



Trends in Marketplaces & Classifieds

Digital Marketplaces Conference

May 2025



OC&C
Strategy consultants



We have deep knowledge of marketplaces

Lead Generation Marketplaces

Property, Home Services, Auto, Jobs



Utilities & Financial



Product & Service Marketplaces

Products



Services





Despite a more challenging macro backdrop, there is plenty of opportunity yet for marketplaces

Digital Marketplace Themes

Challenging Growth Backdrop

Slower growth in consumer spending and marketplace penetration post-covid

Hyper-Verticalization of Marketplaces

A real trend in recent years to target specific products and customer segments more effectively

Proposition & Pricing Innovation

Building momentum into the growth of the marketplace to realise the 'winner takes most' outcome

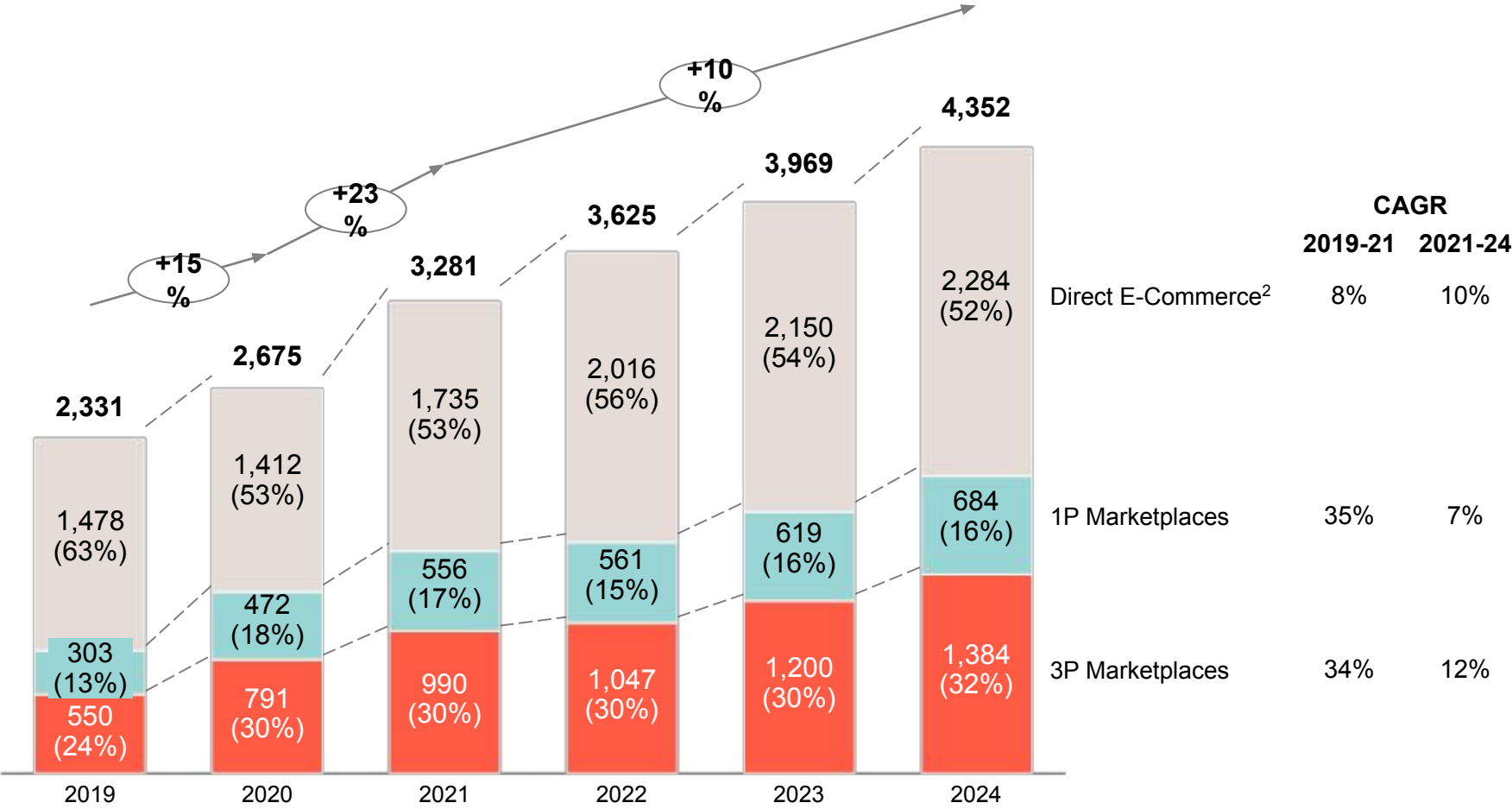
Excitement about New Revenue Streams

Expand from monetisation of core product to unlock new pools of spend from existing and new audiences

Marketplace growth has moderated in recent years but remains robust; sustained growth to 2030 would give a \$300bn opportunity in Europe alone

Global (ex China) GMV in Established Product-Based Marketplace Categories¹, 2019-24 (\$bn)

Fixed Exchange Rates



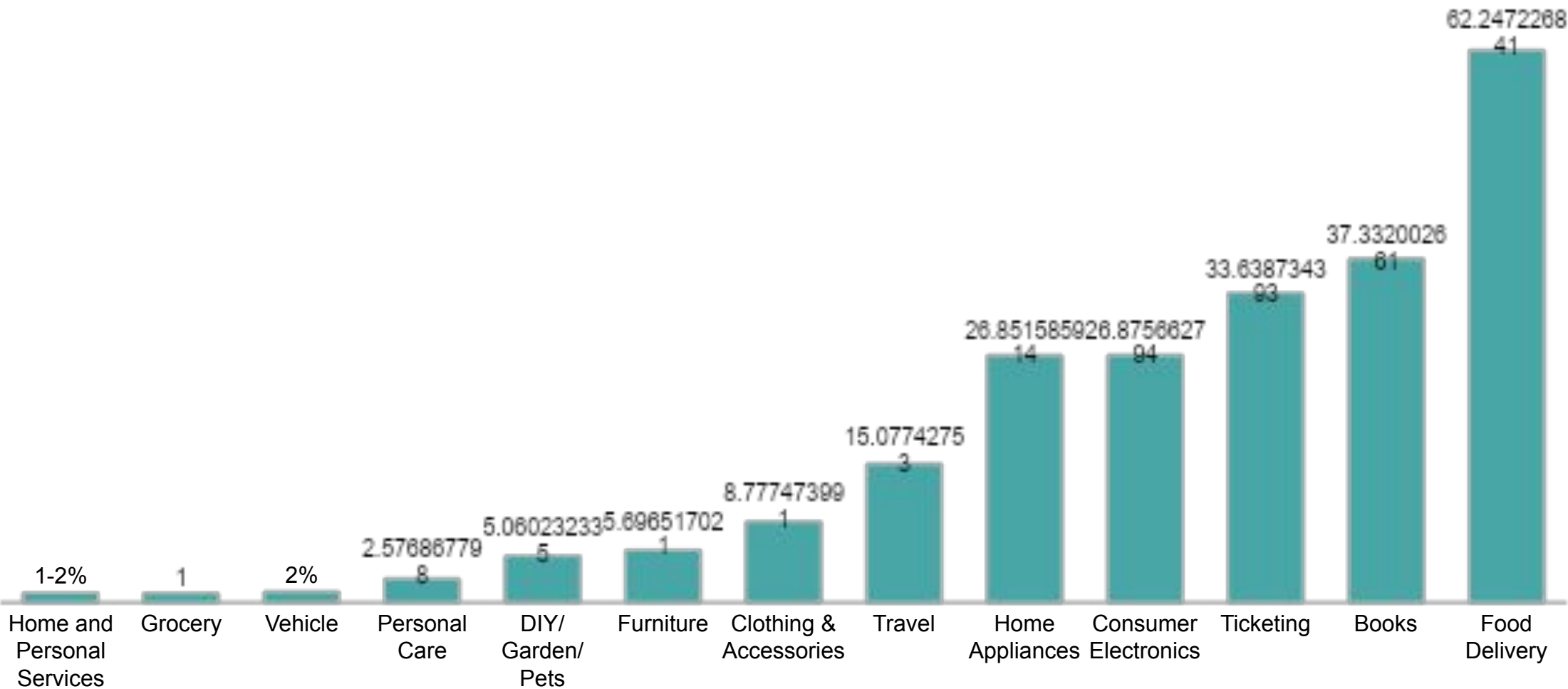
Continued growth at the 2021-24 trajectory would yield additional consumer spend on 3P marketplaces of **\$300bn by 2030 in Europe**

1. Includes Books, Food Delivery, Ticketing, Travel / Vacation, Consumer Electronics, Furniture / Homeware, Home Appliances, Clothing, DIY / Gardening / Pets, Personal Care, Grocery and Other
2. Ecommerce direct is first hand only
Source: GlobalData, Euromonitor, eMarketer, Digital Commerce 360, Statista, ECommerceDB, PwC Media Outlook, Desk Research, OC&C analysis



Opportunities still exist; marketplace penetration varies by category and there is headroom in many areas

Estimated Share of Spend Through Marketplaces by Category (Global ex China, % Share of Spend)
























Source: Euromonitor, Statista, GlobalData, ECommerceDB, Digital Commerce 360, Art Basel/ UBS, OC&C analysis



Marketplaces are evolving how they drive momentum in 6 different ways

Marketplace Trends Today

Examples

Hyper-Verticalization		  	
Proposition Innovation	Highly Customised Propositions	   	
	Trust-Based Models	   	
	AI Turbocharging Propositions	  	
Pricing Innovation		  	
Adjacent Product Development		   	

Marketplaces focused on specific sub-verticals has been a clear trend in recent years, enabling highly tailored buyer + seller experience

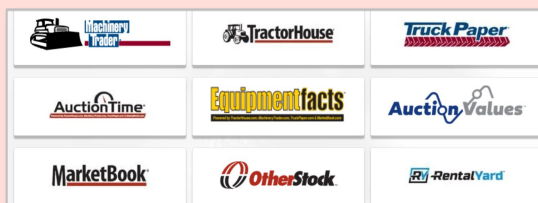
Case Studies Summary



Sandhills Global

Group of industry-specific marketplaces, catering to specific niches (e.g., trucks, tractors, farming)

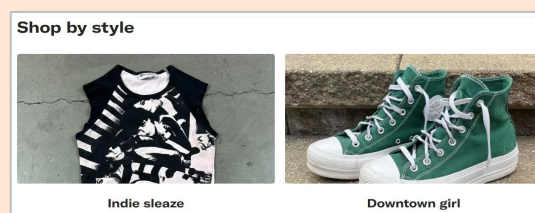
Marketplaces **hyper-specialised to industry niche**; split across categories, buy it now vs auction, and buy vs rent



depop

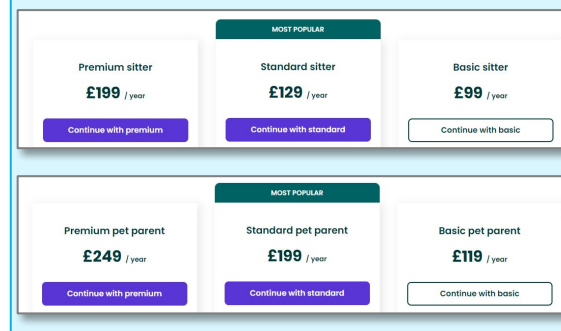
Peer-to-peer clothing marketplace, focused on second-hand, vintage and streetwear

Targets **specific age groups and fashion segments** (~60% of audience under 35) with UI and discovery-based UX



Mutual exchange marketplace connecting vetted sitters with pet / homeowners

Hyper-focused on trust, lifestyle and community with a specific subscription-based business model



Hyper-vertical marketplaces grew at 36%pa 2019-23 with 34 of these reaching \$1bn in GMV globally

2. Highly Customised Propositions

Taking this further – several marketplaces have highly tailored propositions to attract both buyers and sellers

Case Studies Summary

Attracting Buyers to Site

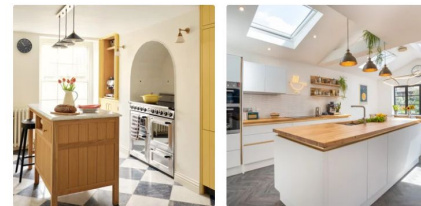


Houzz developed a home **design inspiration offer** to attract consumers to site – where they are prompted with the monetizable marketplace proposition ‘suggest pros for me’

Kitchen Ideas and Designs

All Filters Style Size Colour Layout Type Number of tabs

Refine by: Budget



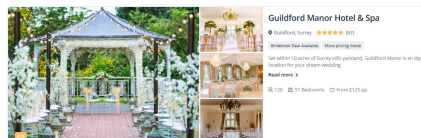
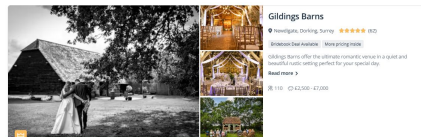
Q Design House

The kitchen, located in the lower ground floor, was updated with bespoke cabinetry fitted around the chimney breast...

Photo of a contemporary kitchen in Other.



Bridebook markets itself first as a **free wedding planner** – then monetises visitors through connecting them to wedding suppliers and venues

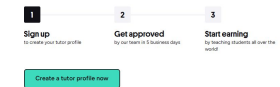


Attracting & Retaining Quality Sellers



Language tutoring platform **provides tutors with an integrated calendar and lesson scheduling tool** –enables high quality, verified tutors to charge a premium

Make a living by teaching the largest community of learners worldwide



Set your own rate

Choose your hourly rate and change it anytime. On average, English tutors charge \$15-20 per hour.

Teach anytime, anywhere

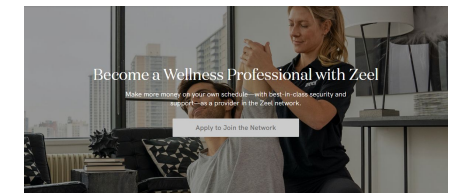
Decide when and how many hours you want to teach. No minimum time commitment or fixed schedule. Be your own boss!

Grow professionally

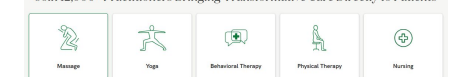
Attend professional development webinars and get tips to improve your skills. You'll get all the help you need from our team to grow.



As an in-home massage service marketplace, Zeel offers its professionals **in-time & transparent payment, built-in safety protection, easy schedule, & referral programs**



Join 12,000+ Practitioners Bringing Transformative Care Directly to Patients



Trust-based models are also becoming increasingly prevalent to drive conversion

Case Studies Summary

Vetting & Insurance

Platforms pre-vet providers through background checks, licenses, and insurance – often backed by guarantees

Back
Market

Checkatrade

TaskRabbit

Training & Interviews

Providers complete training, interviews, and assessments before offering services

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URBAN wellness™

Vehicle Inspections & Warranties

Platforms offer inspections, history reports, and warranties for high-value vehicle sales

AutoScout24

smyle



CARVANA

Product Authentication

Items are verified before delivery – essential for high-value or fraud-prone goods like watches or bags

ebay

Vestiaire
Collective

Chrono24
The World's Watch Market

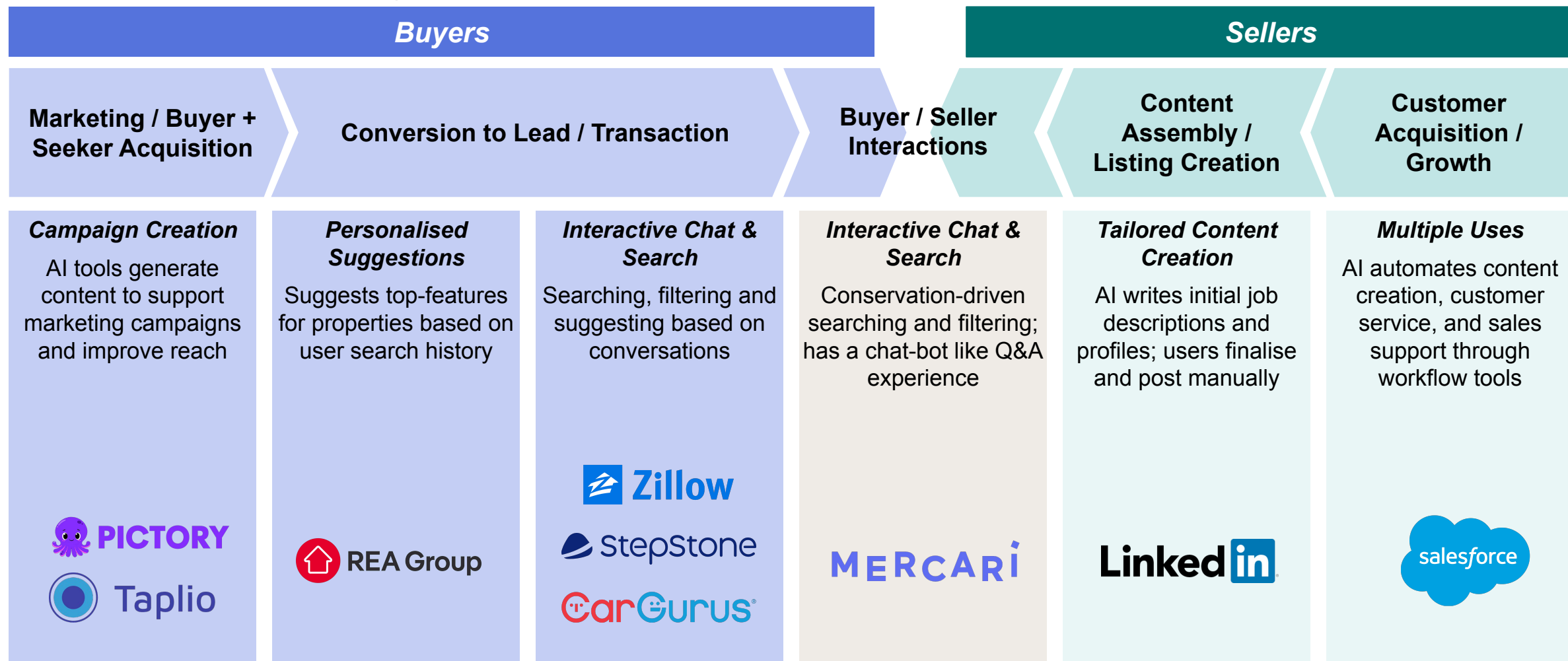
Applicant Verification

Candidates' qualifications can be pre-verified, improving hiring efficiency and reducing risk (*was trialled by Seek*)

seek

AI's impact has so far had incremental impact on improving marketplace propositions

AI Use Cases In Classifieds Today



Source: Desk Research, OC&C analysis



Pricing remains an important lever for growth – classifieds have shown how innovative pricing models can be successful

Innovative Pricing Models

Pricing Models for Core Listings Products Only

Increasing
Proximity to
Transaction

Segment-Based



Uses inventory-based pricing via proprietary tokens, with prices varying by category and market demand



Uses AI-driven flexible pricing to set listing costs for agents by value, location, and demand

Visibility-Based



Per-ad pricing varies by role, region, and demand

Employers pay for visibility tied to expected applicant quality

Lead Value Based



Agents pay per lead; price reflects location and home value

Commission only; paid if a deal closes – focus on lead quality over volume

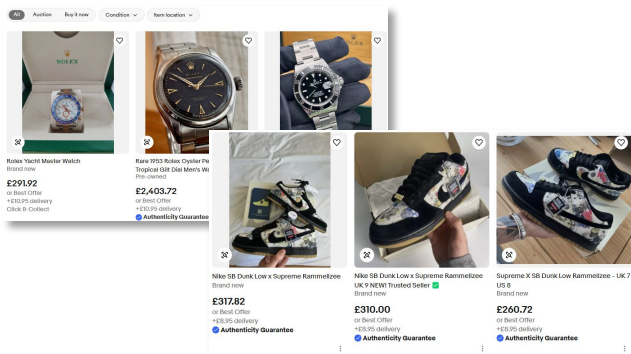
Several marketplaces show that it's never too late to fundamentally change pricing models

Case Study Overview

Shift to Buyer Commission



Shifts to **buyer-paid fees** in categories like sneakers and watches, **reducing seller friction** and **boosting inventory** and **increasing platform liquidity**.

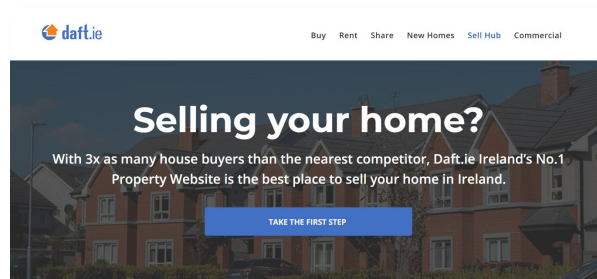


Source: Desk Research, SimilarWeb, Company Websites, OC&C analysis

Shifting to Seller Pay



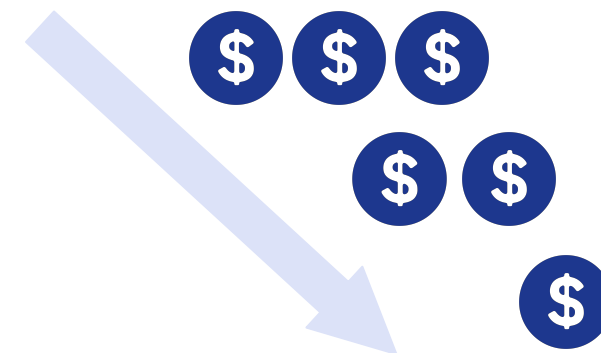
Looking to encourage a **seller-pay model** through **product tiering** and **agent incentives**, similar to approaches used by REA and Hemnet.



Supplier Auctions



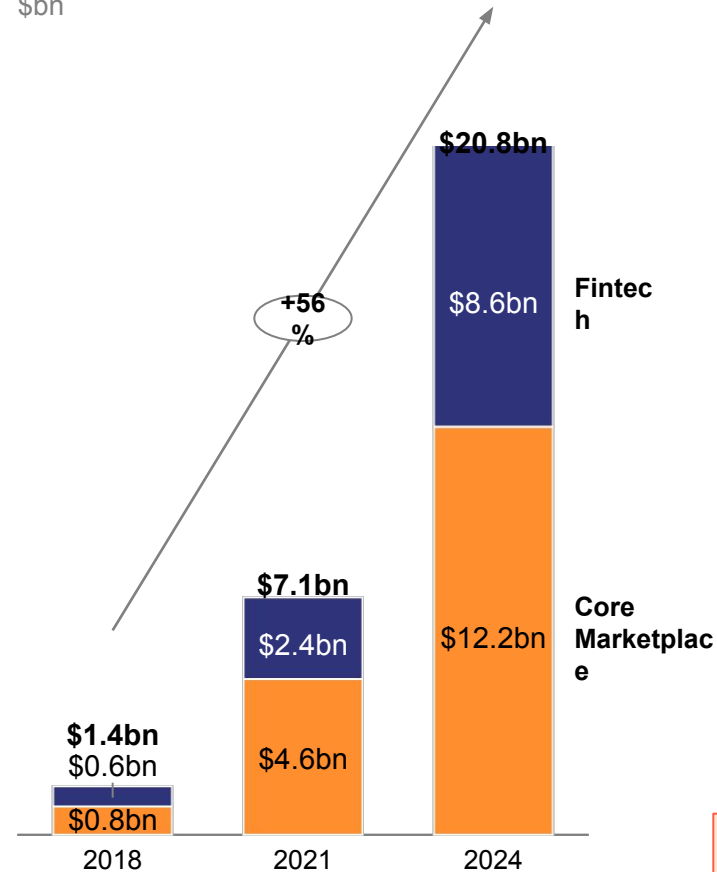
Runs “**countdown**” auctions where **suppliers bid down commission rates** to win **product placement at lower cost**.



We have seen marketplaces successfully build a suite of adjacent services and revenue streams

Mercado Libre Case Study

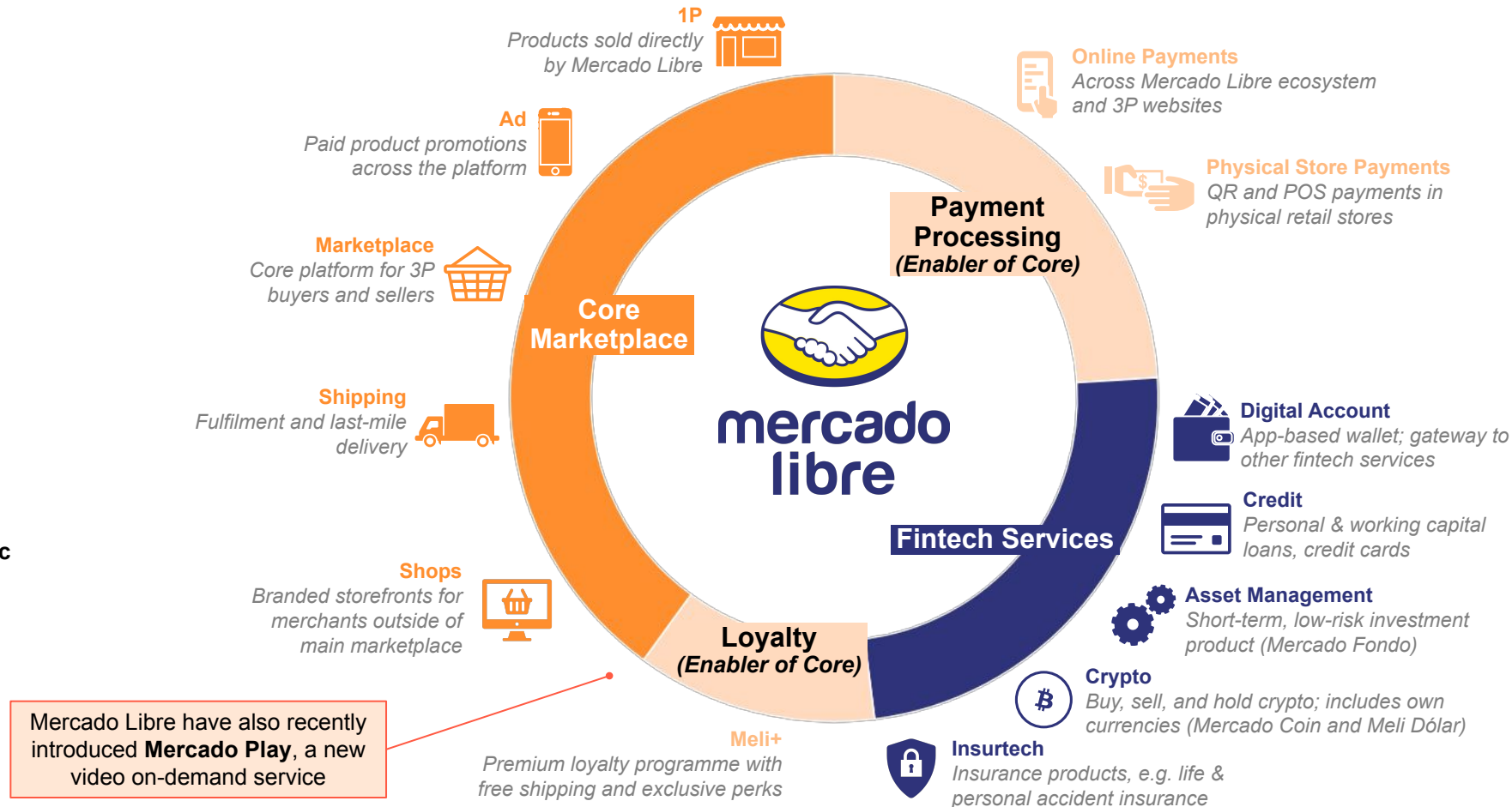
Mercado Libre Revenue by Segment, 2018-24
\$bn



Source: Desk Research, OC&C analysis

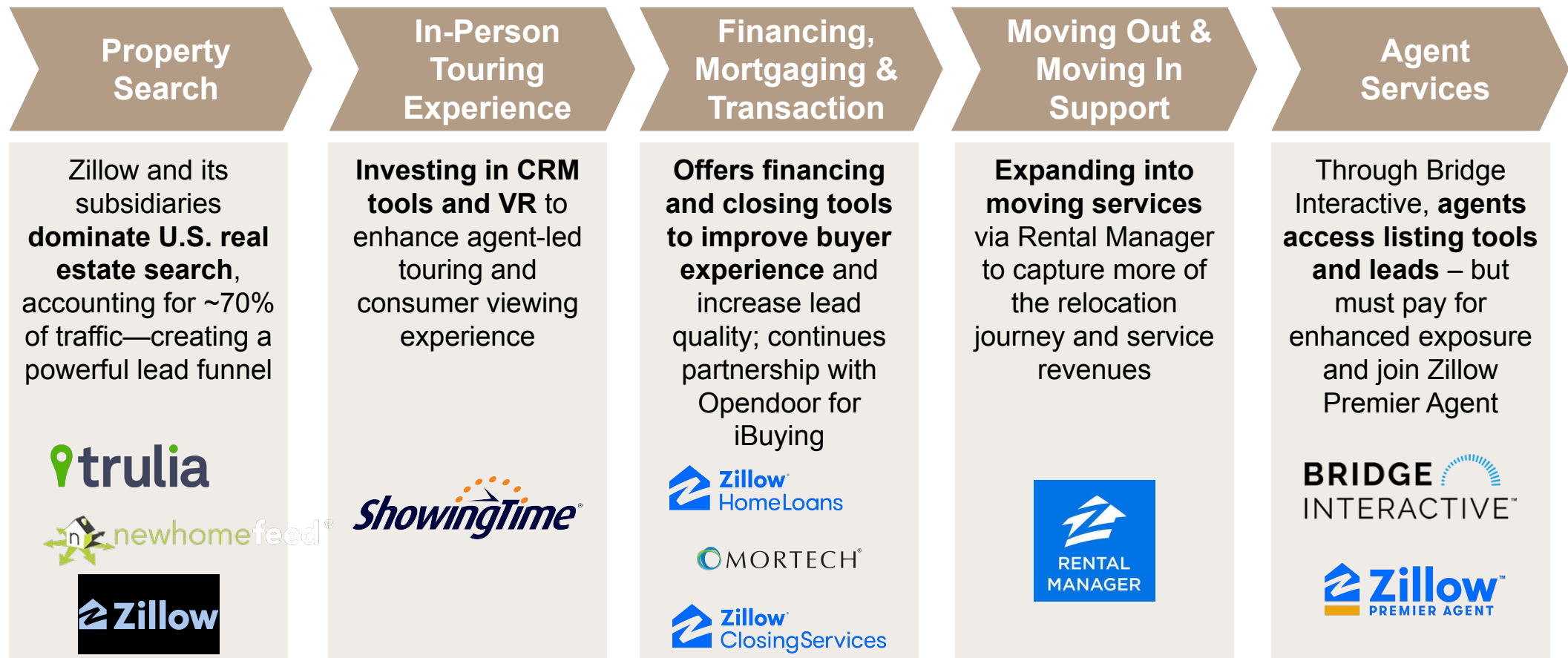


Mercado Libre Ecosystem



Zillow recently focussed on developing a “SuperApp” for seeker needs through the lifecycle

Case Study: Zillow



Recently, off platform / marketing services have been an area of growth

Agent Marketing



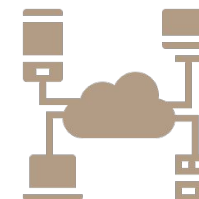
Provides digital marketing services, campaign tools, and market insights for agents



Real Estate Developer Marketing



Full-stack developer solution including pricing insights, tech tools, performance marketing, sales support, and event services



Dealer Marketing



Cars.com platform integrates marketplace listings, digital retail tools, trade-in solutions, and targeted media to dealers



Recruiter Marketing



End-to-end recruitment marketing services including ad creation, multichannel campaigns, employer branding, and content marketing





Ankul Wangoo

Ankul.Wangoo@occstrategy.com
London Office, UK



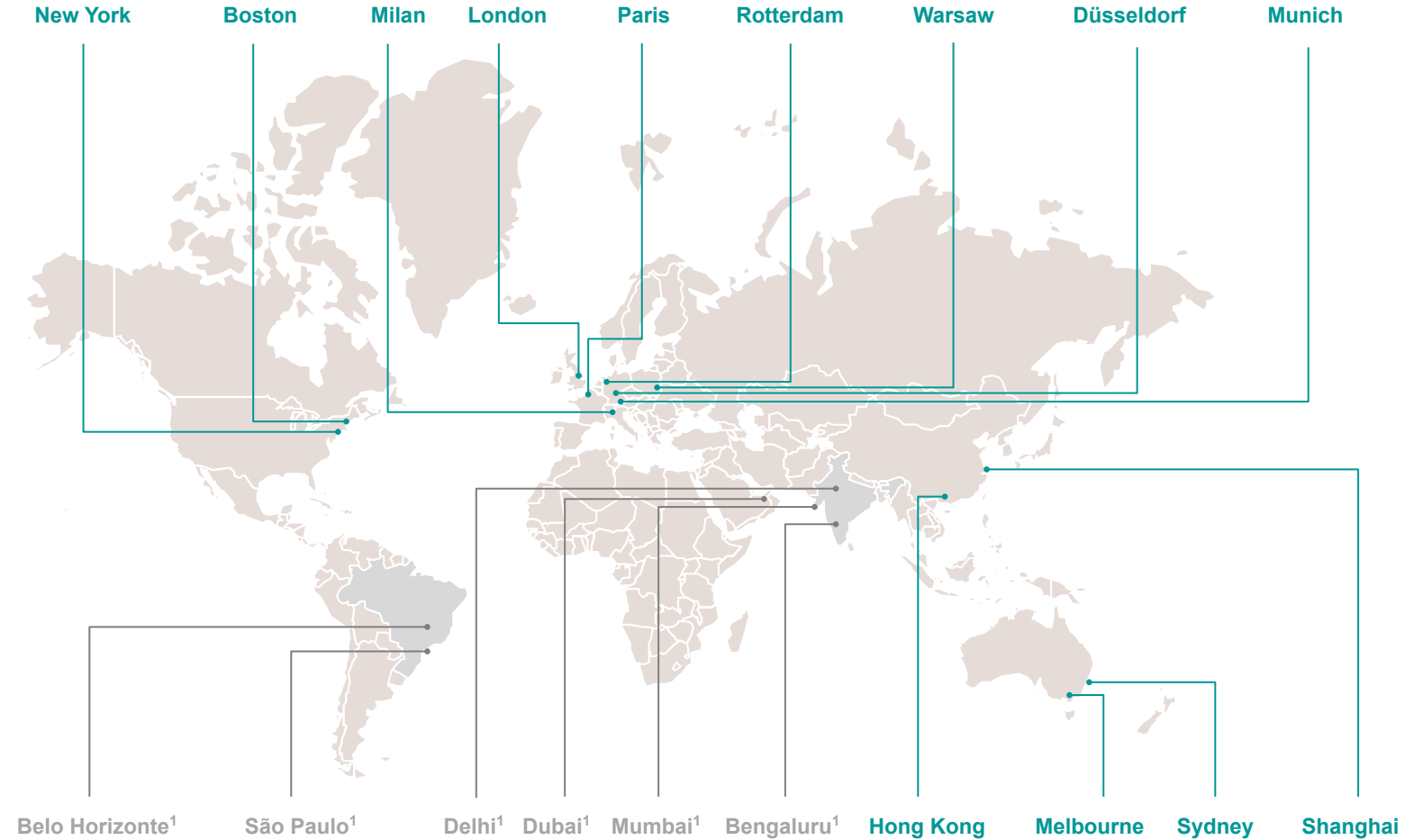
Toby Chapman

Toby.Chapman@occstrategy.com
London Office, UK



Mostyn Goodwin

Mostyn.Goodwin@occstrategy.com
London Office, UK



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Strategy consultants

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