

Executive Summary: Allegro.pl Pricing Strategy in 2025

Allegro is Poland's dominant e-commerce marketplace, serving 18–20 million active buyers and over 100,000 merchants. While it holds a 45–50% share of Poland's e-commerce market, the landscape is shifting rapidly. New global entrants—Amazon (with Prime), Temu, and AliExpress—are creating intense pricing pressure with ultra-low-cost logistics and aggressive promotions.

Allegro's key strategic lever is its Smart! subscription program (59.99 PLN/year), which offers free shipping, returns, and exclusive perks. With over 5 million subscribers, Smart! members shop ~2.5x more than others. Yet Amazon Prime is undercutting it at 49 PLN/year and offers streaming and next-day delivery. Meanwhile, Temu and AliExpress continue to erode price expectations, especially among younger and deal-driven shoppers.

Facing intensifying competition and margin compression, Allegro's leadership is evaluating how to position its pricing strategy for Smart! and overall platform monetization in 2025. The core dilemma: lower prices to maintain user growth and defend market share, or maintain pricing discipline to protect margins and brand value.

Three strategic options have emerged:

1. **Aggressive Price Cuts** – Lower Smart! subscription fees, subsidize delivery thresholds, or reduce seller commissions to undercut rivals. Short-term customer and GMV growth, but threatens profitability and risks a price war.
2. **Value-Focused Positioning** – Maintain pricing while adding benefits (e.g. partnerships, loyalty perks, enhanced delivery). Differentiates Smart! via service quality and localization. Requires effective communication and perception shift.
3. **Hybrid Model** – Keep Smart! pricing stable, run segmented offers, and defend premium positioning while targeting selective promotions. Balances risk and upside but may lack decisive competitive stance.

Key Metrics (2024):

- Allegro GMV: ~60B PLN | Revenue: ~10B PLN | Net Profit: ~150M PLN
- Smart! members: >5M | Avg orders/user: ~20-25
- Amazon PL market share: ~4% | Monthly visits: ~20M
- Temu/AliExpress: strong in low-price segments, heavy promotions, ~15-20M Polish users combined

Executive teams must weigh pricing actions against long-term profitability, brand equity, and user lifetime value. External forces—such as Amazon’s scale, Temu’s subsidies, and shifting consumer loyalty—amplify uncertainty.

Recommendation: Define Allegro’s long-term identity. If competing on price, margin erosion is inevitable. If competing on value, service differentiation and Smart! enhancement are imperative. Decisions made now will shape market leadership in the next 5 years.