

# **zomato**

## **PMx 2024**

The Product Management Expedition!



### *Inside the Deck -*

- *PS Breakdown*
- *Zomato's Business Analysis*
- *Competitor Analysis*
- *User Journey*
- *Present User Flow*
- *User Persona*
- *Proposed Features (5)*
- *Prioritization - RICE*
- *Impact on Users*
- *Impact Metrics & KPIs*

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## PS BREAKDOWN

The monthly average no. of orders needs to be increased. It can be done by -



No. of customers



No. of orders per customer

### 1 USERBASE ANALYSIS

- The target audience
  - The **User Journey**
- Their respective pain points, requirements, and points of view (i.e. **User Personas**)

### BUSINESS ANALYSIS

- Understanding the revenue model
  - Identification of gaps that hinder no. of orders

## 2

### COMPETITOR ANALYSIS

- Understanding the unique value proposition of the competitors and neutralizing it
- Identifying **potential gaps** to fill to offer Zomato's unique value proposition

### UI/UX

- User experience in the existing app
- Overall visual appeal

## 4

An increase in the  
**average number of  
orders per month!**

# Business Analysis

Why focusing on increasing **monthly transacting customers** & **monthly ordering frequency** matters?

## Revenue sources for Zomato

Food delivery

Quick Commerce

Dine-out

Hyperpure (B2B)

others

(primary contributor to increase in food delivery GOV)

**Order volume**

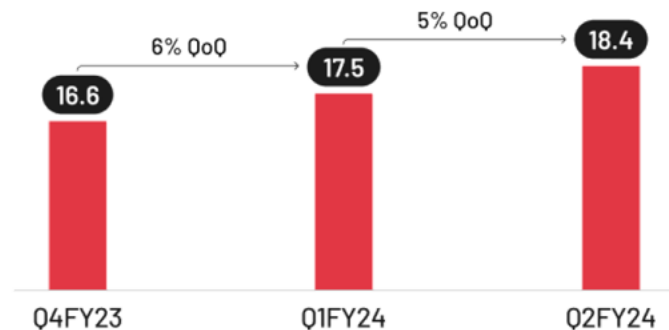
\*

**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



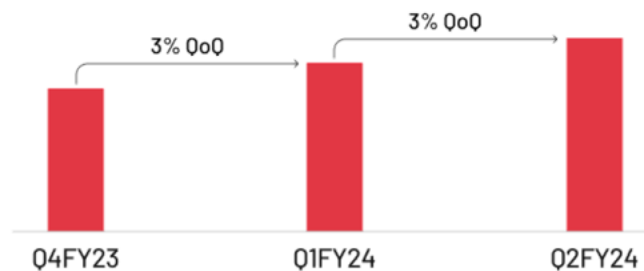
**Rising MTC** to **increase** the GOV by driving up the order volume

6 Cr ATC (annual transacting customers)  $\xrightarrow{30\% \text{ (current)}}$  1.8 Cr MTC (monthly transacting customers)



### Average monthly order frequency

#



**HOW?**

## Recent performance stats (Q2FY24)

GOV : gross order value

Overall B2C GOV  $\uparrow$  47% YoY

Food delivery GOV  $\uparrow$  20% YoY

Quick comm. GOV  $\uparrow$  29% QoQ

Adjusted Revenue  $\uparrow$  39% YoY

Adjusted EBIDTA  $\uparrow$  ₹41 Cr

Performance of **zomato GOLD**

### Increasing adoption among users

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

### 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



# zomato vs SWIGGY

## COMPETITOR ANALYSIS

### General Analysis

Parameter	Market Share	Corporate Meal Solutions	Order Cancellation	Wallet and Gift Cards	Pick-up and Drop service	Grocery	Credit Card Partnership	Restaurant Reviews/Dining	Train Delivery	Premium Plans
 Zomato	55%	Yes, Zomato for Enterprise	Not available	Yes	No	Yes, Blinkit	No	Yes	Yes, but limited cities	1
 SWIGGY	45%	No	Available (till 60 seconds)	Yes	Yes, Swiggy Genie	No	Yes, HDFC Bank	No	No	2 (lighter plan also available - One Lite)

### UI/UX Analysis

Parameter	Free Items (Store Specific)	Dark Mode	Delivery Tip Selection	Restaurant Details	Yearly Wrap-up
 zomato	Don't add automatically to the cart	No	Hidden Inside	Cluttered	Yes, but not personalized!
 SWIGGY	Add automatically	No	Easy to find	Easy to see at a glance!	Yes

SWIGGY one

FOOD DELIVERY 

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

**DINEOUT**   
2 flat ₹150 off coupons/month + Swiggy Genie and Instamart benefits

₹249/3 months | 2 devices

SWIGGY one LITE 

FOOD DELIVERY 

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

+ Swiggy Genie and Instamart benefits

₹49/3 months | 2 devices

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  No genie or Blinkit Benefits

₹49/3 months | 2 devices

zomato 



No sub-premium offering like Swiggy One Lite

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## USER JOURNEY

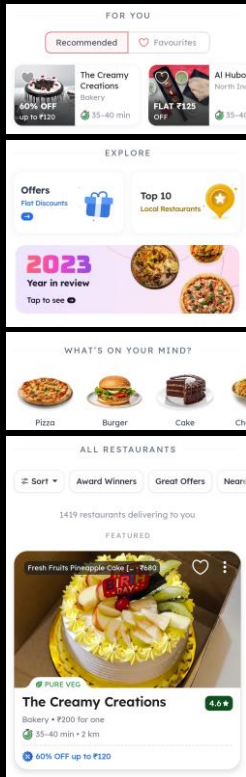
1. Page divided into 4 parts
2. Starts to browse for the right dish



Opens App

Clumsy restaurant details section

The 2023 year recap isn't personalized



Browses For the Dish

Time-taking process to browse – offers, delivery time, Zomato Gold – all factors

No option for **healthy, home-like food!**

No option for **saving his favorite meal** for instant order

Free items don't get added automatically to the cart – the user needs to look for it and add it manually.

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

CANCELLATION POLICY  
Help us reduce food waste by avoiding cancellations after placing your order. A 100% cancellation fee will be applied.

No Order Cancellation Policy

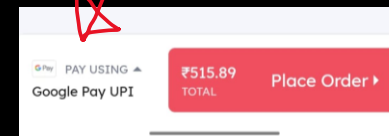
The **delivery tip** option is hidden inside the bill summary option

No separate page for choosing a **payment method** resulting in –

1. Can't see offers with payment methods at a glance

2. If in a hurry, the user might forget to change the payment method.

Order Tracking



### RAJEEV



Software Engineer



Bangalore  
(TIER-1 CITY)



#### GOALS

Wants to eat healthier meals on a daily basis, like a **tiffin subscription**

Easily **repeat** orders

Is too tired to cook at home or even browse through 1000s of options on the app. Would rather **let the app choose for him**

#### CHALLENGES

Too many options = Too much confusion

Time consuming order cycle

Can't seem to find good healthy options

Poor user experience

Finds it cumbersome to reorder the same meals

**Bio** : Always tired!  
Considers food only as a fuel for sustenance. Living away from his family, wishes to eat healthy ghar-jaisa khaana

**Use case** : REGULAR

### RAJESHWARI



Business-woman



Mumbai  
(TIER-1 CITY)



#### GOALS

Loves to explore **newly opened** and **niche restaurants** around her area

Frequently orders grocery online and wants **more offers on grocery purchase**

Wants **better** personalized **filters**

#### CHALLENGES

Can't filter based on restaurant launch time

No good offers on blinkit app

Poor user experience  
Forgets to tip the delivery partner due to it

Finds it cumbersome to reorder the same meals

Can't seem to find good healthy options

**Bio** : Absolute FOODIE!  
Savors the flavour in each bite. Food to her is the ultimate joy in life and she doesn't hesitate from exploring new places

**Use case** : REGULAR

### ANURAG



Office employee



Patna  
(TIER-2 CITY)



#### GOALS

A simple and pleasing user experience on the app

A lighter version of the premium offerings for his particular use case

Wants to see **some newly recommended restaurants** on the app for his tier-2 city

#### CHALLENGES

Hates the UX whole heartedly

Orders less, hence finds the GOLD plan too excessive

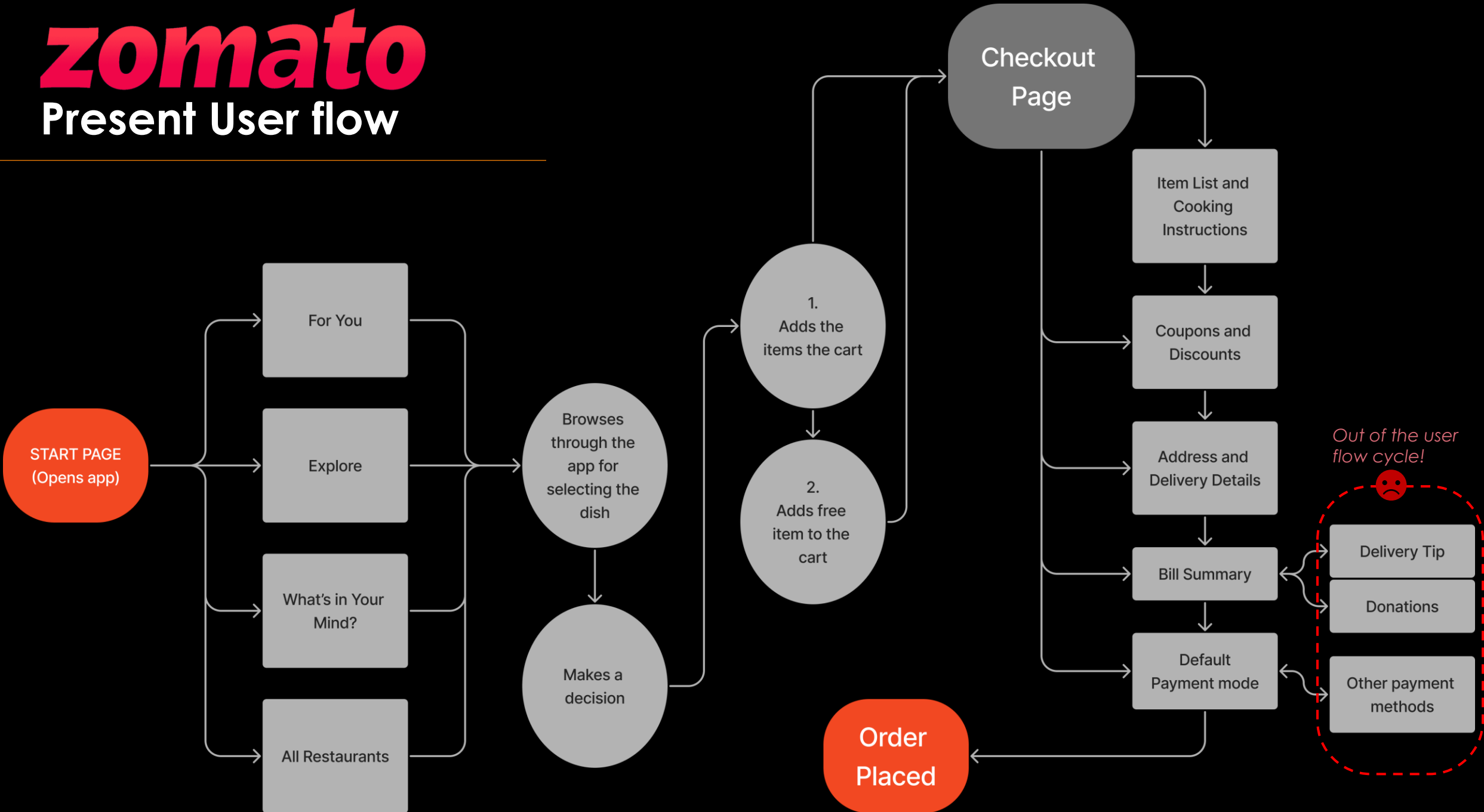
Cannot cancel once ordered

**Bio** : Average Joey!  
Stays away from family because of work and uses both Zomato and Swiggy interchangeably.

**Use case** : NON-REGULAR

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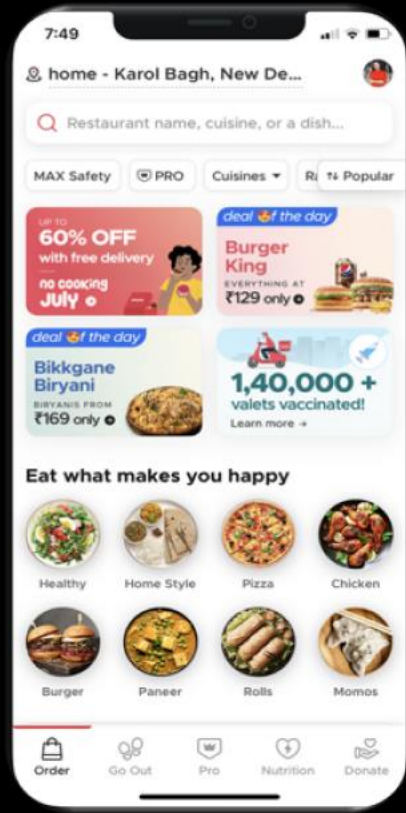
## Present User flow





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## Feature 1 – Zomato Suggests



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

FROM THIS

TO THIS

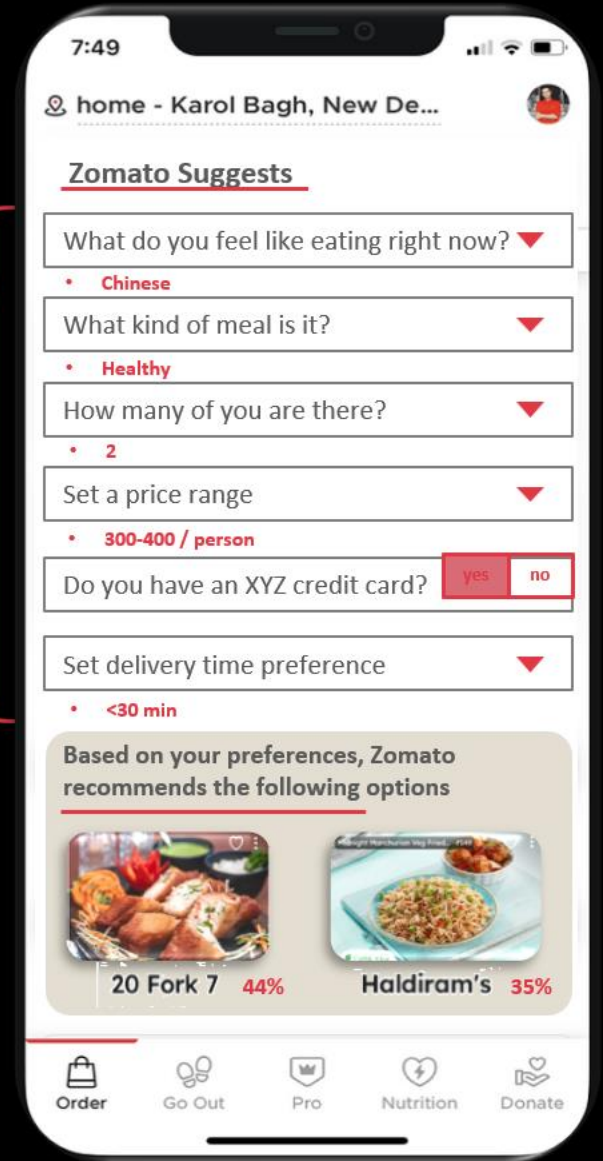
I can't deal with so many options daily



Now, I don't have to spend an hour browsing



A simple recommendation interface to set preferences on a daily basis

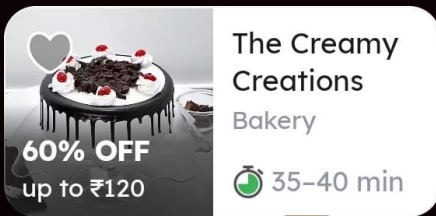




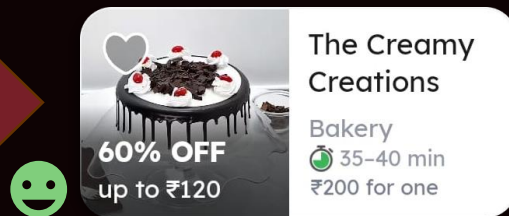
# zomato

## Feature 2 – UI/UX Improvements

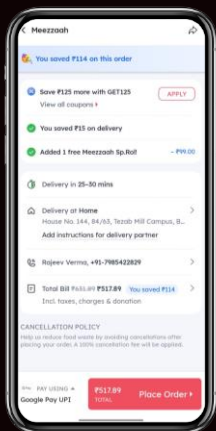
1.



Recommended items only show the restaurant's name and time to deliver!

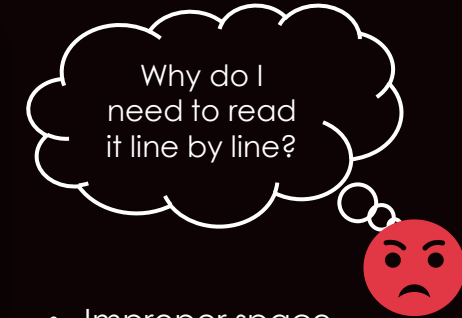
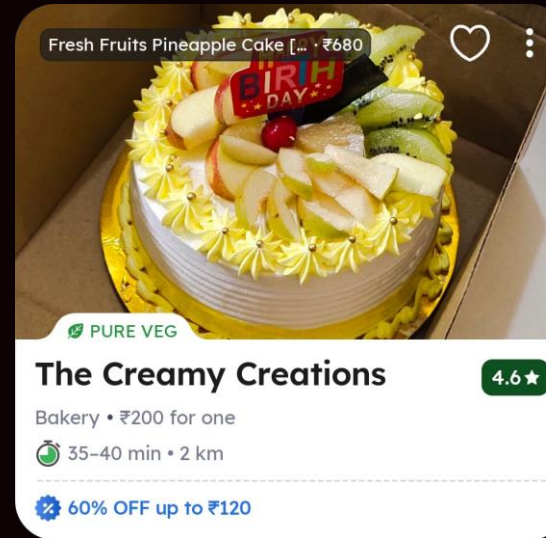


3.

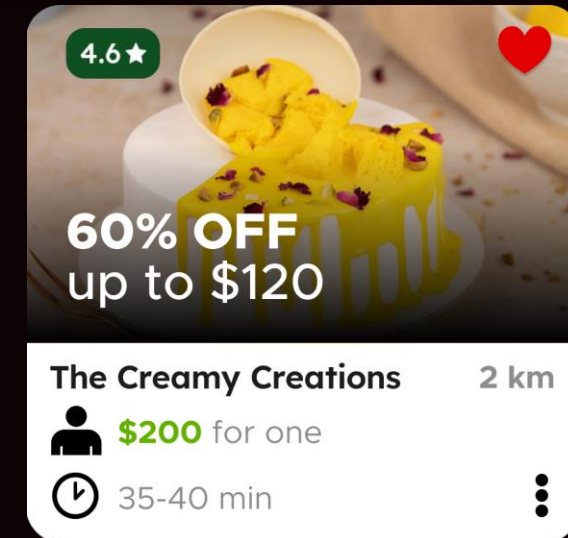
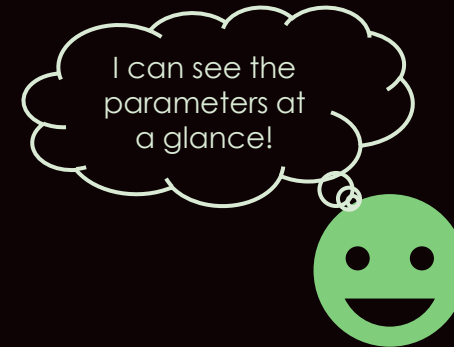


- Decluttering of this page (the cart page).
- Inclusion of delivery tip in the user flow cycle
- A dedicated payments page needs to be added showing offers with each payment mode

2.



- Improper space management!
- Font size below is too small!

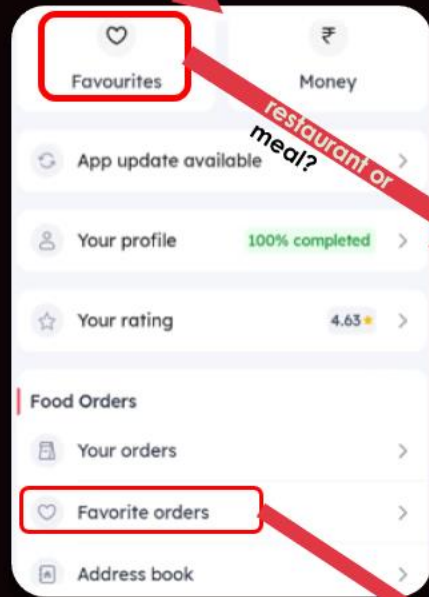
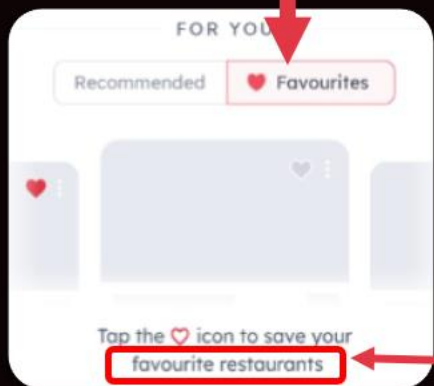
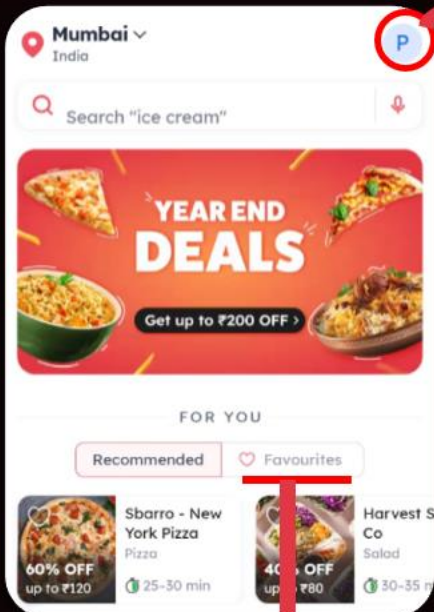


4.

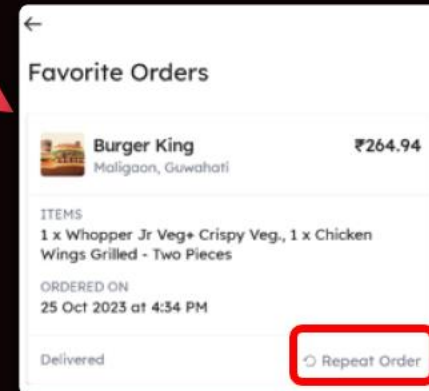
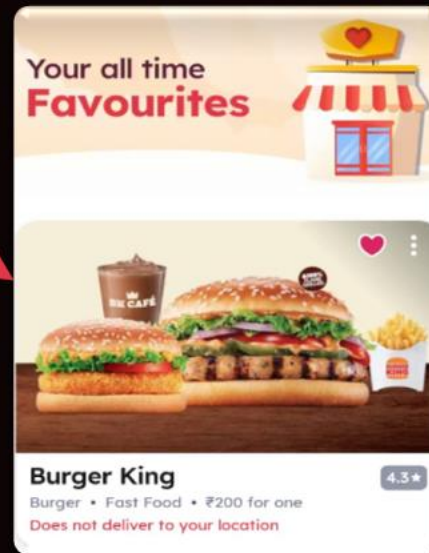
- Implementation of dark mode throughout the application.
- Personalization of Zomato's annual wrap-up!
- Order Cancellation (within 90 seconds)

## 5. What if I wish to **order** the **exact same meal** that I've previously ordered?

BEFORE



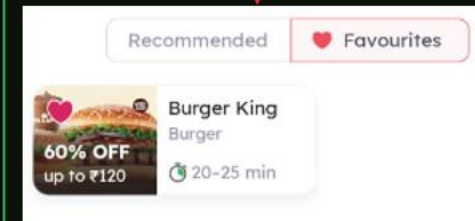
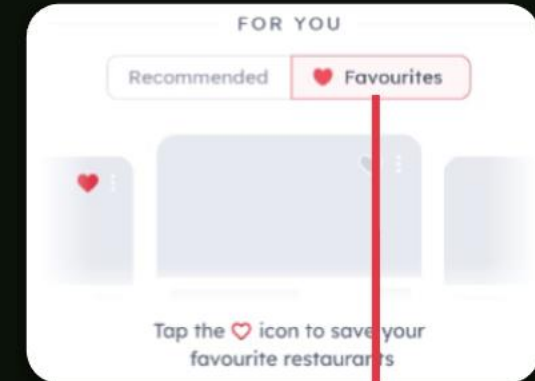
Only shows the **favourite restaurants**



After a long obstacle course, I can now **finally repeat the order**

After

**FAVOURITE MEALS TAB**



**favourite restaurants**



- Reduces redundancy
- Simplifies interface
- makes it easy to access saved meals and reorder



**favourite meals**

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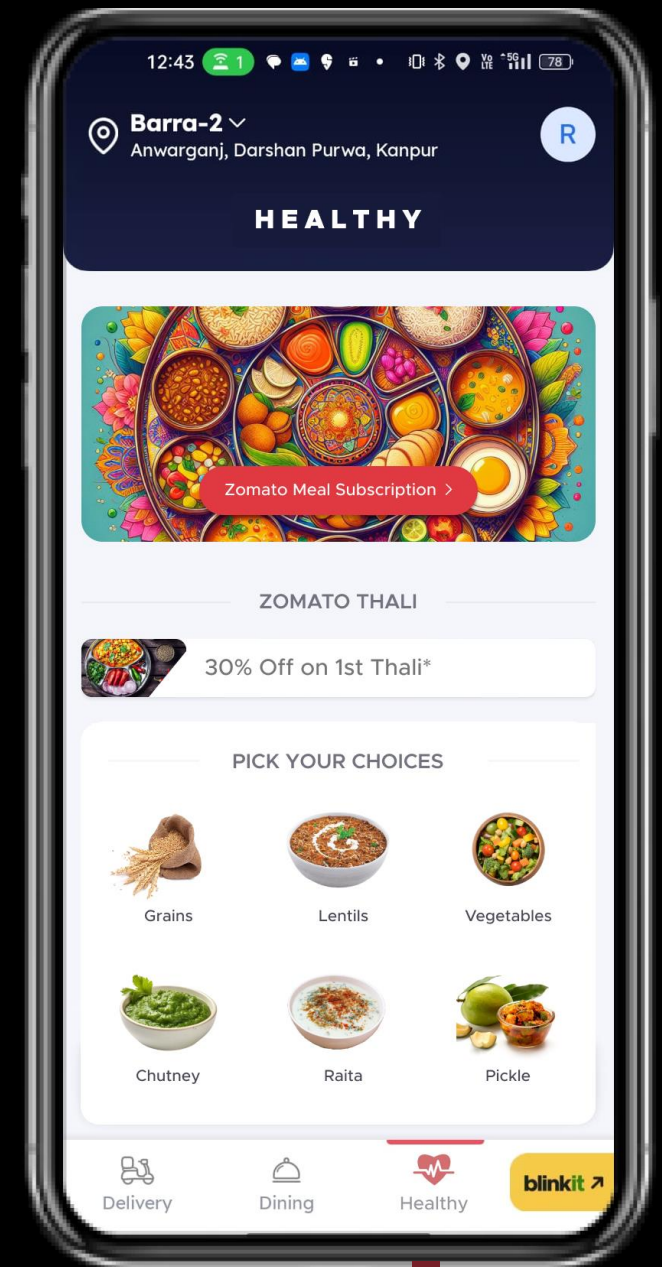
## Feature 3 – 'Healthy Tab'



- Users need an alternative to mess and PG, which is healthy and reasonably priced at the same time
- Zomato getting stereotyped to an occasional fast food delivery service



A '**Healthy**' tab where customizable thali is offered (in collaboration with cloud kitchens, and tiffin services)  
+  
Monthly **Meal Subscription**

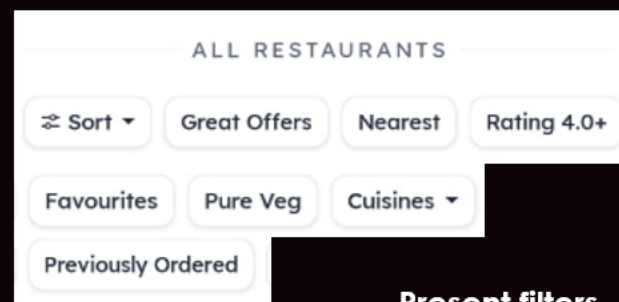




## Feature 4 – ‘Newly Launched’ Filter

Giving a chance to the **newly opened restaurants** and a breath of fresh air to the customers!

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



I'm bored of looking at the same names over and over



### New set of filters



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 restaurants in the early stage of launch

## Feature 5 Product Segmenting

**zomato**  
**SILVER**

At present, **Zomato GOLD's** **benefits and pricing** lie intermediate between **ONE** and **ONE LITE**

Zomato **SILVER** can act as a sub-premium offering for  
~10 free deliveries on food  
and  
~10 free deliveries on blinkit

2 device limit

Product pricing:  
**₹49/3 months**



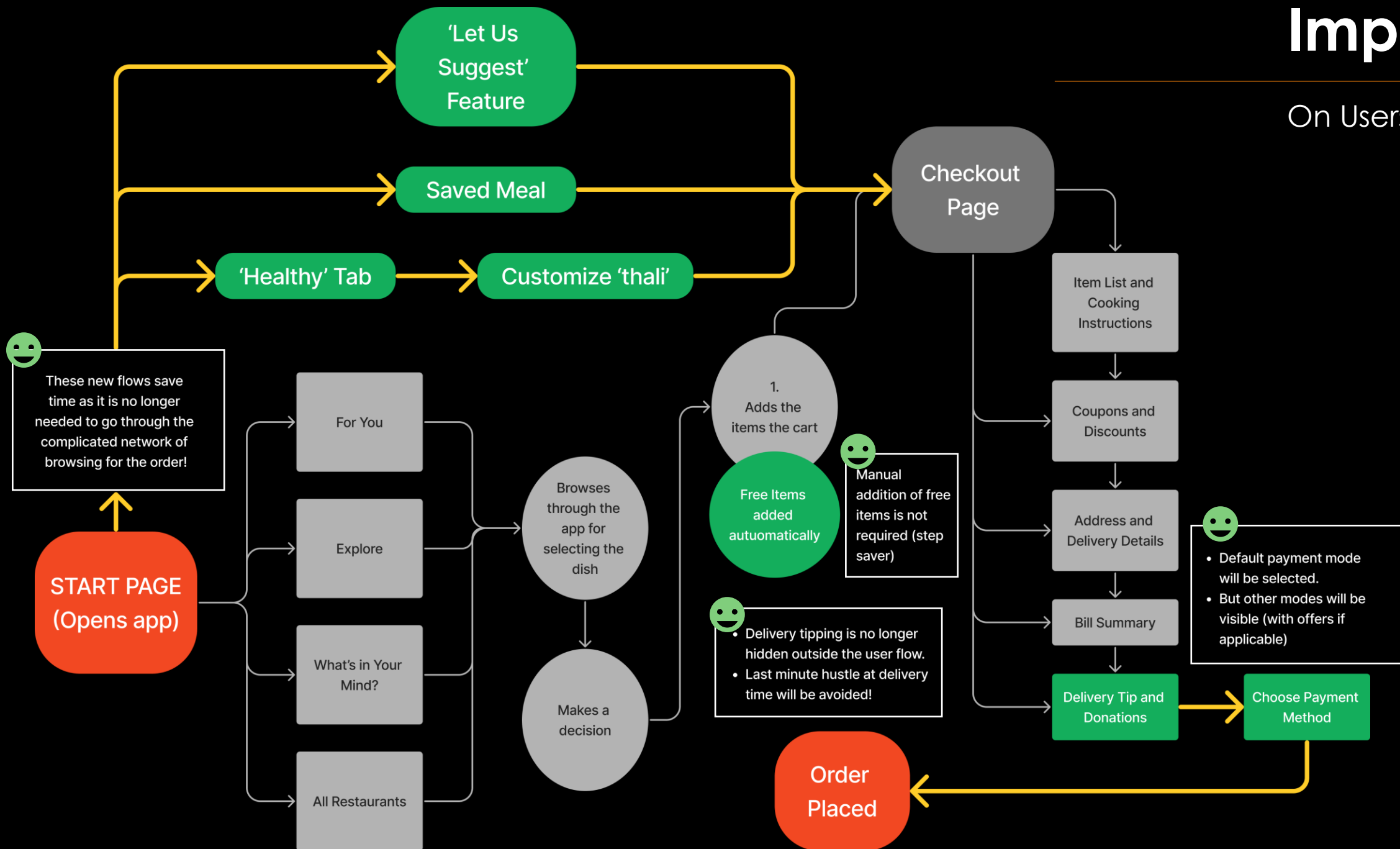
## RICE Analysis – Prioritization

PROJECT	REACH	IMPACT	CONFIDENCE	EFFORT	SCORE
UI/UX Enhancement	100	<div><div></div><div></div><div></div><div></div><div></div></div> Massive	<div><div></div></div> 100%	4	<b>75</b>
Zomato Suggests	80	<div><div></div><div></div><div></div><div></div><div></div></div> High	<div><div></div><div></div></div> 80%	5	<b>26</b>
'Healthy' Tab	75	<div><div></div><div></div><div></div><div></div><div></div></div> High	<div><div></div><div></div></div> 80%	7	<b>17</b>
'Newly Launched' Filter	30	<div><div></div><div></div><div></div><div></div><div></div></div> Minimal	<div><div></div><div></div></div> 70%	1	<b>5</b>
Zomato Silver	40	<div><div></div><div></div><div></div><div></div><div></div></div> Low	<div><div></div><div></div></div> 50%	10	<b>1</b>

# Impact

On Users

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## Impact Metrics & KPIs

Feature 1 Zomato Suggests	Feature 2 UI/UX Enhancement	Feature 3 'Healthy' Tab	Feature 4 Zomato Silver	Feature 5 'Newly Launched' Filter
AVG. monthly order frequency	AVG. monthly order frequency	AVG. monthly order frequency	AVG. monthly order frequency	AVG. monthly order frequency
Monthly transacting customers	Monthly transacting customers	Monthly transacting customers	Monthly transacting customers	Monthly transacting customers
AVG. monthly visits	Daily active users	Daily active users	AVG. monthly visits	No. of page visits from new (opened within the last three months) restaurants
No. of successful orders from Zomato Suggests	AVG. monthly visits	AVG. monthly visits	No. of customers reaching the payments page but not ordering	

- The impact of the proposed features/solutions can be quantified using Key Performance Indicators (KPIs).
- Each column lists the feature and its respective KPIs in the adjacent table.

