine Subscription	Yes	No	No	No
Health App Subscriptions	Yes	No	No	No
Physical Card	Yes	No	No	No
Credit Score	Yes	Yes	No	No
Donations	Yes	Yes	Yes	No
Grocery buying	No	Yes	No	No
Salon/Spa Booking	No	Yes	No	No
Buy Raw Meat	No	Yes	No	No
Book Pathology Test	No	Yes	No	No
Home Repair / Cleaning	No	Yes	No	No
Car / Bike Repair	No	Yes	No	No
Offers	Yes	No	Yes	Yes
Referral Bonus	Yes	Yes	Yes	Yes

Sections

Key Partners

- Customer/ Merchant Banks
- Network providers
- Electricity board
- Packed LPG providers
- DTH Operators
- Insurance companies
- Fastag providers
- Metro service providers
- Theatres
- Gold refineries
- Other merchants
- Operating system owners(Android/IOS)

Key Activities

- Continuously improve existing platform
- Ensure data security and compliance
- Sales and marketing to expand ecosystem
- Innovate new revenue stream
- Protection from fraud

Key Resources

- Workforce(Developers. Sales and Marketing, etc)
- Technology
- License to operate
- Contract with merchants

Value Propositions

- Secured and hassle-free cash less transaction from any place.
- Huge ecosystem with multiple payment options connecting merchants and individuals.
- Trustable and easy to use product.

Customer Relationship

- 24/7 customer support via call/message/mail
- Online support centre with FAQ and blogs
- Connected via social network(Facebook, Twitter, etc.) to accept feedback and resolve queries

Channels

- Mobile apps
- Websites
- Client/Vendor sites

Customer Segments

- Smartphone users with internet connectivity
- Merchants/Vendors

Cost Structure

- Platform maintenance and support
- Research and development
- Contract/License renewal
- Sales and marketing cost
- Employee salaries
- Customer acquisition cost

Revenue Streams

- Commission
- Interest from wallet deposits
- Listing and convenience fee
- Delivery charges

Sections

1. Story
2. Problem & Solution Space
3. Features & Site Map
4. Product Value Proposition Matrix
5. Business Model Canvas
6. Pain Points
7. Prioritizing User Stories
8. Personas & Feature Recommendations
9. Nielson's Heuristics
10. Critique

Pain Points

Not able to get suggestions based on keyword and need to type exact word which becomes difficult.

How can I get orders and bookings between dates?. Only year wise or last few months selection is there which is time consuming with multiple order

Food/Sodexo card linking option is not available. Unable to use this money for ordering food or groceries.

When transaction fails, the money is returned to the wallet instead of source account. Not able to use money later since it is tied with paytm now.

Is there a way to cap my monthly spend by adding a notification?. It will help me for better budgeting during month ends.

Pain Points

Search results are wrong and diverts to shopping site for those wrong results.

No helpline number only for recharge & payments, movie/event tickets and Gold. How can I call any one during above transactions.

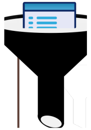
I don't have a sign out option any where in bottom of menu. Must navigate into 3 screens to sign out when needed.

Since most of the features involve transaction of money, I want to have clear understanding about steps to follow during purchase, bill pay or recharge.

Not able to add the person/vendor as favorites with whom I transact frequently. Have to scan or give number every time to transact.

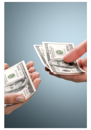
Evaluating Pain Points

Unable to search needed feature

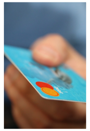


No able to filter orders between dates

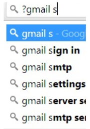
No option to set a remainder for spending cap monthly



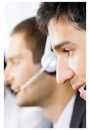
Failed transaction money retuned to wallet instead of bank



No option to add food/sodexo cards



Search suggestions are not available for all the keywords



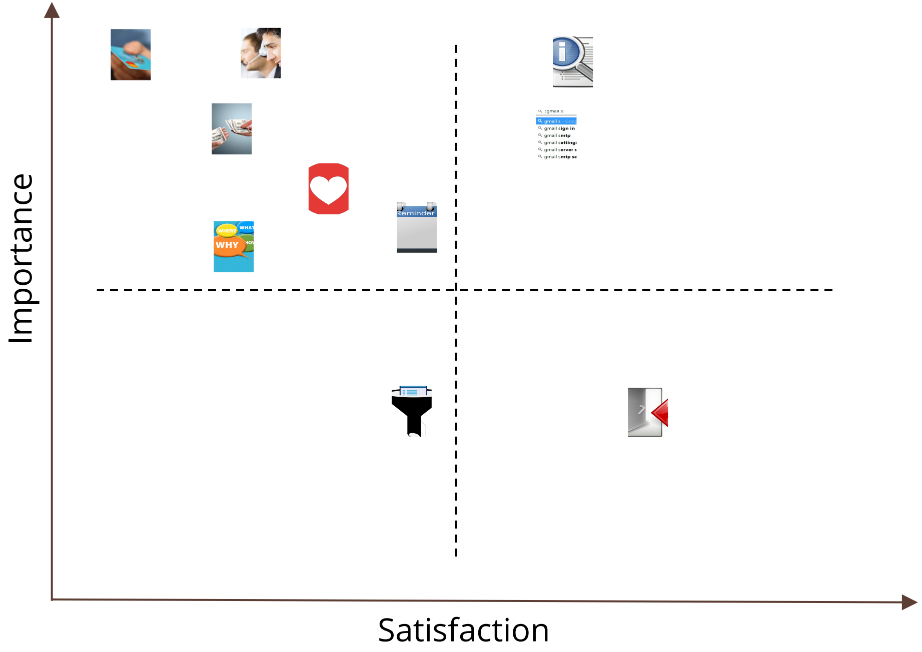
Unable to talk to support during movie ticket booking and gold transaction

No sign out option available in menu bar

Unable to add favorites for easy and fast transaction

No support for general queries related to offering and steps to follow.

Importance vs Satisfaction Framework



Sections

Prioritized User Stories

As a user, I expect to contact a human-based call support for all my transaction types.

As a user, I wish to have a feature to add my favorites with whom I transact regularly

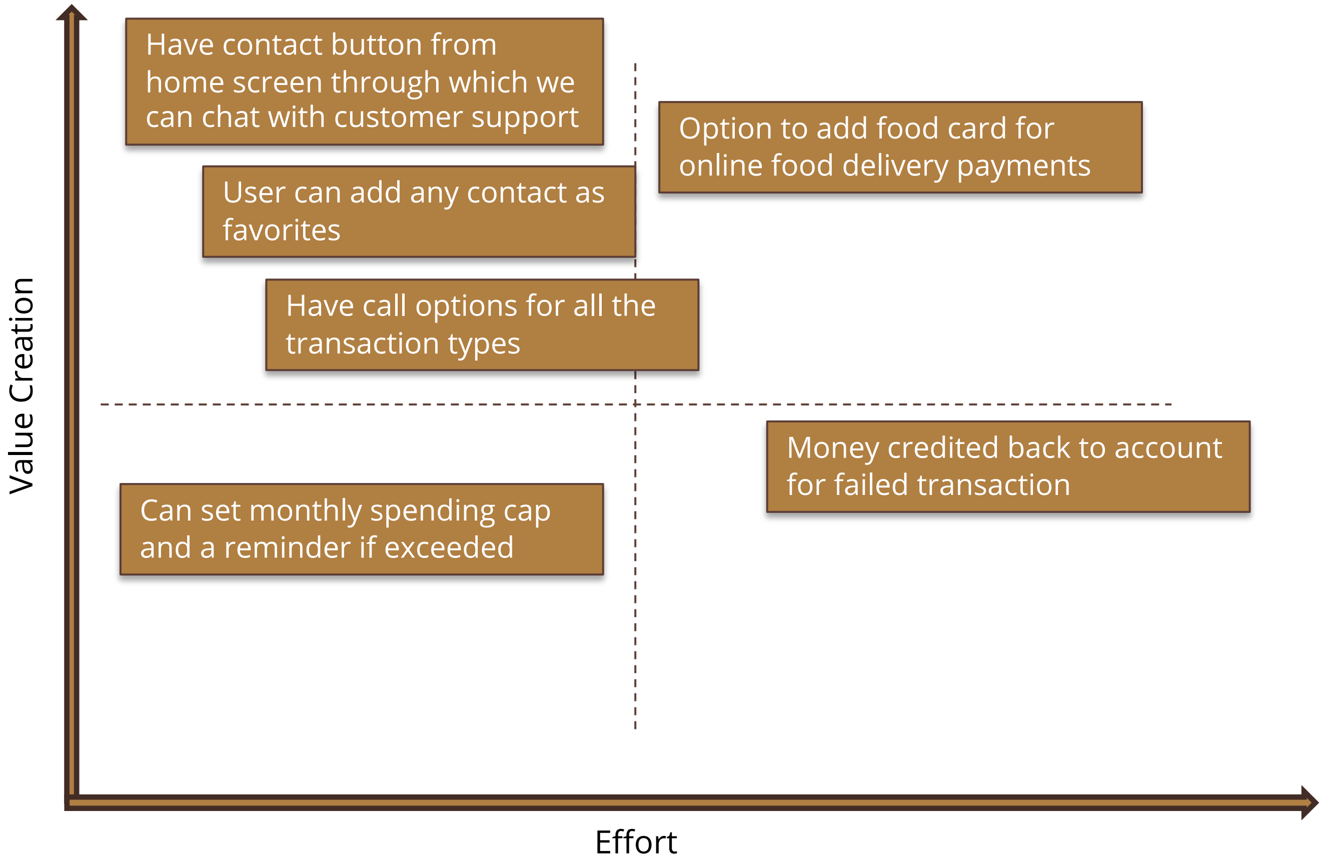
As a user, I would like to have a feature to remind me of monthly spending when a particular cap is reached

As a user, I will be happy to have a option to add my food card to order food items through paytm

As a user, I would like to have contact or chatbot button from any screen that I am currently.

As a user I expect to get my money credited to account instead of wallet after a failed transaction

Prioritization – Value Creation vs Effort Matrix



Sections

Feature Recommendations

	Recommended features	Pain points
Must Haves	Have call options for all the transaction types	Not able to talk to executives with large transaction issues like gold investment, insurance premium, etc. Currently that option is only available for a few options.
Must Haves	Have contact button from home screen through which we can chat with customer support	Not able to contact customer support instantly from home screen for any query.
Performance	User can add any contact as favorites	No option to select and add any favorites for frequent or most important transactions
Delighters	Option to add food card for online food delivery payments	Even for ordering foods through Paytm, no options to add food/sodexo cards

Feature 1: (Must Have)

Call/chat with customer support

Ridhima Shekhar

"Money can't buy happiness that's what shopping is for"

Age: 29
Work: Financial Analyst
Family: Married
Location: Pune, MH
Education: M.Com.

Steadfast | Self-aware | Non-negotiable

Goals

- To get done with the objective soon.
- Complete the task and make way other work.
- Hassle-free, smooth completion of the objective.

Frustrations

- Spending more time than is required for work.
- Lack of knowledge of the right keyword to search and get to the feature early.
- Referring to wrong features via search.

Bio

Ridhima works for one of the Investment banks and is married. So to tackle all her professional & households tasks, she purchases required things on her way home from the office and is always in hurry. She always moves light with bare minimum cash and makes her payments through digital payment apps and wallets. So she doesn't want to waste time and likes to get to the required feature soon. If it's a payment for a shopkeeper or a bill payment at the electricity office or for paying school fees.

Personality

Cashless — Cash

Thinking — Feeling

Sensing — Intuition

Judging — Perceiving

Motivation

Incentive

Fear

Features

Power

Time Management

Brands & Influencers

Preferred Channels

Cash

Digital payments

Digital Wallet

Physical Cards

Feature 1: Wireframes

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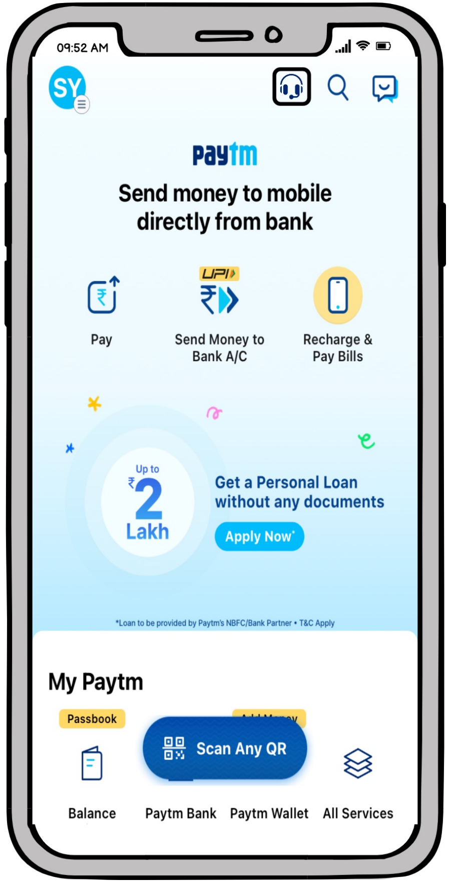

Feature 2:
(Performance)

Having Favourite Payees

Ramakrishnan Iyer

"Shopkeepers are not Bankers."

Age: 43
Work: Stationery Shop Owner
Family: Married, kids
Location: Varanasi, UP
Education: B. Sc.

Personality

Introvert — Extrovert
Thinking — Feeling
Sensing — Intuition
Judging — Perceiving

Calculative | Transactional | Hardworking

Goals

- Make faster payments to the suppliers and get delivery of his supplies.
- Don't want to mix important payment contacts with others.
- Manage the funds properly and making payments within the deadlines.

Frustrations

- Making payment transfers to wrong contacts.
- Mixing up all the contacts and not able to determine the right one.
- Always look for the payment IDs before each payment.

Bio

He runs a stationery shop near a top school and has high demand. He looks to keep all the finances organised and settle on time to ensure proper supplies. Since his shop maintains a long product list purchased from a list of suppliers across multiple locations, he finds it difficult to manage the payment contacts and would like to see few selected ones separately who are the main suppliers for him.

Motivation

Easiness
Fear
Growth
Relations
Reputation

Brands & Influencers

Preferred Channels

Cash
Digital payments
Digital Wallet
Physical cards

Feature 2: Wireframes

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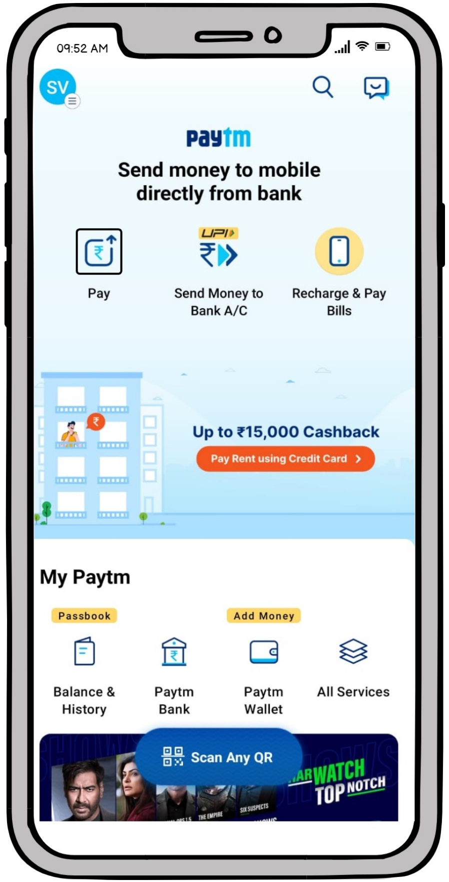

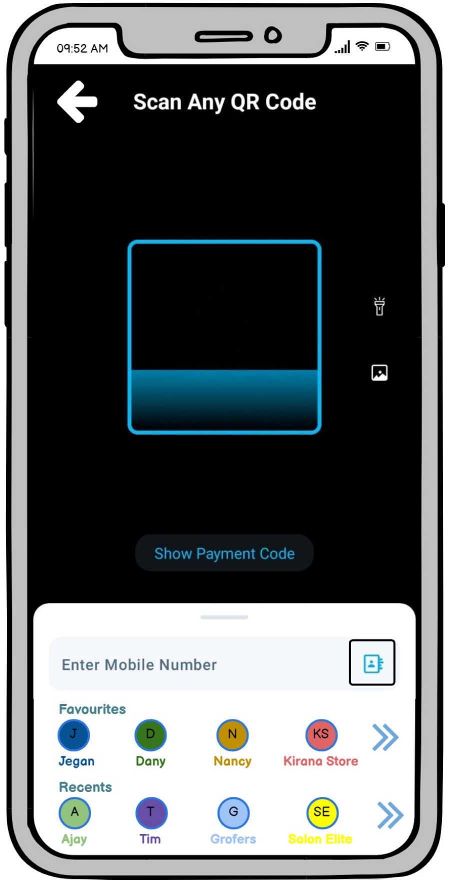

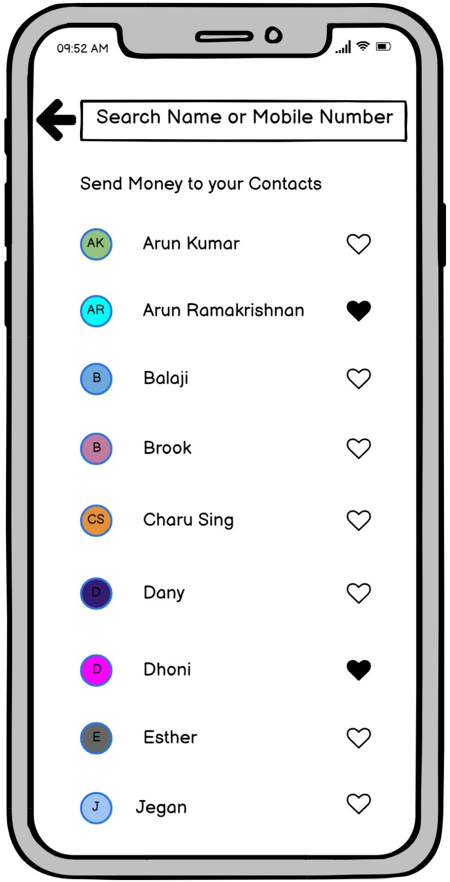

Feature 3: (Delighter)

Payment through Gift/Food Cards

Rahul Sharma

"There's more than one way to improve society"

Age: 30
Work: IT Professional
Family: Unmarried
Location: Bangalore, KA
Education: MBA

Personality

Introvert — Extrovert
Thinking — Feeling
Sensing — Intuition
Judging — Perceiving

WFH | Tech-savvy | Lives alone

Goals

- To be able to consume his food card balance on online purchases.
- To use the food card at most number of payments online.
- Save taxes through the food card.

Frustrations

- Not able to fully consume the amount in the food card.
- Limited options to use the food card balance for online purchases.
- Have to be physically present for purchases.

Bio

Rahul is an MBA graduate working in one of the consulting firms. In order to save some money on taxes his company has offered an option of availing a Sodexo Food Card where he can use a part of his salary to be directly transferred in to the food card as a recharge of the card. The money he gets into the food card is non-taxable and is a substantial amount of more than 6000 INR. The card can be used at Supermarkets, Restaurants, Online food delivery apps etc. But to order online and consume that amount he wants to link it to PayTM which will increase the number of options he can use the card at. Otherwise to use the card and its balance he has to be physically present at the time of purchases, which is difficult in lockdowns.

Motivation

Incentive
Savings
Ease of Payment
Time Management
Social

Brands & Influencers

Preferred Channels

Cash
Digital Payments
Digital Wallet
Physical Cards

Feature 3: Wireframes

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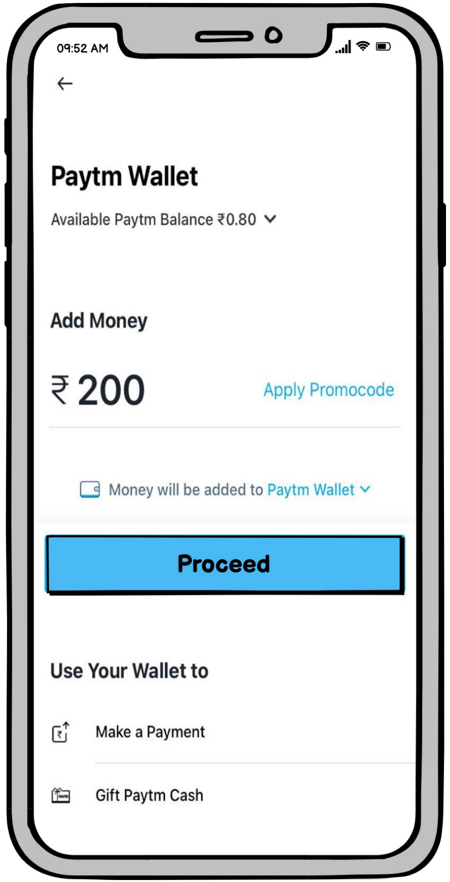

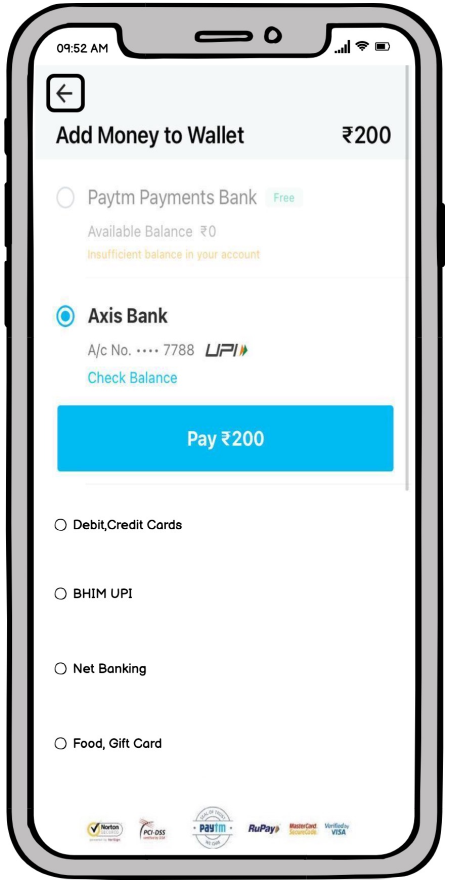

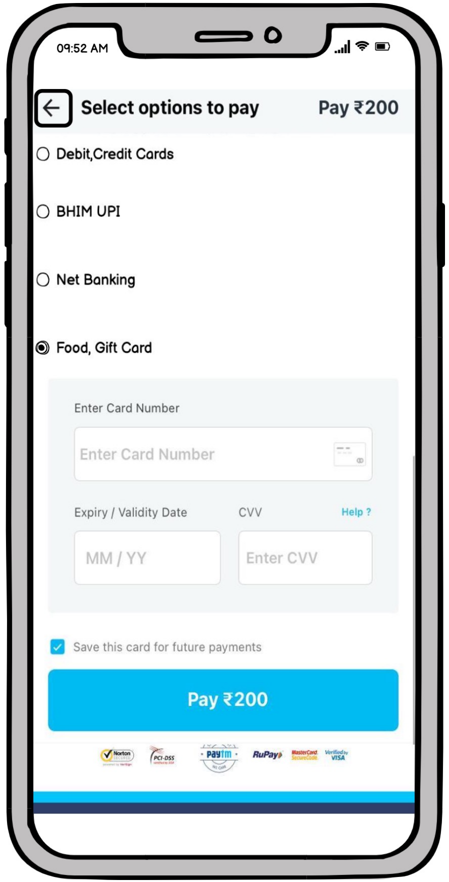

Sections

Nielsen Heuristic Evaluation

Visibility of system status	Paytm has tried to implement feedback within short time, but few transactions such as flight ticket booking response after payment gets delayed. Need to maintain consistency across all offerings.
Match between system and the real world	Offering app in multiple languages was one of the new addition and Paytm is doing good in these features.
User control and freedom	Paytm users have complete control as every time there is a confirmation or check before processing a request.
Consistency and standards	Consistency is good across all pages and proper standards are maintained throughout the app.
Error prevention	Error validation and prevention is structured good in all the pages and transactions.
Recognition rather than recall	Every page has many features and hardly people recognize what is there.
Flexibility and efficiency of use	Even though Paytm has tried to make features flexible to use from home screen, it misses generic support features and customization options.
Aesthetic and minimalist design	Paytm has tried to put all features in one place which has cluttered the app.
Help users recognize, diagnose, and recover from errors	Error messages are clear in Paytm, but solution in case of errors are not structed well. Having contact us features across pages or solutions for those errors will be helpful.
Help and documentation	Currently help features and FAQ are available separately. But to check on any query from any page needs multiple navigations. Paytm should try to reduce the number of clicks.

Sections

Critique

Cluttered UI

The UI is very cluttered and complex. 3-click rule should be followed for a better UX.

Load Management Issues

Paytm was unable to handle the sudden rise of registrations during demonetization. Better Load testing should be done.

Less Number of Merchants

There is a penalty that the Paytm merchants have to pay once they exceed the maximum daily amount limit. This is leading to merchants opting for other payment options like PhonePe or GooglePay.

References

Launch Screen Image: https://financebazaaronline.in/what-is-paytm-how-to-use/

Problem Space Bank: https://www.google.com/search?q=atm%20queue&tbm=isch&hl=en-GB&tbs=rimg:CWDU3JGY3_1DGYW_1OtCiJ5QGa&sa=X&ved=0CBsQuIIBahcKEwjAotKWlI7yAhUAAAAAHQAAAAAQBw&biw=1440&bih=695#imgrc=i-VlS4F7u5LVRM

Solution Space Image: https://inc42.com/features/paytm-broadens-focus-beyond-payments-to-fintech-ahead-of-mega-ipo/

Thank You!