ProductPro

Ghar ka Khaana, harr Ghar
zomato

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Table of Content

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Analysing the business

Overall B2C GOV	⬆	**47% YoY**
Food delivery GOV	⬆	**20% YoY**
Quick comm. GOV	⬆	**29% QoQ**
Adjusted Revenue	⬆	**39% YoY**
Adjusted EBIDTA	⬆	**₹41 Cr**

Revenue sources for Zomato | Food delivery | Quick Commerce | Dine-out | Hyperpure (B2B) | others

(primary contributor to increase in food delivery GOV)
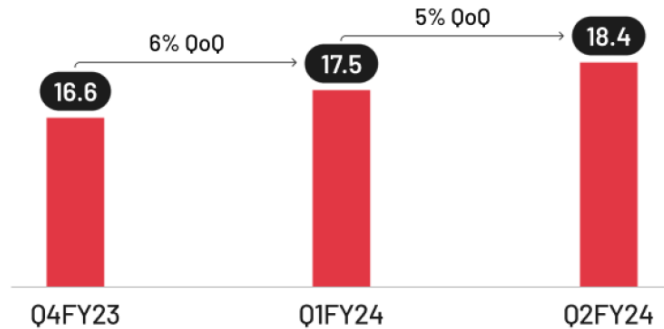
Order volume * Average order value

(Trends suggest that changes in average order value are negligible, staying within ₹300-400 for most cities)

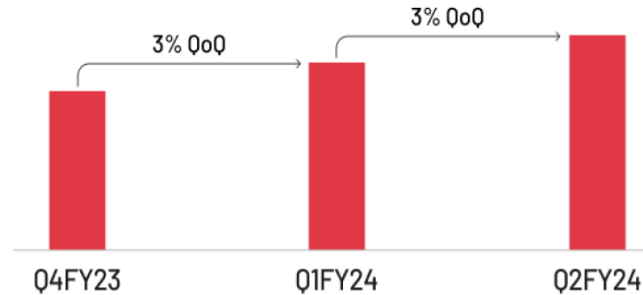### Average monthly transacting customers
million

16.6 — 6% QoQ → 17.5 — 5% QoQ → 18.4

Q4FY23   Q1FY24   Q2FY24

Rising MTC to **increase** the GOV by driving up the order volume

6 Cr ATC (annual transacting customers) → **30%** (current) → **1.8 Cr MTC** (monthly transacting customers)

📈 + 📈 = 📈

*

Average monthly order frequency
#

3% QoQ → 3% QoQ →

Q4FY23   Q1FY24   Q2FY24

📈 **Constant uptrend**

Performance of zomato GOLD

Increasing adoption among users

1.8 Mn	**2 Mn**	**3.8 Mn**
Q1 post re-launch	**Q2** post re-launch	**Q3** post re-launch

High contribution to GOV

40% contribution to food delivery GOV

Profit margins

GOLD < non-GOLD

- Gap is set to fall due to **efficiencies in cost and pricing** of the program
- Company focuses on **Absolute profit rather than profit margins**

Why cloud kitchens can emerge as the **go-to foodservice model**?

What is a cloud kitchen?

a foodservice business model in which meals are made in a kitchen and then delivered to clients

○ Kitchen is located off-site ○ Meals produced only for delivery

1 Order → **2** Kitchen receives your order → **3** Meal prep → **4** Delivery → **5** Enjoy the meal

Operate from a **residence/home kitchen** rather than a commercial facility

○ Owned and operated by **home chefs/amateur cooks** rather than centralized food service provider

○ Often **serve locally famous/niche cuisine** choices rather than conventional items

○ Operate **with flexible workhours** and **delivery schedule**

Home-based cloud kitchens

	Overhead costs	Startup cost	Operational costs	Prep Time	Menu Flexibility	Efficiency
Conventional Kitchen	High	High	High	More	Low	Low
Cloud Kitchen	Low	Low	Low	Less	High	High

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Factors affecting customer decision

	1 Price	2 Food Quality	3 Delivery Time	4 Cuisine Choices	5 Packaging Quality

	Pricing	Delivery Time	Cuisine Choices	Packaging Quality	Remote location
Conventional Kitchen	High	High	Low	Average	Inaccessible
Cloud Kitchen	Low	Low	High	Better	Accessible

Customer POV

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SWIGGY one

FOOD DELIVERY

- All free deliveries >₹149, <10km
- 30% extra discounts
- No peak hour surge fees

INSTAMART
(Quick commerce)

- All deliveries free >₹199
- extra discounts
- No peak hour surge fees

GENIE
Flat 10% off all orders

DINEOUT
2 flat ₹150 off coupons/month

Original price: ₹1199/3 months

Targeted discounted price: ₹249/3 months

2 device limit

SWIGGY one LITE

FOOD DELIVERY

- 10 free deliveries >₹149, <10km
- 30% extra discounts
- No peak hour surge fees

INSTAMART
(Quick commerce)

- 10 free deliveries >₹199
- No peak hour surge fees

GENIE
Flat 10% off >₹60

Original price: ₹1199/3 months

Targeted discounted price: ₹49/3 months

2 device limit

zomato GOLD

FOOD DELIVERY

- All free deliveries >₹199, <10km
- 30% extra discounts
- VIP access during peak hours

DINEOUT
Up to 40% flat off at 10,000+ partners

Market gap

No **GENIE** benefits

No **BLINKIT** benefits

Original price: ₹1199/3 months

Targeted discounted price: ₹49/months

2 device limit

zomato User Journey

Opens App

- 😞 *Clumsy restaurant details section*
- 😞 *The 2023 year recap **isn't personalized***

1. Page divided into 4 parts
2. Starts to browse for the right dish

Browses For the Dish

- 😞 ***Time-taking** process to browse – offers, delivery time, Zomato Gold – all factors*
- 😞 *No option for **'ghar jaisa khaana'***

3. User spends time deciding what to eat, offers applicable, Gold eligibility, delivery time etc.
4. Makes up his mind
5. Adds items to the cart

Goes to the Cart

6. Views the order summary and confirms the details.
7. Adds coupons and cooking instructions if applicable.
8. Adds delivery tip and chooses a Payment method

- 😞 *Can't add items from **other kitchens on the way** of the delivery*

Order Tracking

zomato USER PERSONAS

OM

Kota

Student

Bio : Broke and Beyond

Use case : FREQUENT

GOALS

Wants **pocket-friendly** good food alternatives

Misses '**Maa ke haath ka Khaana**' and wants homely food

Seeking **good discount offers** to order with friends

PAIN POINTS

Conventional outlets serve food with an **artificial taste**

Conventional restaurants are **highly priced**

Can't find any good homely food outlets

No specific student offers

UDA Y

Mumbai

Influencer

Bio : Fitness freak, diet conscious

Use case : REGULAR

GOALS

Stay fit by consuming only **healthy and fresh food**

Precise calorie tracking hence needs **the ingredient list** of the consumed food

Customizability options in line with dietary restrictions

PAIN POINTS

Conventional restaurants use **stocked up** ingredients rather than fresher ones

Conservative restaurants serve food with various **undesired preservatives**

Isn't satisfied with the **ingredient transparency**

Not enough customization based on **dietary restrictions**

NAIN A

Bangalore

CEO

Bio : The enthusiast and experimentalist

Use case : REGULAR

GOALS

Support and **promote local kitchens** rather than giant coorps

Customizability of all food orders based on personal preference

Time-efficient and seamless ordering experience

PAIN POINTS

Isn't impressed by the current **customizability options**

Can't find local kitchens serving authentic cuisines

Order process is **too time consuming** for the CEO

Poor quality assurance of the locally served food

Feature 1 : 'Ghar se' page addition

EXPLORE

Gourmet
Selections

Healthy
Curated dishes

Ghar se
Home clouds

Dedicated page for home based cloud kitchens on the app
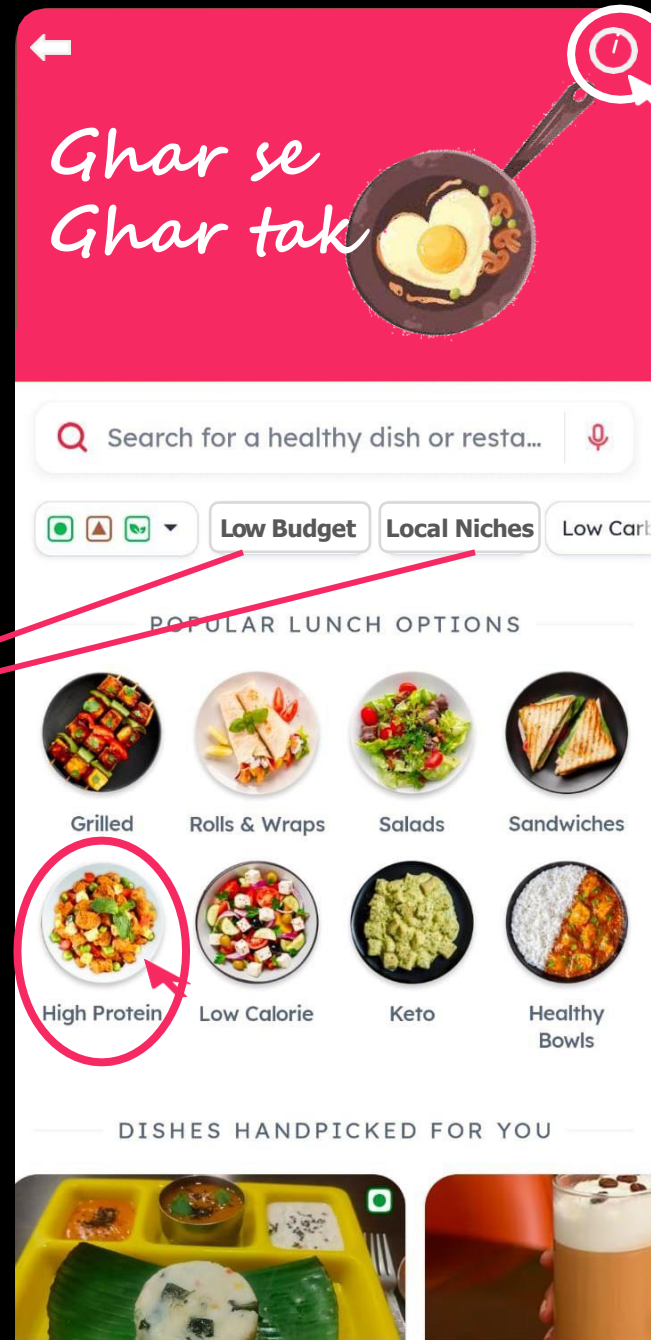
Ghar se Ghar tak

Affordable

Local produce

Focus on allergic

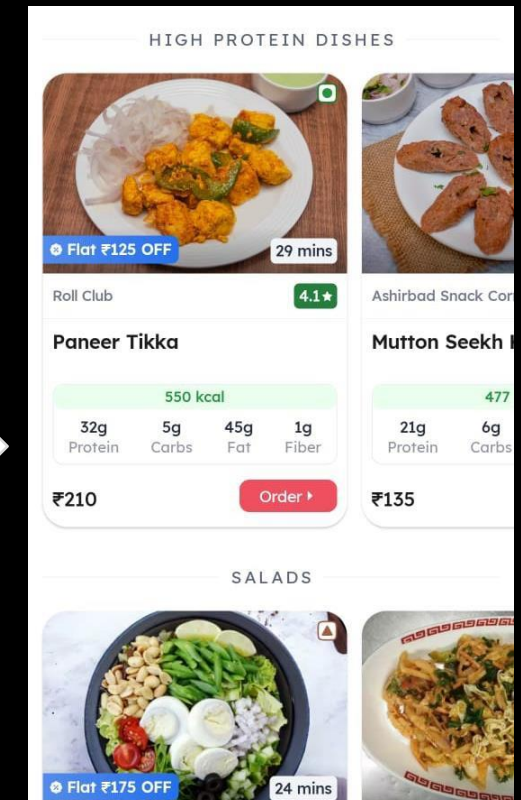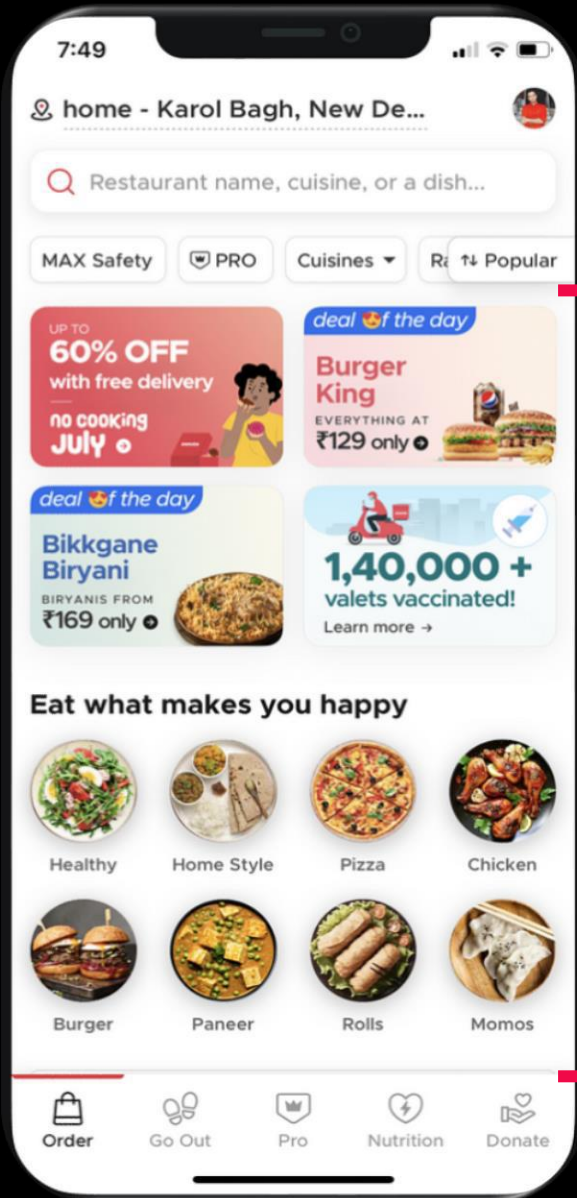Health focused

Highest customization

Fastest delivery

KNOW YOUR FILTERS

Low Budget

Local Niches

Healthy

Allergic

Vegan

Ghar se
Ghar tak

Search for a healthy dish or resta...

Low Budget   Local Niches   Low Carb

POPULAR LUNCH OPTIONS

Grilled   Rolls & Wraps   Salads   Sandwiches

High Protein   Low Calorie   Keto   Healthy Bowls

DISHES HANDPICKED FOR YOU
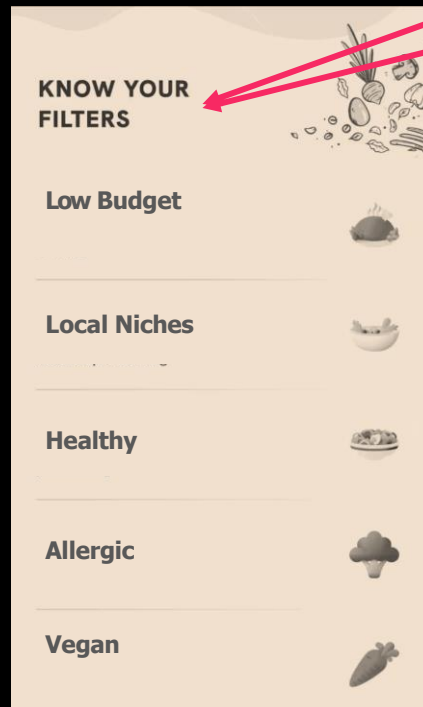
Ghar se is a feature to promote local home based cloud kitchens serving authentic local cuisines, cheaper, allergen free, preservative free, healthy meals along with the fastest deliveries

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HIGH PROTEIN DISHES

Flat ₹125 OFF   29 mins

Roll Club   4.1★   Ashirbad Snack Cor

Paneer Tikka   Mutton Seekh

550 kcal   477

| 32g Protein | 5g Carbs | 45g Fat | 1g Fiber |

21g Protein   6g Carbs

₹210   Order ▶   ₹135

SALADS

Flat ₹175 OFF   24 mins

Feature 2 : Filter based recommendation system

A simple recommendation filter interface for regular customers

a clutter-free **recommendation system** is what the customers need to order regularly

Overwhelming option paradise can deter customers from the app

FROM THIS
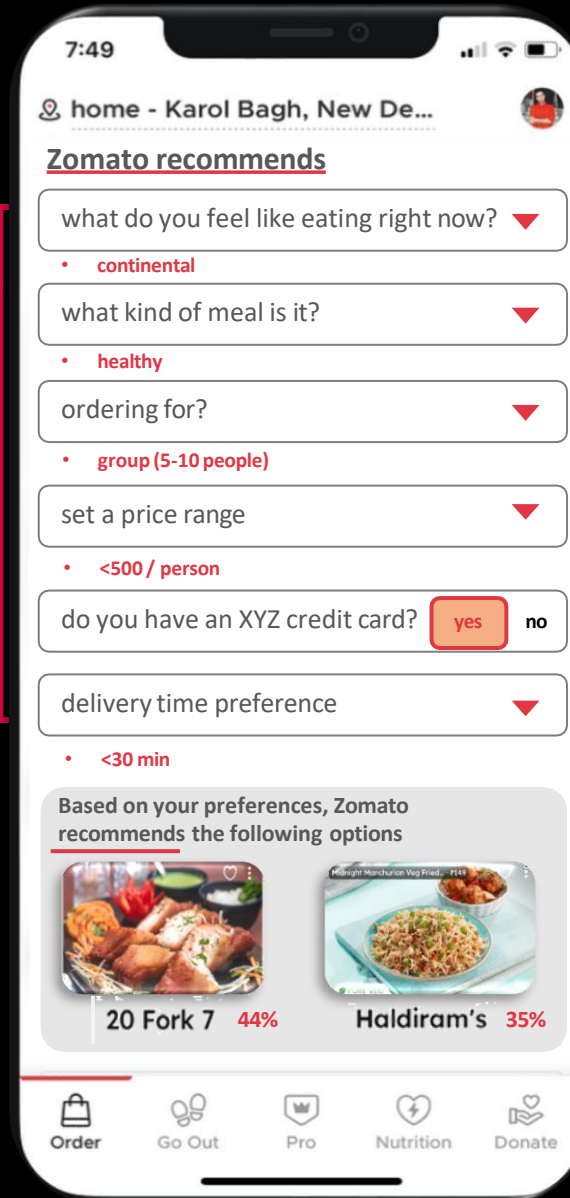
TO THIS

Filter based recommendation system

Based on delivery time, home based cloud kitchens appear on top

Based on interest in local cuisines, home based cloud kitchens appear on top

Based on duration of the day, home based cloud kitchens appear on top at odd times

Based on remoteness, home based cloud kitchens come on top for more remote areas

Based on customization demanded, home based cloud kitchens appear on top

Feature 3 : Multiple kitchens, Single delivery

Customers are unable to add different items from various kitchens in a single order

- Spend extra time making separate orders, payments and tracking

- Spend extra fees (convenience, delivery partner, etc) per order

WHY

Higher meal prep time of conventional restaurants due to dine-in service

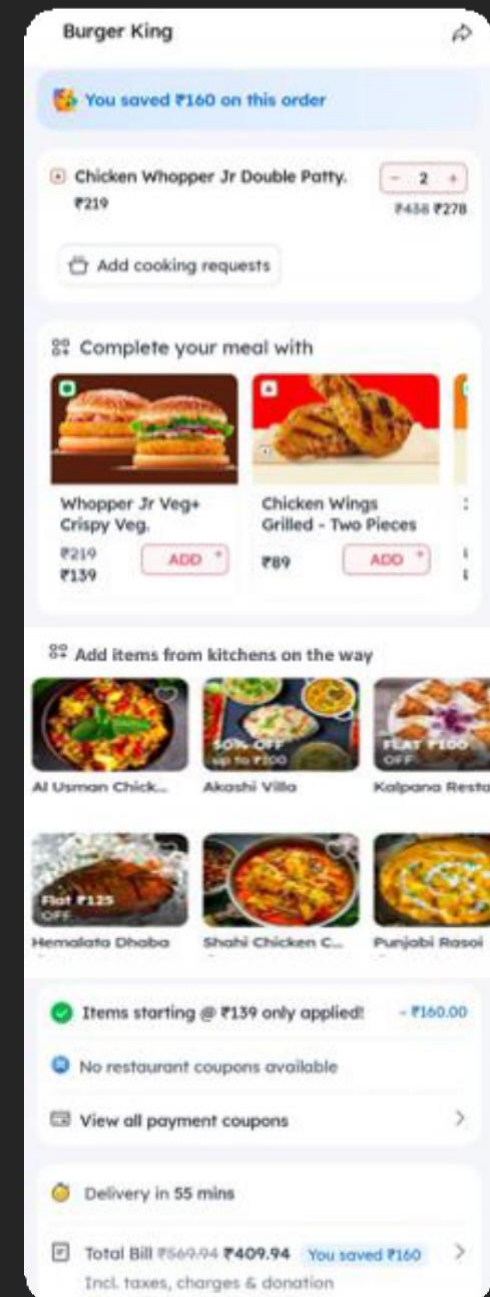Higher separation of location of conventional restaurants to attract more customers
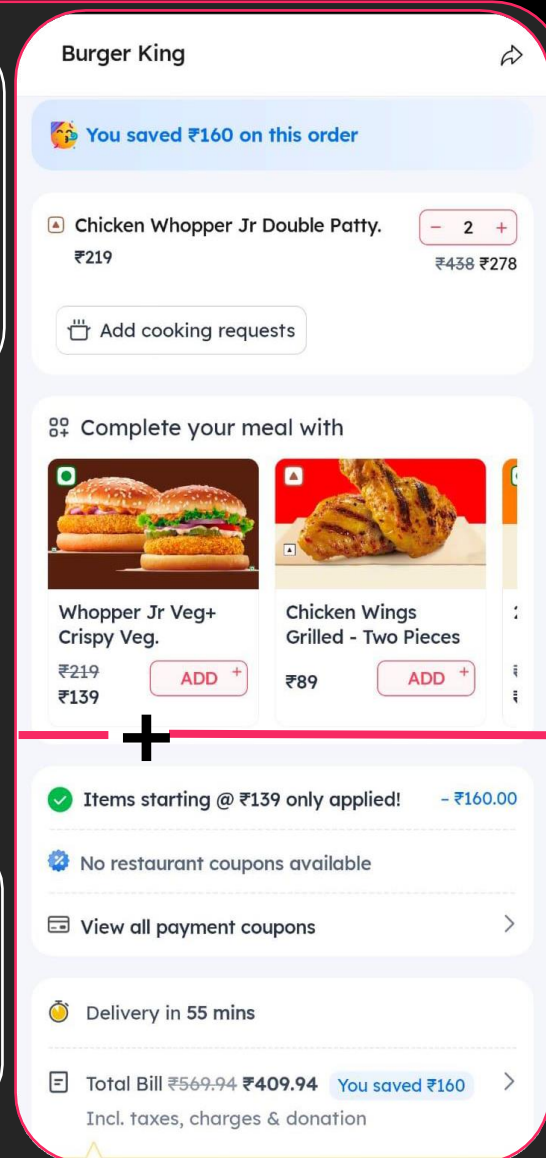
Old page
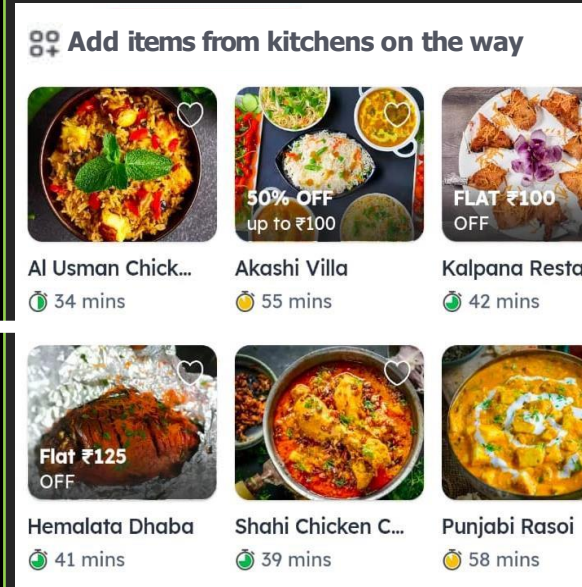
Add items from Kitchens on the way

Home-based cloud kitchens solve the problem

Faster prep time

Multiple kitchens can be located nearby

New page

Feature 4 : Giving a chance to the **newly opened kitchens** and a breath of fresh air to the customers

Current set of filters

Bored of looking at the same names over and over

ALL RESTAURANTS

⇅ Sort ▾   Great Offers   Nearest   Rating 4.0+

932 restaurants delivering to you

ALL RESTAURANTS

Rating 4.0+   Previously Ordered

932 restaurants delivering to you

ALL RESTAURANTS

Favourites   Pure Veg   Cuisines ▾

52 restaurants delivering to you

does not allow sorting or filtering based on launch time of kitchens | Might bore the frequent orderers | Famous restaurants overshadow the newly launched kitchens

New set of filters

Where were all these hidden gems!

Current set of filters   +

ALL RESTAURANTS

Newly launched

932 restaurants delivering to you

Filter to show newly launched restaurants

Increases options for the frequent customers | Presents visibility to newly launched kitchens in the early stage of launch
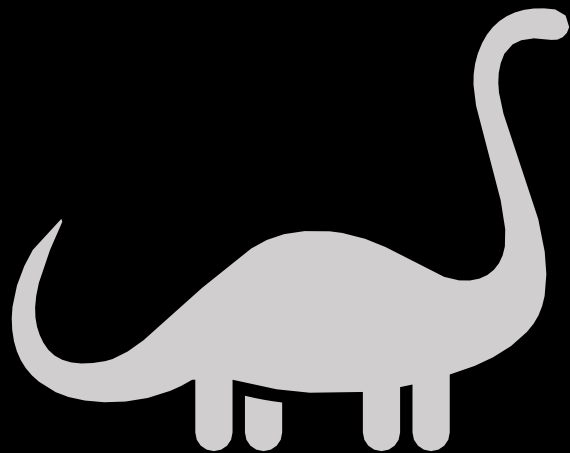
zomato RICE Prioritization

	Reach	Impact	Confidence	Effort	RICE Score
Feature 1: **Ghar se page**	90	●●●●●	90%	7	58
Feature 2 : **Filter based recommendations**	75	●●●●○	80%	5	48
Feature 3: **Multi kitchens, single order**	90	●●●●●	100%	9	50
Feature 4: **'Newly launched' filter**	50	●●●○○	70%	3	35

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Direct IMPACT on users

	USER A (Om) Broke	**USER B (Uday)** Fitness freak	**USER C (Naina)** Enthusiast
Feature 1: **Ghar se page**	✅	✅	✅
Feature 2 : **Filter based recommendations**	✅	✅	✅
Feature 3: **Multi kitchens, single order**	✅	❌	✅
Feature 4: **'Newly launched' filter**	❌	✅	✅

Impact metrics

Bounce rate - Leave after viewing one page only	Customer Retention Rate	Churn Rate	Net Promoter Score (NPS) - Customer loyalty measurement
Session Duration	Bounce Rate	Customer Retention Rate	
Daily Active Users	Monthly Active Users	Session Duration	Average Order Value
Session Duration	Average order frequency		

Thank You