

zomato



ZRS - Zomato Review System

(Pure Food, Flawless Service)

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Objective

Building a **mechanism** where **Zomato** gives **ratings** to **restaurants** by **authenticating** them based on **third-party vendors** and **photos** of the **outlet** and **kitchen** uploaded by the food outlet. This entire process is managed by the **ZRS (Zomato Rating System)**.

Problem Statement

Food delivery apps provide convenience, but growing concerns about **restaurant authenticity** and **food safety** are eroding **customer trust**. Discrepancies between listed and actual restaurant details have led to **illnesses and fatalities**, damaging **consumer confidence** and straining relationships with **delivery partners**.

Proposed Solution

Zomato can lead with the **Zomato Rating System (ZRS)**, requiring restaurants to upload **verified photos** and undergo **regular audits** to ensure authenticity, enhance safety, and rebuild trust.

Why This is Urgent:

Repeated **hygiene failures** and incidents like a **child's death** threaten Zomato's **brand reputation** and **customer loyalty**. Implementing ZRS proactively aligns with Zomato's vision to be the **most trusted food delivery platform** and sets a **new industry standard**.

Who the Feature Is For:

This feature is aimed at all **Zomato users** who trust the platform for delivering **safe, quality food** from verified outlets.

Feature Overview:

The **Zomato Review System (ZRS)** will require food outlets to upload **photos of their kitchens** and **food safety certificates** in the app, which will be **verified by Zomato** to ensure compliance.

Timeline for Implementation:

This feature will go live within **18 months**, aiming to achieve **98% food quality compliance** and **eliminate customer complaints** regarding food quality.

Introduction

ZRS (Zomato Rating System) is designed to authenticate restaurants based on three distinct parameters:

1. **Kitchen and outlet photos** uploaded by the food outlet in the Zomato app.
2. **Outlets validated** by the Zomato audit team.
3. Based on the **audit report**, Zomato **ratings** will be assigned to food outlets in the app, allowing customers to make informed decisions based on those ratings.

Purpose of ZRS – The ZRS aims to **increase trust** among customers, allowing them to order food from specific outlets without the fear of compromising on the **quality** of the food.

Market Research for Zomato

66% of Indian consumers prioritize **food quality**, yet many outlets operate with **poor hygiene** or from **makeshift kitchens**, causing trust issues. Additionally, 70% believe food quality declines during **packaging and transportation**. Zomato's **ZRS** ensures only **verified, high-quality outlets** are listed, boosting **customer trust and satisfaction**.



However, there is a loophole in the system on how Zomato works. Recent trends show a rise in food quality issues associated with online orders. Concerns have escalated as both small and large food outlets have been found compromising food safety standards. Below are specific cases that highlight these challenges.

Examples of Food Safety Issues

Restaurant Quality Audit Observations

Overview:

Recent inspections reveal serious concerns about **food safety** and **hygiene**, with some highly rated restaurants exhibiting **unsanitary conditions** and unsafe practices. These issues pose risks to **consumer health**, emphasizing the need for a **comprehensive auditing system** to enforce stringent quality standards..

Restaurants & Incidents Highlighted in Audits:

1. Patiala Incident:

- **Summary:** A tragic case where a **10-year-old girl died** after consuming a cake ordered via Zomato. Investigations revealed that the bakery's **registered address did not match its actual location**, leading to severe consequences. This incident highlights the need for **verification and authenticity checks** for all listed outlets.

2. **Rameshwaram Cafe:**

- **Rating:** 3.8 (Delivery)
- **Issues Observed:** During a raid by the **Hyderabad Food Safety Department**, inspectors found **expired food items, improperly labeled products, open dustbins, and a lack of medical fitness certificates** among staff. These findings indicate serious violations that can lead to **foodborne illnesses**.

3. **Karachi Bakery:**

- **Rating:** 4.2
- **Issues Observed:** This iconic brand was found with **expired stocks of rusks, biscuits, candy, and more**, alongside **unlabeled goods**, during a raid. These practices **violated FSSAI regulations**, significantly damaging the bakery's **reputation**.

4. **Laforestta Café:**

- **Rating:** Not specified
- **Incident:** Five diners reported illness after consuming a meal containing **excessive dry ice**, leading to **severe health issues**. This raised concerns over the use of **unsafe ingredients** in food preparation, highlighting a gap in monitoring practices.

5. **Maredumilli Restaurant:**

- **Rating:** 3.6
- **Issues Observed:** Infestation of **rats and cockroaches**, reflecting poor hygiene practices and a need for better pest control measures.

6. **Over The Moon Brew Company:**

- **Rating:** 4.2
- **Issues Observed:** Cockroach sightings were reported, suggesting inadequate pest control and hygiene protocols.

7. **Silver Bawarchi Restaurant:**

- **Observation:** Reports of **unsanitary kitchen conditions**, though specific rating data was unavailable.

8. **Kakatiya Military Hotel & Babai Hotel:**

- **Rating:** 3.8 (Delivery)
- **Issues Observed:** Problems related to **rodent infestations**, indicating risks to **food safety** and preparation standards.

9. **Athidhi Restaurant & Angaara Restaurant:**

- **Rating:** 4.0
- **Issues Observed:** Kitchen cleanliness was found to be **below acceptable levels**, leading to a risk of **bacterial contamination**.

10. Hotel Fiza:

- Rating: 4.1
- Issues Observed: Evidence of rodents and poor sanitation, posing potential health hazards.

Health Impacts Highlighted by the IMA (Indian Medical Association):

- **Bacterial and Parasitic Diseases:** Unclean food preparation areas can lead to conditions such as salmonella, e.coli, and listeria, causing severe food poisoning.
- **Rodent-Related Illnesses:** Presence of rats can transmit diseases like leptospirosis, toxoplasmosis, and hantavirus.
- **Harmful Bacteria:** Bacteria from rodent urine and droppings can damage internal organs and lead to chronic health conditions.
- **Severe Symptoms:** Foodborne illnesses can cause vomiting, diarrhea, fever, and in extreme cases, organ failure.

Key Insights

- **Importance of Audits:** Inspections reveal that even highly rated restaurants often fail to meet proper quality standards, risking consumer health and harming Zomato's reputation.
- **Need for Proactive Monitoring:** Regular audits, real-time monitoring, and proactive measures are essential to ensure safe, high-quality food delivery on Zomato's platform.
- **Role of ZRS:** The Zomato Rating System (ZRS) can establish a trustworthy rating metric through audits, hygiene verification, and continuous quality monitoring, enabling consumers to confidently trust app ratings.
- **Enhancing Consumer Trust:** Implementing these measures will boost confidence among users and solidify Zomato's position as a safe and reliable food delivery platform.

Actions Taken by Zomato

In response to these incidents, Zomato has taken several actions:

- **Patiala Case:** Zomato immediately delisted the bakery involved and is cooperating with law enforcement. The company expressed its condolences to the affected family.
- **General Policy Update:** Effective April 18, Zomato introduced a policy allowing it to temporarily disable online ordering from restaurants that receive severe food quality complaints. This policy includes third-party inspections at the restaurant's expense.

Drawbacks of Zomato's Current Actions

1. **Reactive Measures:** Actions are typically taken after the damage is done—post-delivery and after a negative customer experience.
2. **Trust Issues:** Delisting a restaurant based solely on customer complaints can damage the trust between Zomato and its food outlet partners.

Key Insights

A proactive approach is crucial to address food safety concerns. Strengthening hygiene and quality frameworks will help Zomato tackle these challenges effectively. These insights highlight the need for a clear and actionable problem statement.

Competitor Analysis Overview:

Analyzing competitors like **Dominos**, **Chowman**, and **Swiggy** highlights gaps in addressing **food quality issues**. Zomato can leverage these insights to innovate with **ZRS**, offering a proactive, real-time solution.

Competitor Analysis Table

Company	Chowman	Swiggy	Zomato	Domino's
Problem Statement	Personal hygiene, safety protocols, raw material sanitization, cleanliness norms.	Food audits, third-party firms, packaging assistance, pest control.	Restaurant listing audits, email advisories, temporary disablement of outlets, FSSAI regulations.	Comprehensive food safety program, third-party audits, HACCP certification, FSSC22000. Suppliers meet guidelines on food safety.
Solution Taken	Sanitized handling, separation of raw/cooked materials, periodic cleaning, clear safety protocols.	Hygiene audits, external firms to assist in audit checks, food packaging management.	Regular audits, handling complaints, corrective actions, audit certifications.	Supplier HACCP certification, third-party audits, unannounced evaluations, supplier validation, tracking food quality through digital systems.
Drawbacks	Risk of contamination through human handling, inconsistency in cleanliness enforcement.	Reliance on third-party firms may lead to gaps in accountability.	Temporary outlet suspension could lead to loss of revenue, delays in corrective action.	Does not directly audit indirect suppliers, reliance on third-party certifications. Potential gap in trust between supplier and customer.
Technology Integration	Minimal integration of tech for food safety.	Leverages external tech for packaging but lacks robust internal systems.	Uses AI for monitoring customer complaints, could extend tech integration to safety audits.	Uses digital tracking and audit data analysis for food safety improvements. Potential to integrate real-time safety scores on the app.
Customer Feedback	Basic customer feedback process; no transparency in	Customer feedback tracked but not widely shared publicly.	Customer complaints drive audits and corrective actions but	Customer complaints tracked and analyzed. Transparency can be improved by showcasing real-

	reporting food safety.		lack detailed reporting to customers.	time food safety results to customers.
Cost Efficiency	Low-cost internal audits, could lead to inconsistent standards.	Third-party audits and packaging assistance might increase costs.	Moderate cost-efficiency due to extensive audits and temporary outlet suspension.	Efficient process due to supplier-driven certifications, additional costs for maintaining rigorous certifications like FSSC22000 and HACCP.
Frequency of Audits	Occasional internal audits but no set frequency.	Periodic third-party audits.	Regular audits with every complaint but could be more proactive with routine checks.	Annual audits, periodic unannounced checks by third-party auditors and internal teams.
Training & Certification	Regular employee hygiene training, but no specific certification programs mentioned.	Employee training on hygiene practices but no clear certification process.	Limited certification details, could benefit from mandatory food safety certifications for partners.	Employees receive thorough food safety training. Suppliers must be HACCP/FSSC22000 certified.
Risk Mitigation	Standard procedures in place but lacks a crisis communication plan.	No clear risk mitigation strategy if food safety violations occur.	Implements corrective actions post-complaints but could improve on a proactive risk management approach.	Strong risk mitigation via audits, supplier certifications, and complaint resolution. Could improve by integrating crisis communication with customers.
Partnerships & Collaborations	No external partnerships for safety audits.	Uses third-party firms for audits, but details are unclear.	Works with FSSAI for restaurant listings and regulatory compliance.	Works with third-party auditors like HACCP and FSSC22000-certified suppliers. Can build more trust by collaborating with global food safety organizations.
Global vs Local Standards	Local standards for safety .	Primarily local standards	follows FSSAI regulations.	Follows global food safety standards (HACCP, FSSC22000)

Insights from competitor analysis -

Incorporating key elements from Domino's, Swiggy, and Zomato, ZRS (Zomato Rating System) could significantly enhance its credibility by implementing:

1. **Third-party certifications and audits** similar to Domino's, ensuring restaurants adhere to **global standards** (HACCP, FSSC22000).
2. Regular, **unannounced audits** for real-time validation of food safety.
3. Leveraging **AI and digital tracking** technologies like Zomato's use of **customer feedback monitoring** for proactive risk management.
4. Greater **transparency** by showcasing **real-time food safety scores** on the app, increasing **customer trust**.
5. Building **partnerships** with global food safety organizations to ensure consistent, internationally recognized safety practices.

By combining these strategies, ZRS can not only **increase customer confidence** but also help **differentiate Zomato** from competitors by providing a **transparent, technology-driven**, and **globally recognized** food safety verification system.

To understand how Zomato maintains food quality, I spoke with a Zomato executive. Here are the key insights from our conversation

Questions Asked -

I've encountered several **food quality issues**. Previously, Zomato conducted **third-party inspections**. Are there any **current food quality control measures** in place to ensure a **safe customer experience**?

Zomato Response:

Zomato conducts **quality audits** before the **onboarding** of food outlets to ensure the **food quality**.

Follow-up Question:

What if the food outlet **bluffs** during onboarding? What steps does Zomato take to ensure **ongoing quality**?

Zomato Response:

Zomato performs **periodic audits** and takes **actions based on customer complaints** to maintain quality.

Question:

It's not mentioned in the **terms and conditions**, and there are articles suggesting Zomato has **discontinued periodic audits**. What is your take on this?

Zomato Response:

Periodic audits are **compulsory** for all companies, and Zomato ensures they are done for food outlets to maintain **quality standards**.

Final Question:

As a consumer, there's **no proof** of these audits. We don't see **kitchen photos** or **FSSAI certifications**. How can we verify this?

Zomato Response:

I understand your concern. Although **customer satisfaction** and **food quality** are our priorities, we are working to improve **transparency** and rely on **audits and customer complaints** to take necessary actions.

Key Observation:

There is **no visible proof** that Zomato conducts periodic audits for food outlets, as they don't share kitchen photos or **FSSAI certifications**, which presents a significant **trust issue** that needs a **solution**.

key recommendations based on the conversation –

- Proof of Audits:** One of the major concerns highlighted is the lack of visible proof of **periodic audits**. Zomato could benefit from adding more **transparency** by sharing **verified photos**, **FSSAI certifications**, or a **rating system** reflecting regular audit results.
- Customer Assurance:** Integrating a **customer-facing feature** where users can view the **latest audit results** or a certification badge (like in ZRS) would help in **building trust** and **ensuring quality**.
- Preventative Measures:** Rather than relying heavily on customer complaints, Zomato could introduce **preventative measures** through **continuous monitoring** and **real-time verification** to avoid issues escalating after delivery.
- Communication Transparency:** It's important that Zomato communicates these processes clearly to customers to ensure **transparency**, possibly by adding an explanation about **audit processes** in the **terms and conditions**.

These inputs could make the system more **proactive** and **transparent**, aligning with the goals of **customer trust** and **food safety**.

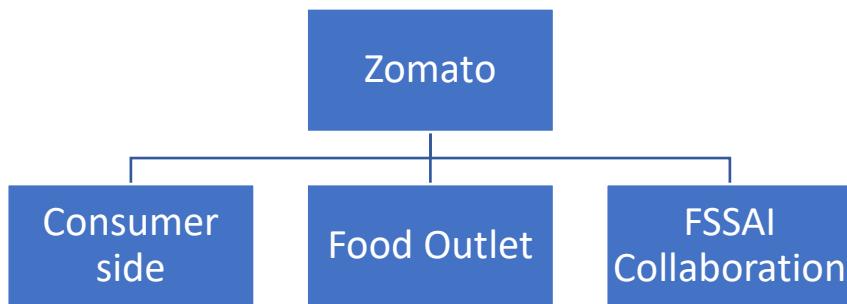
User Persona Table for ZRS

Attributes	User 1: Kiran	User 2: Sai	User 3: Gowtham
Occupation	Zomato Delivery Partner	Senior Associate Ops	Mechanical Engineer
Pain Point	- Food prepared in unsanitary conditions near drainage. - Restaurant misleading consumers with a similar name (Mehfill vs. Mehfil).	- Ordered food rated 3.7 at 3 AM, which arrived spoiled , impacting medicine intake.	- Quality of Manchuria from two restaurants was below expectations , despite a 4-star rating.
Emotional Motivation	Feels responsible for delivering quality food. Wants to avoid risky restaurants .	Frustration due to lack of accountability in ratings, especially when unwell.	Doubts reliability of current ratings . Wants a trustworthy guide for trying new places.

Goals with ZRS	Seeks transparency to ensure confidence in quality.	Wants ZRS to hold outlets accountable and reduce bad experiences.	Seeks reliable quality insights to confidently explore new restaurants.
Behavioral Insight	Avoids certain outlets due to personal knowledge; ZRS would provide verified data.	Checks ratings before ordering at odd hours; values freshness indicators.	Open to trying new places if ZRS ratings indicate consistent quality.
Persona-Specific Feature Requests	Alerts for quality issues at specific outlets.	"Verified Freshness" badge for late-night restaurants.	ZRS parameters, like kitchen cleanliness photos.

Functional Requirements: ZRS (Zomato Review System)

Proposed Feature Integration for Zomato Review System (ZRS)



To effectively address the food quality and safety challenges faced by Zomato, the **Zomato Review System (ZRS)** incorporates three key features tailored for **customers**, **food outlets**, and **third-party verifiers**. These features work in synergy to ensure transparency, maintain high standards, and foster trust among all stakeholders.

1. Customer-Facing Feature: Enhanced Information Access

- **Interactive Information Button:**
 - When a customer **clicks on the information icon ()** on a restaurant's profile, they are **redirected to a dedicated page** for that food outlet.
- **Comprehensive Outlet Page Includes:**
 - **Kitchen Photos:** Visual evidence showcasing the cleanliness and organization of the kitchen.
 - **Certificates:** Display of **food safety certifications** issued by the Food Corporation of India or other relevant authorities.
 - **Last Updated Information:** Timestamp indicating the **most recent update** of the outlet's compliance status, ensuring customers receive **current and accurate information**.
- **Benefits for Customers:**
 - **Increased Transparency:** Customers can make informed decisions based on verified information.
 - **Enhanced Trust:** Visual and documented proof of hygiene standards boosts confidence in the platform.

2. Food Outlet Feature: Mandatory Compliance Uploads

- **Submission Requirements for Restaurants:**
 - **Kitchen Photos:** High-quality images of the kitchen area, highlighting hygiene practices and equipment.
 - **Certificates:** Upload of **valid food safety certificates** and other relevant documentation.
- **User-Friendly Upload Interface:**
 - **Guidelines and Templates:** Clear instructions and sample formats to assist restaurants in providing the required information.
 - **Regular Reminders:** Automated prompts to ensure timely updates of photos and certificates.

- **Benefits for Food Outlets:**

- **Streamlined Compliance:** Simplifies the process of meeting ZRS requirements.
 - **Enhanced Visibility:** Compliance can lead to higher ratings and increased prominence on the platform.
-

3. Third-Party Verification Feature: Collaborative Authentication (FSSAI)

- **Partnership with Authorized Entities:**

- **Food Corporations and Certified Auditors:** Zomato collaborates with recognized bodies to verify the authenticity of the documents and photos submitted by food outlets.

- **Verification Process:**

- **Document Review:** Authentication of certificates and compliance documents.
- **Photo Inspection:** Assessment of kitchen photos for adherence to hygiene and safety standards.
- **Periodic Audits:** Scheduled inspections to ensure ongoing compliance and address any emerging issues.

- **Benefits for Verification Bodies:**

- **Expanded Role:** Provides a platform for third-party verifiers to engage with Zomato's ecosystem.
 - **Credibility Enhancement:** Association with reputable verification bodies strengthens ZRS's reliability.
-

Zomato Rating System (ZRS) Overview

- **Rating Scale:**

- **1Z to 5Z**, where **5Z** signifies the highest level of compliance and quality.

- **Rating-Based Features:**

- **High Engagement Visibility:**

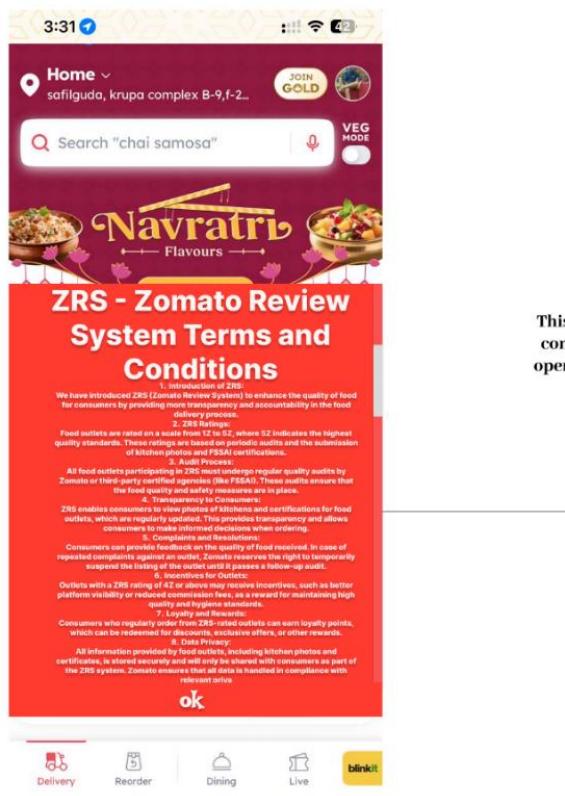
- **4Z and 5Z Rated Outlets:**

- **Priority Listing:** Enhanced visibility on the Zomato app, leading to higher customer engagement.
- **Extra Commission Incentives:** Restaurants with high ratings receive a **5-10% extra commission**, rewarding their commitment to quality.

- **Reduced Visibility for Lower Ratings:**
 - **Below 3Z Rated Outlets:**
 - **Limited Exposure:** These restaurants are shown less prominently on the platform, encouraging them to improve their standards.
- **Benefits of the Rating System:**
 - **Encourages Excellence:** Incentivizes restaurants to maintain high hygiene and quality standards.
 - **Customer Assurance:** Provides a clear, reliable metric for customers to choose trustworthy dining options.
 - **Platform Integrity:** Enhances Zomato's reputation as a safe and reliable food delivery service.

Wireframes

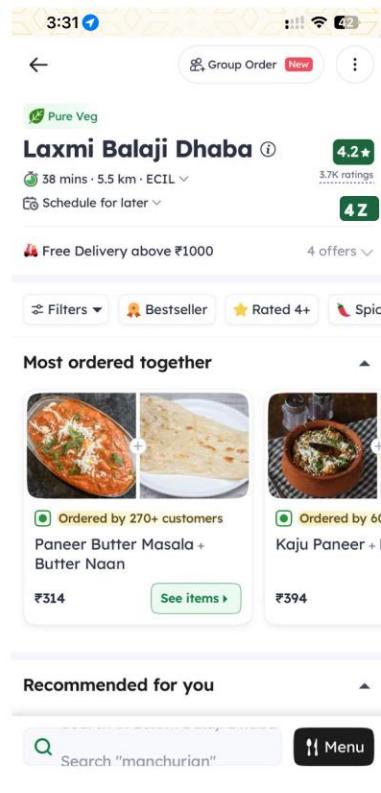
Consumer side wireframes





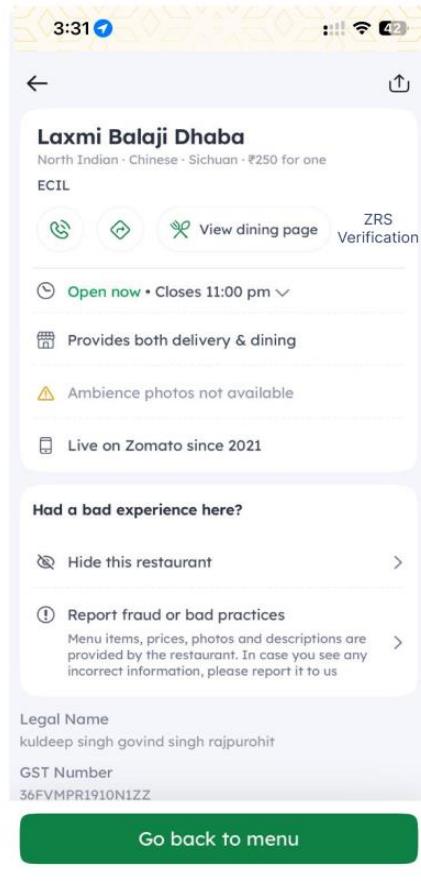
These points are earned by consumer when they order food from ZRS verified outlets. consumer can use these to get discounts while ordering food through Zomato or Blinkit, also these points help in getting priority allocation of tickets during events or concerts like -Diljit Dosanjh

When clicked on Loyalty points, it will redirect to the page where Loyalty points instructions and how it works is there.



4Z is a rating given by the Zomato Audit Team to the food outlet based on the hygiene and authenticity of the food. This rating helps build customer confidence in the food outlet through Zomato.

When clicked on 4Z, it will redirect to the page where ZRS instructions are there.



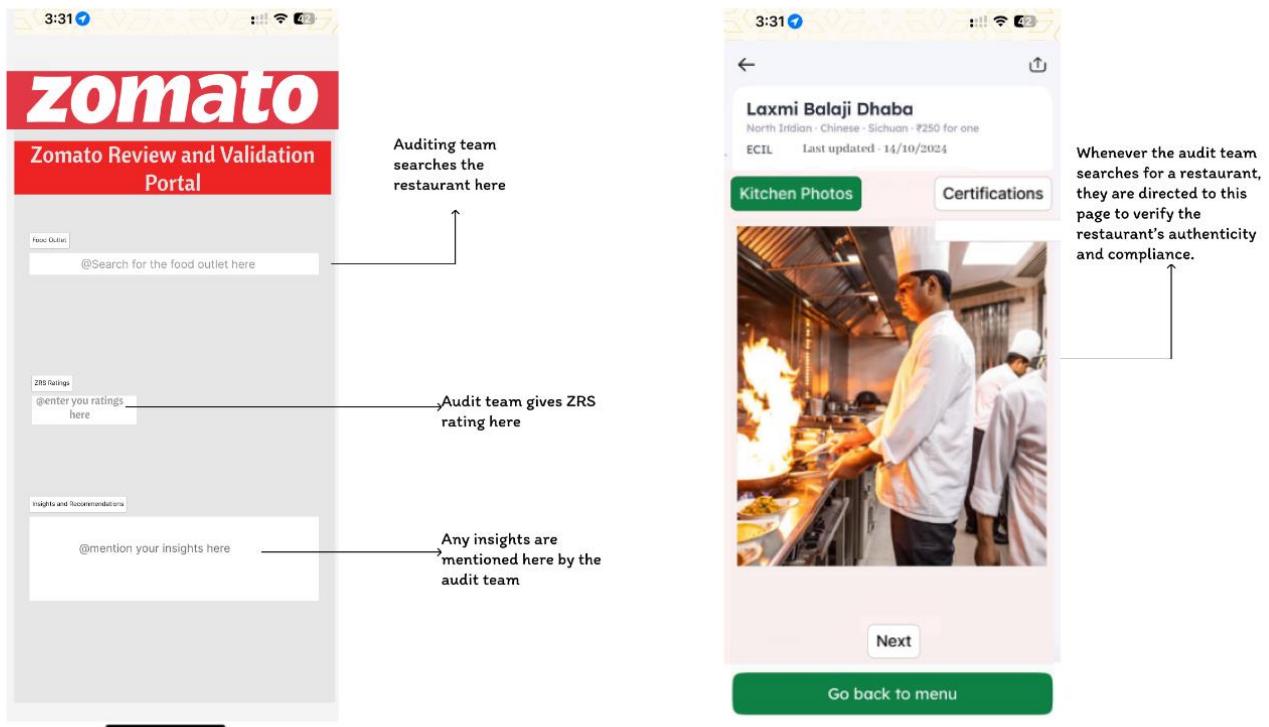
This section
contains kitchen
photos and
certifications



Last updated indicates the last time the food outlets have updated their photos and certifications

After clicking on ZRS verification consumer is redirected here where he can clearly view kitchen photo and certifications of the food outlet

Auditor/FSSAI side wireframe

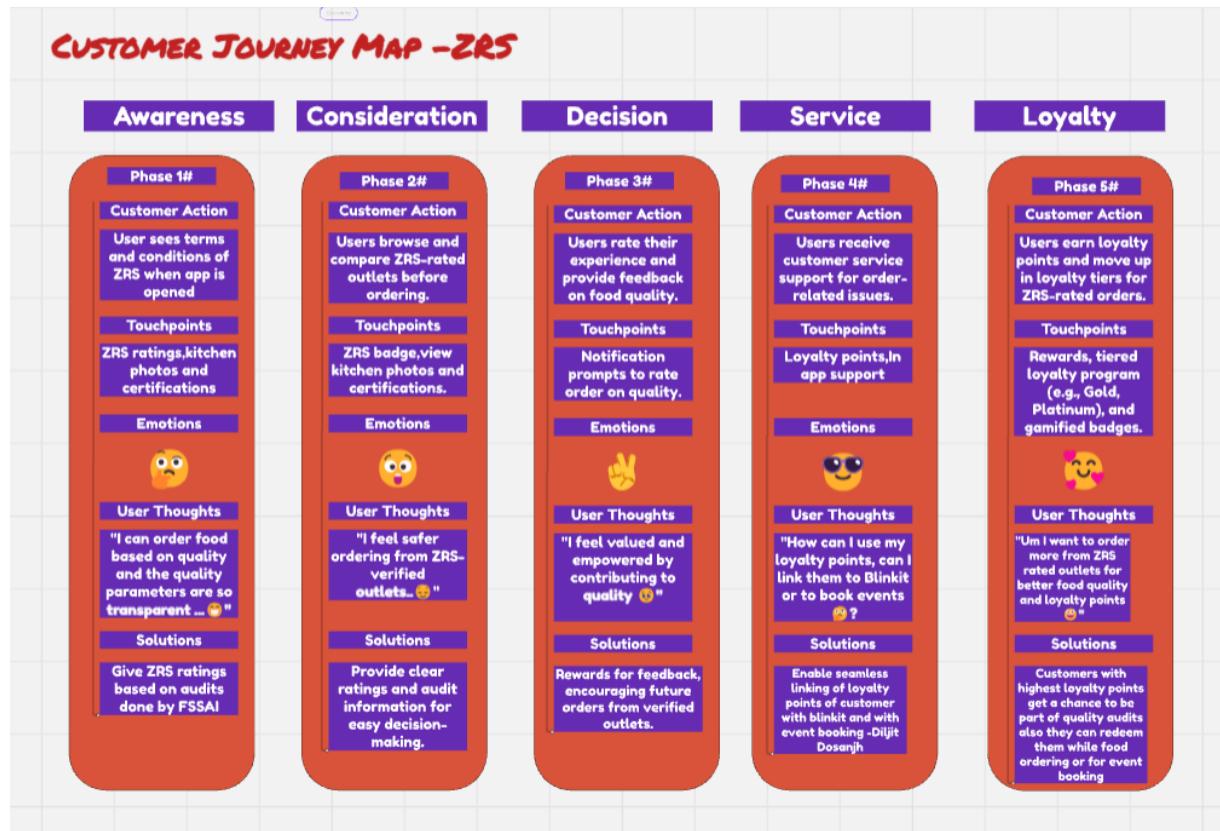
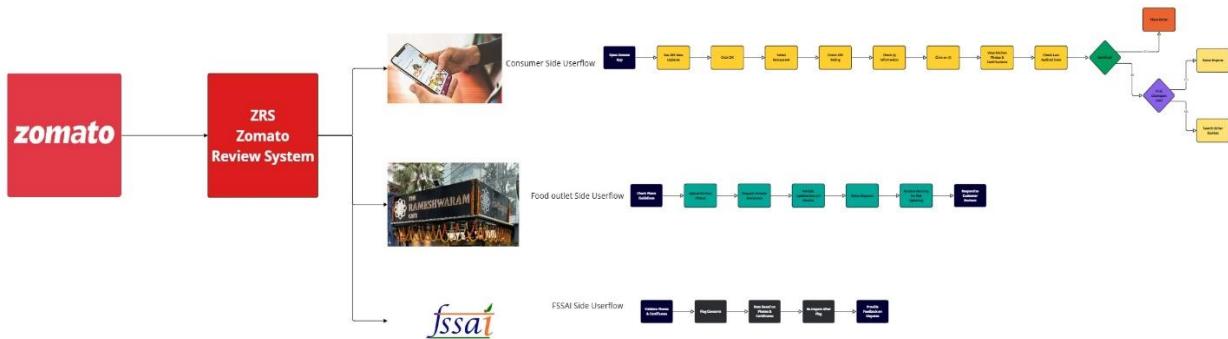


Figma Link –

<https://www.figma.com/design/DOpXLthJOZRVPX1RRQTvFJ/Figma-basics?node-id=623-2&t=HbseJCHkOgUTyGyH-1>

ZRS User-flow and Customer Journey Map

https://miro.com/welcomeonboard/T0k2MThZbUdINVlJQkZZdGxFQ2RMRXdqd2UzbVEzSzEzOERFVIBIMWpVbmNaWGhFallUeEZmWnNud2dvT1ZFR3wzNDU4NzY0NTk3ODQyMjI2NDg1fDI=?share_link_id=265861026808



North Star Metric for ZRS (Zomato Review System) – Number of New Customers Gained as a Result of ZRS-Verified Restaurants

Metric Name	Rationale	Formula	How It Supports NSM
North Star Metric: Percentage of Orders from ZRS-Verified Restaurants	Measures the success of ZRS by tracking how many customers prefer ordering from verified outlets.	$[(\text{Orders from ZRS-verified restaurants} / \text{Total orders})] * 100$	Directly reflects the core value of ZRS—customer trust in verified, quality-assured restaurants.
Number of ZRS-Verified Restaurants	The more restaurants are verified, the greater the availability of trusted food options.	Count of all restaurants successfully verified through ZRS	A higher number of verified outlets provides more opportunities for customers to order from these outlets, driving the NSM.
Customer Engagement with ZRS-Rated Restaurants	Tracks how often customers interact with ZRS-related features (e.g., kitchen photos, ratings).	$[(\text{Users interacting with ZRS features} / \text{Total users})] * 100$	Higher engagement indicates customer interest and trust in ZRS-verified outlets, which leads to more orders from these restaurants.
Repeat Order Rate from ZRS-Rated Restaurants	Measures customer loyalty by tracking repeat orders from ZRS-verified outlets.	$[(\text{Repeat orders from ZRS outlets} / \text{Total orders from ZRS outlets})] * 100$	High repeat orders from ZRS outlets show customer satisfaction and trust in the ZRS system, reinforcing the NSM.
Consumer Satisfaction (CSAT) Score for ZRS Orders	Tracks customer satisfaction with the quality of food from ZRS-verified outlets.	$[(\text{Positive reviews for ZRS orders} / \text{Total reviews for ZRS orders})] * 100$	Positive CSAT for ZRS orders reflects that ZRS is delivering its promise of quality, leading to more customer trust.
Audit Pass Rate for ZRS-Verified Outlets	Ensures compliance with ZRS standards and reflects the overall quality of verified outlets.	$[(\text{Outlets passing ZRS audit} / \text{Total outlets audited})] * 100$	Higher audit pass rates build trust among customers, leading to higher orders from ZRS outlets, boosting the NSM.
ZRS Restaurant Onboarding Speed	Faster onboarding increases the pool of ZRS-verified outlets, offering customers more trusted options.	$[(\text{Total onboarding time} / \text{Number of outlets onboarded})]$	Increasing the number of ZRS-verified outlets at a faster pace means more opportunities for orders, supporting the NSM.

Metric Name	Rationale	Formula	How It Supports NSM
Customer Education on ZRS	Tracks how well customers understand the value of ZRS and its benefits for food safety and quality.	[(Users aware of ZRS benefits / Total users) * 100]	Higher awareness drives customer engagement with ZRS-verified outlets, directly impacting the percentage of orders from verified outlets (NSM).
ZRS Restaurant Performance	Measures how much more revenue ZRS-verified outlets generate compared to non-verified outlets.	[(Average revenue from ZRS outlets / Average revenue from non-ZRS outlets)]	Higher revenue for ZRS-verified outlets shows customer preference for quality, pushing more orders to these outlets, increasing the NSM.
Number of Orders from ZRS-Verified Restaurants	A key supporting metric that directly measures the number of orders ZRS outlets are receiving.	Count of all orders placed through ZRS-verified outlets	Higher order counts from ZRS-verified outlets directly contribute to the percentage of total orders from verified restaurants, supporting the NSM.
Customer Interaction with ZRS Features	Tracks customer engagement with ZRS features like hygiene reports and kitchen photos.	[(Number of users interacting with ZRS features / Total users) * 100]	Increased interaction means customers are engaging more with ZRS-verified outlets, leading to higher order percentages from these outlets.

Explanation of the North Star Metric Drivers and Supporting Metrics:

1. North Star Metric:

- The **core metric**—the **percentage of orders from ZRS-verified restaurants**—is the **primary indicator** of ZRS success. The higher the percentage, the more customers are opting for **quality-assured outlets**.

2. Supporting Metrics:

- Metrics like **number of ZRS-verified outlets**, **repeat orders**, and **audit pass rates** support the North Star Metric by ensuring there are enough **verified restaurants**, and customers are continuing to choose them.

3. Leading Indicators:

- Metrics like **onboarding speed** and **customer education** are **leading indicators** that help increase the **availability** of ZRS-verified outlets and drive **awareness**, directly impacting the North Star Metric.

This table gives a clear, **quantifiable approach** to tracking ZRS's business impact, showing how each metric contributes to the **North Star Metric** and how it drives **Zomato's growth** through **quality assurance** and **customer trust**.

Additional Metrics

Baseline Metrics:

- **User Engagement Rate** =
$$((\text{Users checking ZRS details} / \text{Total users}) + (\text{New users registered in a period} / \text{Total users})) * 100$$
- **Audit Completion Rate** =
$$(\text{Completed audits} / \text{Total outlets}) * 100$$
- **Complaint Resolution Time** =
$$\text{Total time to resolve complaints} / \text{Number of complaints resolved}$$
- **Customer Satisfaction (CSAT)** =
$$(\text{Positive responses} / \text{Total responses}) * 100$$
- **Passing Audit Rate** =
$$(\text{Outlets passing audit} / \text{Total audited outlets}) * 100$$
- **Retention Rate** =
$$(\text{4Z+ outlets retained} / \text{4Z+ outlets at the start}) * 100$$
- **Quality Improvement** =
$$((\text{Initial number of complaints} - \text{Current number of complaints}) / \text{Initial number of complaints}) * 100$$
- **Repeat Engagement Rate** =
$$(\text{Number of repeat users at ZRS-rated outlets} / \text{Total number of users}) * 100$$

Ingestion Metrics:

- **User Engagement Rate** should **increase** as more users interact with ZRS and verify food safety details.
- **Audit Completion Rate** should **increase**, reflecting consistent compliance by food outlets.
- **Complaint Resolution Time** should **decrease**, ensuring faster response to customer complaints.
- **CSAT Score, Passing Audit Rate, Retention Rate, Quality Improvement, and Repeat Engagement Rate** should all **increase**, demonstrating improved customer satisfaction, food quality, and retention of high-performing outlets.

Combined Events to Track for ZRS

Consumer-Side Events:

- **Event 0:** Consumer reads about **ZRS** when opening the app.
- **Event 1:** Consumer clicks on the **(i)** for more information.
- **Event 2:** Consumer views **kitchen photos**.
- **Event 3:** Consumer checks **FSSAI certificates**.
- **Event 4:** Consumer stays on **photos/certificates page** for **45+ seconds**.
- **Event 5:** Consumer leaves a **review**.
- **Event 6:** Consumer **shares** ZRS info or rating on social media.
- **Event 7:** Consumer **bookmarks** a restaurant based on ZRS ratings.
- **Event 8:** Consumer **flags discrepancies** in photos or certificates.

Food Outlet-Side Events:

- **Event 1:** Checks **guidelines** for photo uploads.
- **Event 2:** **Uploads kitchen photos**.
- **Event 3:** Requests **Zomato's assistance** with uploads.
- **Event 4:** **Periodically uploads** updated photos (every 3 months).
- **Event 5:** **Raises disputes**.
- **Event 6:** Receives a **warning** for not uploading updated content.
- **Event 7:** Responds to **customer reviews** about food quality or ZRS rating.

FSSAI-Side Events:

- **Event 1:** **Validates uploaded photos and certificates**.
- **Event 2:** Flags any **concerns**.
- **Event 3:** **Rates** based on the photos and certificates.
- **Event 4:** **Re-inspects** after a flagged concern.
- **Event 5:** Provides **feedback** on disputed ratings or audits.

This comprehensive list covers all key interactions across **consumers**, **food outlets**, and **FSSAI**, ensuring a robust system for tracking quality and compliance.

Business Impact of ZRS for Zomato

The implementation of the Zomato Rating System (ZRS) could lead to significant business growth for Zomato, much like the impact seen with Domino's quality audits and operational improvements. Based on insights derived from Domino's growth model, we can anticipate the following business impacts for Zomato:

Domino's business impact of quality audits –

Domino's Global Store Count Growth (2009-2023)



Key Learnings from Domino's Business Impact of Quality Audits

1. Global Sales Growth (2009-2023):

- Domino's global sales grew from \$3.1 billion in 2009 to over \$13.2 billion by 2023, primarily driven by radical transparency and quality improvements.
- ZRS could replicate this effect by building customer trust, thereby leading to higher order volumes and loyalty for Zomato.

2. Global Store Count Growth (2009-2023):

- Domino's store count increased from 8,500 stores in 2009 to 17,500 stores in 2023. This growth was fueled by improved customer trust in consistent quality.
- ZRS could help Zomato expand partnerships with restaurants, increasing the number of verified outlets on the platform and improving market penetration.

Domino's Growth Factors and How Zomato Can Apply Them

1. Radical Transparency & Quality Control:

- **Domino's** built trust by admitting past quality issues and implementing **strict quality audits** visible to customers.
- **Zomato** can introduce **ZRS** to offer **transparent audits** (kitchen inspections, hygiene reports) that are **visible in the app** to **build customer trust**.

2. Operational Consistency:

- **Domino's maintained consistency** across global stores by conducting regular quality audits, ensuring **uniform quality**.
- **Zomato** can ensure that all restaurant partners meet a **minimum quality benchmark** through **regular audits**, resulting in **consistent service and food quality** across different regions.

3. Technological Innovation:

- **Domino's leveraged technology**, such as GPS tracking, to improve customer experience and operational efficiency.
- **Zomato** can introduce **AI-powered systems** for **monitoring food quality, predicting delivery times**, and analysing **customer feedback** to ensure **high standards**. This would help Zomato improve **operational efficiency** and **customer experience** similar to Domino's innovations.

How Zomato Can Grow Similarly

1. Implement Transparent Quality Audits:

- By introducing **ZRS**, Zomato can follow Domino's strategy of providing **verified kitchen inspections** and making audits visible to customers in the app. This will boost **consumer confidence** and give Zomato an **advantage over competitors**.

2. Standardizing Operations Across Restaurants:

- Standardizing the **operational practices** across Zomato's restaurant partners, backed by regular quality checks, will ensure **consistent food quality** and help Zomato expand in **new regions** with a trusted reputation.

3. Leveraging Technology for Enhanced Customer Trust:

- By utilizing **AI-powered systems** to monitor food quality and delivery, Zomato can further **optimize operations** and provide real-time updates, making customers more confident about their orders. This technology-driven trust can mirror Domino's success.

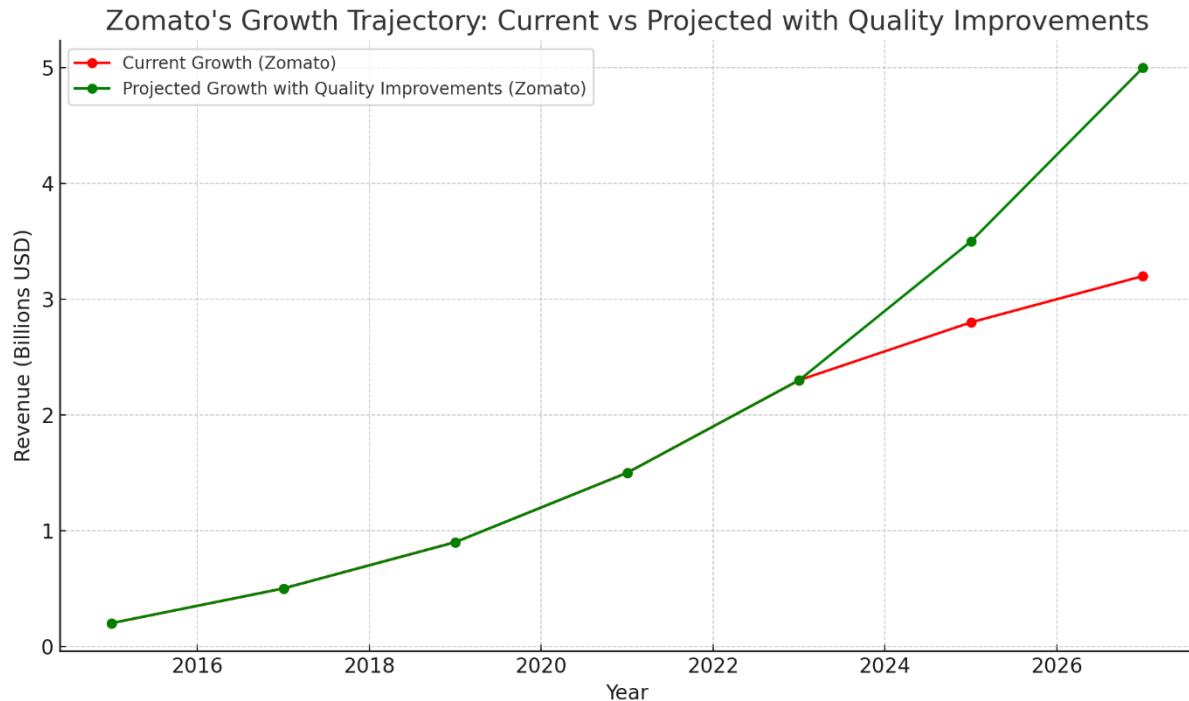
4. Accelerated Growth Through Trust and Expansion:

- Once Zomato implements **ZRS**, the platform can **expand** into new regions with **trusted and verified outlets**, driving higher **order volumes** and **brand loyalty**. Trusted quality will allow Zomato to increase both **restaurant partnerships** and **market share**.

Visual Representation Idea:

Zomato's potential growth can be visualized by comparing its **current growth trajectory** (based on restaurant partnerships and expansion) with a projected trajectory if they **adopt quality improvements and transparency** like Domino's.

Zomato's Growth Trajectory: Current vs Projected with Quality Improvements



The visualization compares Zomato's current growth trajectory with a projected growth trajectory if they adopt quality improvements similar to Domino's strategy:

- **Current Growth (Red Line):** This represents Zomato's steady increase in revenue based on its existing operational model.
- **Projected Growth with Quality Improvements (Green Line):** This line illustrates the potential growth Zomato could achieve by introducing transparent quality audits, operational consistency, and leveraging technology for better customer trust.

By focusing on improving food quality, transparency, and leveraging innovative technology, Zomato could see a more rapid increase in revenue, similar to Domino's successful growth model.

Guesstimate for ZRS Impact on Revenue and Engagement Over 3 Months

The **Zomato Rating System (ZRS)** aims to increase engagement and loyalty by providing **verified food quality** and offering incentives like **loyalty points** and **ticket prioritization** for users who frequently order from ZRS-verified outlets. This guesstimate examines the potential impact of ZRS on **revenue** and **consumer engagement** over a 3-month period.

1. Normal Days (Without Special Events)

- **Average order value on Zomato** = ₹375
- **Average orders per day** = 17 lakh (1.7 million)

Worst-Case Scenario (1% Increase in Orders)

- A **1% increase in orders** adds 17,000 additional orders per day.
 - **Revenue from the 1% increase** over 3 months:
 $17,000 \text{ orders/day} \times 30 \text{ days} \times 3 \text{ months} \times ₹375 = ₹57,37,50,000$
 - **Total revenue over 3 months (worst-case scenario)** = ₹57.3 crore.
-

2. Big Event Days (e.g., Diljit Dosanjh's Dil-Luminati Tour)

- **Tickets sold** during the announcement = 100,000 in 15 minutes.
- **Engagement ratio** = 10:1 (For every 10 consumers engaging in the app, 1 gets a ticket).
- **Total engagement on the announcement day**:
 $10 \times 100,000 = 10,00,000 \text{ consumers}$

Maintaining Engagement Over 3 Months

- **ZRS Loyalty Program**: Users earn **loyalty points** when they order from ZRS-verified outlets, and those with the highest points are prioritized for event tickets.
- **Worst-case scenario for sustained engagement**: Assume **1% engagement rate** from the 10,00,000 users engaging on the announcement day = 100,000.
- **30% of engaged users** may order food to collect loyalty points:
 $30\% \times 100,000 = 30,000 \text{ users actively collecting points}$

Revenue from Concert-Driven Engagement

- **Average order value** = ₹375
 - **Increase in daily orders during the concert window** = 30,000
 - **Revenue over 3 months**:
 $30,000 \text{ orders/day} \times 30 \text{ days} \times 3 \text{ months} \times ₹375 = ₹101,25,00,000$
 - **Total revenue from concert engagement** = ₹101 crore.
-

3. Adding Seasonal/Festive Spikes

During **festivals or special occasions** (e.g., Diwali, Christmas), it's common to see a **10-15% increase in orders**. Factoring in a **10% increase** for a 15-day festive period:

- **Additional orders per day** during festive spikes:
 $17,00,000 \times 10\% = 1,70,000$ additional orders/day
 - **Revenue from festive spike over 15 days:**
 $1,70,000 \text{ orders/day} \times 15 \text{ days} \times ₹375 = ₹95,62,50,000$
 - **Total festive revenue over 15 days** = ₹95.6 crore.
-

4. Cross-Selling and Upselling Opportunities

- Assume **15% of users** engaging during concert events or festive periods increase their **average order value by ₹50** through add-ons or upsells (e.g., beverages, desserts).
 - **Incremental revenue** from upselling for 30,000 daily concert-driven orders:
 $30,000 \times ₹50 = ₹15,00,000$ additional revenue/day
 - **Total upsell revenue over 3 months:**
 $₹15,00,000 \times 90 \text{ days} = ₹13.5 \text{ crore}$
-

5. Long-Term Impact on Customer Retention

By incentivizing customers with loyalty points and ZRS-verified outlets, assume a **2% reduction in churn rate** over 3 months.

- **Retaining 2% of 1.7 million daily users** = 34,000 additional retained users.
 - **Each retained user orders twice** during 3 months:
 $34,000 \text{ users} \times 2 \text{ orders} \times ₹375 = ₹2,55,00,000$
 - **Total revenue from retained users** = ₹2.55 crore.
-

6. Total Estimated Revenue Over 3 Months

- **Revenue from 1% normal increase** = ₹57.3 crore
- **Revenue from concert-driven engagement** = ₹101 crore
- **Revenue from festive spikes** = ₹95.6 crore
- **Incremental revenue from upselling** = ₹13.5 crore
- **Revenue from reduced churn** = ₹2.55 crore

Grand Total Revenue Over 3 Months:

₹57.3 crore + ₹101 crore + ₹95.6 crore + ₹13.5 crore + ₹2.55 crore = ₹269.95 crore ≈ ₹270 crore.

Go-To-Market Strategy (GTM) for ZRS

Tagline:

"పరిశుద్ధ ఆహారం, నిష్టాలంక సేవ"

(Meaning: "Pure food, flawless service")

This tagline emphasizes **purity** and **trust**, underscoring Zomato's commitment to delivering **high-quality food** and ensuring **flawless service** through ZRS.

GTM for Food Outlets

1. Pilot Launch:

Start by **selecting 100 food outlets** in a specific **area or city**. Ensure a mix of outlets with **high ratings (4-5)**, **average ratings (3)**, and **low ratings (1-2.9)**. This will provide a **comprehensive analysis** of how ZRS is implemented across different performance levels before scaling it to a larger audience.

2. Education and Onboarding:

Educate **food outlets** on the **importance of ZRS**, how to **upload kitchen photos and FSSAI certificates**, and how the **audit process** will work. Emphasize how implementing ZRS can **boost engagement** in the app by **increasing customer trust**.

3. Feedback Loop and Continuous Improvement:

After the **initial ZRS launch** with the selected 100 outlets, **collect feedback** to identify areas for improvement. Understand any **gaps in knowledge** about ZRS among food outlets and adjust the strategy to improve the **implementation process**.

4. Statewide Expansion:

Once ZRS is successfully implemented in an area or city, **expand to a state**. Track the **behavioral trends** of food outlets and their **reactions** to the system. Ensure a **support team** is available to handle any concerns or misunderstandings from food outlets, ensuring smooth execution.

5. Nationwide Rollout:

After successful state-level implementation, follow the **same steps** for a **nationwide rollout**. This gradual approach ensures that the system is **robust** and any **gaps are addressed**.

6. Incentivizing Proactivity:

Incentivize food outlets that **proactively implement ZRS**, encouraging other outlets to follow suit. Rewards could include **better visibility** on the platform or **lower commissions**.

Implement a **phased incentive plan**, offering increasing rewards for continuous compliance with ZRS.

7. On-Site Photographer Support:

Provide **photographers** to help food outlets take **high-quality photos** of their kitchens and ensure the **data remains private**. This gives outlets confidence in maintaining compliance and privacy, especially for those who request the service. (This can be done by outsourcing photographers in order to reduce unnecessary operational costs)

8. Partnerships with Industry Experts:

Partner with **food safety organizations** and **certified training bodies** (e.g., FSSAI) to provide **certification programs** for food outlets. This will add an additional layer of **third-party validation** to increase compliance with ZRS.

9. Peer Learning for Food Outlets:

Introduce a **peer-learning model** where top-rated (4Z or higher) outlets **mentor lower-rated outlets**. This will foster a sense of **community** while ensuring knowledge transfer about **best practices** in implementing ZRS.

10. Gamification for Food Outlets:

Incorporate **gamification** by introducing **milestones** (badges for completing audits, maintaining a high ZRS score, or achieving high customer satisfaction). This motivates outlets to **actively participate** in the ZRS. (Ex – Gold badge for 5 ZRS rates restaurants).

Multi-Tier ZRS Levels:

Insight: introducing **multiple tiers** within ZRS, such as **Gold** for outlets consistently rated 4Z and above, and **Silver** for those between 3Z and 4Z. Each tier could have different visibility or benefits within the app.

Impact: This incentivizes restaurants to **strive for better ratings**, and gives consumers a clear visual marker to identify the **top-performing** outlets. It also gamifies the ZRS system for restaurants, encouraging continuous improvement.

11. Partnership with Influencers for Authentic Reviews:

- **Insight:** Collaborate with **food influencers** and bloggers to **visit and review** ZRS-verified outlets. This will create **authentic reviews** and **third-party validation**, amplifying **customer trust**.
- **Impact:** **Influencer partnerships** can drive more customers to order from **ZRS-verified restaurants** by providing an added layer of **social proof**. It also increases **consumer engagement** and brings **ZRS into the spotlight** through social channels.

12. Dynamic Incentives Based on Performance:

- **Insight:** Introduce **dynamic incentives** for food outlets based on their **ZRS ratings**. For example, outlets that consistently maintain a **4Z or higher** rating could benefit from **reduced platform fees or priority listing**.
- **Impact:** This motivates restaurants to actively maintain high standards, ensuring that **ZRS quality remains consistent**, and can also encourage non-participating outlets to join the ZRS ecosystem

GTM for Consumers

1. ZRS Awareness via App:

When consumers open the app, they will be shown **terms and conditions** explaining how **ZRS authenticates food quality** for restaurants. This helps consumers understand **Zomato's commitment to delivering safe, quality food**.

2. Regular Advertisements:

Run advertisements at **8 AM and 8 PM** with the tagline:

"పరిశుద్ధ ఆహారం, నిష్టాలంక సేవ"

(Meaning: "Pure food, flawless service"). The message emphasizes that Zomato ensures **high-quality food delivery**, building a **brand image** of excellence and trust.

3. Customer Involvement in Audits:

The **Top 10 users** each month will have the **unique opportunity** to join the **Zomato audit team** alongside **government authorities** like FSSAI, promoting **transparency** and engaging consumers in the **quality assurance process**—a level of involvement that **no competitor offers**.

4. Consumer Feedback Tracking:

Track **consumer feedback**, especially regarding ZRS, and ensure that feedback is **addressed promptly**. This enhances the **credibility of ZRS** and builds **consumer confidence** in the system.

5. Influencer Marketing and Testimonials:

Leverage **influencers**, **food bloggers**, and even **top Zomato users** to share their experiences with **ZRS-verified outlets**. Authentic testimonials from trusted voices can **amplify consumer trust** and **raise awareness**.

6. Consumer Education Campaigns:

Run **consumer education campaigns** to explain **why ZRS matters** and how it benefits them. This can be done through **social media**, **email campaigns**, and **push notifications**. Make it clear how **ZRS adds an extra layer of safety** when they order food.

7. Interactive App Features for Consumers:

Introduce a **ZRS section in the Zomato app** where users can **filter restaurants** based on ZRS ratings. This allows consumers to specifically choose outlets that meet high standards of hygiene and food safety.

8. Rewards for ZRS Participation:

Offer **consumer rewards** for **engaging with ZRS**. For example, after a user orders from 5 ZRS-rated outlets, they could receive a **discount** or **loyalty points**. This encourages users to prioritize ZRS-verified outlets.

9. ZRS Badges for Restaurants:

Show a **ZRS badge** or **certification** prominently on the restaurant's profile, making it immediately clear to consumers that the outlet has passed all the required audits. This visual cue can help users identify **trusted restaurants** quickly.

10. Loyalty Points:

Consumers can earn **loyalty points** for ordering from **ZRS-verified outlets**, encouraging them to prioritize these options. As consumers accumulate points, they can move up in **loyalty tiers**, such as **Platinum** and **Gold** badges, which symbolize their commitment to quality food choices.

- **Exclusive Rewards:** Consumers with the highest loyalty points each month gain special privileges, including a chance to participate in **quality audits** alongside Zomato's team, providing them with a behind-the-scenes look into food safety practices.
- **Event Priority:** Top-tier consumers receive **priority access** when booking tickets for popular events, such as **concerts by artists like Diljit Dosanjh**.
- **Special Discounts:** Loyalty members also enjoy **discounts** when ordering through **Blinkit** or **Zomato**, making their experience more rewarding and incentivizing repeated engagement with ZRS-verified outlets.

This tiered approach not only encourages **continuous engagement** but also fosters a sense of **exclusivity** and **community** among loyal Zomato users.

11. Data-Driven Personalization for Consumers:

- **Insight:** By leveraging the data collected from **ZRS interactions**, Zomato offers **personalized recommendations** to users. For instance, if a user consistently orders from **4Z or 5Z-rated** restaurants, Zomato could suggest similar high-rated outlets to increase engagement and satisfaction.
- **Impact:** This enhances **user engagement** with ZRS-verified restaurants, builds **trust** in the system, and increases the overall **repeat order rate**

12. Incorporating Customer Feedback Loops:

It is essential to integrate continuous feedback from consumers who order from ZRS-verified restaurants. This can be done through:

- **Post-order surveys** asking specific questions about **food quality** and **hygiene**.
- **Regular feedback reports** that correlate customer satisfaction to ZRS compliance.
- **AI-powered sentiment analysis** to process customer reviews and flag potential issues before they escalate.

Additional Inputs for Both Food Outlets and Consumers

1. Pilot Feedback and Continuous Iteration:

Ensure that after each phase (local, state, national), there's a **feedback loop** not just for food outlets but also for **consumers and stakeholders**. This feedback can help refine the process and **remove friction** for a smoother rollout.

2. Collaborations with Local Governments:

Collaborate with **local government bodies** or **municipal corporations** to get **regulatory backing** for ZRS. Such partnerships will make it easier to implement the system on a large scale and **boost trust** among food outlets and consumers.

3. Publicizing Success Stories:

Once the initial phase of ZRS is complete, share **success stories** from participating food outlets. Highlight how these outlets saw **increased customer engagement** and **trust** after implementing ZRS. This can inspire other outlets to join the program.

4. Crisis Communication Plan:

In case of **food safety issues** that occur despite ZRS, have a **crisis communication plan** in place to handle incidents quickly. This helps in mitigating **public backlash** and maintaining trust.

Conclusion

The **Go-To-Market Strategy** for ZRS is designed to ensure **seamless implementation** at both the food outlet and consumer levels. By focusing on **education**, **incentivization**, and **consumer transparency**, Zomato can establish ZRS as a **trusted system** for ensuring **food safety and quality** while encouraging proactive participation from both food outlets and consumers.

Risk Management Strategy

Ensuring the consistent quality of food from various outlets requires ongoing vigilance, even after the implementation of ZRS. This involves focusing on two critical stakeholders:

1) Role of Delivery Partners

- **Real-Time Insights:**

As the **direct link** between Zomato and food outlets, delivery partners have a **unique vantage point**. They can observe **kitchen conditions**, **hygiene practices**, and **food handling** procedures at the outlets they visit.

- **Training for Quality Observation:**

Delivery partners should undergo **training** to identify signs of **substandard practices**, such as unclean environments or improper food handling. Their **observations** can provide **valuable early warnings** about potential quality issues.

- **Feedback Loop:**
Establish a **feedback loop** where delivery partners can **report concerns** directly through the app. A pattern of **negative feedback** can **trigger additional audits** or a **review** of the outlet's ZRS status, while **positive feedback** could lead to **enhanced visibility** and **incentives** for compliant outlets.

2) Consumer Feedback as a Quality Indicator

- **Consumer-Centric Approach:**
Consumers are at the **heart of the Zomato experience**. Their **satisfaction** and **safety** are paramount, making their feedback a **key indicator** of the quality of food being delivered.
- **Tracking Complaint Patterns:**
Frequent complaints from consumers about a specific outlet should prompt **immediate action**. This could involve **increasing the audit frequency**, offering **additional guidance** to the outlet, or temporarily **lowering its visibility** in the app until the issues are resolved.
- **Proactive Engagement:**
Zomato can engage with consumers by **acknowledging complaints** and **sharing improvements** made by outlets in response to feedback. This **transparency** builds trust and reassures users that their concerns are **actively addressed**.

Holistic Monitoring Summary

Effective risk management relies on a **two-pronged approach**: leveraging the **on-the-ground insights** of delivery partners and **consumer feedback** as a **barometer of quality**. This approach ensures that Zomato can **swiftly address issues**, maintain **high standards**, and support food outlets in their efforts to deliver **safe, high-quality meals**.

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