

Business Requirement Document for Zomato

Project : Zomato
Date : 24th July 2025
Version : 1.0.0
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1. Introduction

1.1 Company Evolution and Core Business

Zomato, founded as FoodieBay in 2008 by Deepinder Goyal and Pankaj Chaddah, started as a restaurant aggregator offering menus, reviews, and recommendations to help users discover restaurants.

Zomato, originally a restaurant aggregator, transformed into a major food delivery platform in 2015, now operating in over 800 Indian cities and the UAE. Owned by Eternal Limited, it earned ₹9,418 crore (US\$1.1 billion) in FY25. After expanding globally from 2012, Zomato exited most international markets by 2024 due to poor scalability, focusing instead on India and the UAE. It has evolved into a food-tech ecosystem with services like Blinkit (quick commerce) and Hyperpure (B2B supplies), reducing dependency on a single revenue stream. This strategic focus led to profitability in FY24 and positions Zomato for long-term growth.

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2. Business Goals and Objectives

Zomato's strategic evolution is driven by clear business goals focused on achieving sustainable growth and profitability across its diversified segments.

- **Overall Strategic Goals:** The overarching objective is to achieve meaningful scale and sustained profits across all key business segments. This includes a deliberate shift from a growth-at-all-costs strategy to prioritizing profitability, as evidenced by the company reporting a profit of INR 351 crore in FY24, a significant turnaround from a loss of INR 917 crore in FY23. The company aims to improve unit economics through dynamic pricing models and cost optimization strategies to enhance profit margins per transaction.
- **Segment-Specific Goals:**
 - **Food Delivery:** Maintain stability and ensure continued growth, leveraging the large runway for expansion in India.
 - **Quick Commerce (Blinkit):** Achieve aggressive expansion, aiming for 2,000 stores by December 2025, with visibility for further expansion to 3,000 stores, to significantly increase its addressable market and cross-leverage the existing customer base and delivery fleet.
 - **B2B Supplies (Hyperpure):** Drive strong adoption and growth, with the vision for this business to become as large as or even larger than the food delivery business due to its larger addressable market.
 - **Going-out (Dining-out & Ticketing):** Scale to \$3 billion in annual topline (Net Order Value) with \$150 million of Adjusted EBITDA over the next five years, focusing on premium customer base and diverse use cases.

3. Stakeholders and Their Needs

Zomato's value proposition is multifaceted, catering distinctly to its three core stakeholder groups, while simultaneously leveraging their interdependencies to strengthen its overall ecosystem.

3.1 For Customers:

Zomato offers a seamless and efficient food ordering experience with an easy onboarding

process, real-time tracking, and secure payments. With over 1.5 million restaurants, users enjoy vast choices, aided by smart search filters and AI recommendations. The platform builds trust through 24x7 support and multiple payment options. Loyalty programs like Zomato Gold/Pro, interactive features, and services like Intercity Legends and Zomato Instant boost engagement. Events like Zomaland add to the unique customer experience.

3.2 For Restaurant Partners:

Zomato empowers restaurants with increased visibility and marketing through ads, featured listings, and event promotions. It streamlines order management via a dedicated dashboard and offers robust business tools for analytics, inventory, CRM, and campaign management. Growth support includes White Label apps, consultancy for cloud kitchens, and infrastructure via Zomato Kitchens. Through Hyperpure, Zomato also supplies high-quality ingredients and kitchen essentials, simplifying procurement.

3.3 For Delivery Partners:

Zomato offers delivery partners flexible gig-based earning, timely payouts, and tip access, supported by a comprehensive "Delivery Partner Well-being Framework." This includes safety programs like collision detection, ambulance dispatch, road safety training, weather-appropriate gear, and a zero-penalty policy for late deliveries. Partners also receive real-time delivery support, route optimization tools, and opportunities for skill development.

Zomato's strength lies in its interconnected ecosystem—customers, restaurants, and delivery partners benefit from each other, creating a powerful network effect. As more users join, the platform attracts more restaurants and delivery partners, enhancing service and fueling growth. By investing in delivery partner welfare, Zomato ensures operational stability, improves service quality, and strengthens its competitive edge in the gig economy.

4. Scope of the System

The Zomato platform encompasses a broad range of services designed to create a comprehensive food-tech ecosystem.

4.1 In-Scope Services

The primary services and functionalities within the scope of the Zomato system include:

- **Food Ordering and Delivery:** Core functionality enabling users to browse restaurants, select menu items, place orders, and receive doorstep delivery.
- **Dining Out Services:** Features for restaurant discovery, detailed menu viewing, ratings, reviews, and table reservations. This also includes event-based monetization through initiatives like Zomaland.
- **Quick Commerce (Blinkit):** Rapid delivery of groceries and other merchandise from dark stores, typically under 15 minutes.
- **B2B Supplies (Hyperpure):** Supply of fresh, hygienic, and high-quality food ingredients and kitchen supplies to restaurants and other B2B buyers.

- **Intercity Delivery (Zomato Legends/Quick):** Premium service for ordering iconic food items from different cities for delivery across India.
- **Restaurant SaaS Tools:** Premium software services for restaurant partners, including CRM dashboards, order analytics, inventory management, and ad campaign management.
- **White Label Access:** Services enabling restaurants to develop customized food delivery applications and consultancy for cloud kitchens/expansion.
- **Zomato Kitchens:** Partnerships for establishing and managing kitchen infrastructure services for selected restaurant operators.

4.2 Out-of-Scope Considerations

While Zomato has explored various ventures, the current core focus and primary in-scope services exclude:

- Most international operations, following the strategic decision to liquidate overseas subsidiaries due to "poor unit economics and scalability".
- Specific, highly niche or experimental services not yet integrated into the core business model.

5. Functional Requirements Overview

Functional requirements define what the Zomato system *must do* to support its business operations and user interactions. The system should provide a robust set of functionalities catering to customers, restaurant partners, delivery partners, and internal administration.

5.1 Customer-Facing Functionalities

The system should enable customers to:

- **User Registration and Authentication:** Allow new users to register and existing users to log in securely via various methods (e.g., email, social login).
- **Restaurant and Menu Browsing:** Provide extensive search and filtering capabilities (by location, cuisine, dish, price, dietary preferences) and AI-powered recommendations for restaurant and menu discovery.
- **Order Placement and Customization:** Facilitate adding items to a cart, customizing selections, and placing orders seamlessly.
- **Payment Processing:** Support multiple secure payment options (UPI, COD, cards, wallets, net banking, buy now pay later services).
- **Real-time Order Tracking:** Provide live updates on order status from confirmation to delivery, including delivery partner location.
- **Customer Support and Feedback:** Offer 24x7 customer support and allow users to provide ratings and reviews post-delivery.
- **Loyalty Programs and Offers:** Enable access to subscription benefits (e.g., Zomato Gold/Pro discounts, free delivery) and promotional offers.
- **Advanced Features:** Support unique services like "Intercity Legends" and "Zomato Instant" for specialized delivery options.

5.2 Restaurant Partner Functionalities

The system should provide restaurant partners with tools to:

- **Onboarding and Profile Management:** Allow restaurants to register, create, and manage their business profiles, including details like name, address, timings, cuisines, and FSSAI information.
- **Order Management:** Enable seamless acceptance, processing, and fulfillment of incoming online orders, including viewing customer feedback related to orders.
- **Menu Management:** Facilitate adding, editing, and deleting menu items, categories, and subcategories, including inventory management (in/out of stock) and applying category timings.
- **Promotions and Advertising Management:** Allow creation and tracking of offers and advertisements for customers or specific meal times to boost visibility and sales.
- **Business Reporting and Analytics:** Provide comprehensive dashboards for tracking payouts, sales, average order value, delivered orders, customer funnel performance, marketing effectiveness, and dish trends.
- **Staff Management:** Enable adding, deleting, or inviting staff for outlet operations.
- **Supply Chain Integration (Hyperpure):** Allow ordering of fresh ingredients and kitchen supplies through the Hyperpure platform.

5.3 Delivery Partner Functionalities

The system should enable delivery partners to:

- **Login and Availability Management:** Allow partners to log in, manage their availability, and be tracked via GPS for order assignment and real-time user updates.
- **Order Acceptance and Management:** Provide instant notifications for new orders and facilitate acceptance and management of delivery tasks.
- **Route Optimization:** Offer tools to identify and navigate the most efficient delivery routes.
- **Earnings Tracking:** Display overall earnings transparently through the app.
- **Communication and Support:** Provide in-app chat support for real-time communication with customers, restaurants, or customer support, and access to 24/7 emergency support.
- **Safety Features:** Integrate features like collision detection and ambulance dispatch through the "Accelerated Safety Response" program.
- **Well-being Initiatives Access:** Provide information and access to financial literacy programs and battery swapping networks for EV users.

5.4 Platform Administration Functionalities

The system should provide administrative tools for:

- **User Management:** Oversee customer, restaurant, and delivery partner accounts.
- **Order Monitoring and Support:** Monitor all orders, intervene in case of issues, and provide support to all stakeholders.
- **Content and Catalog Management:** Manage restaurant listings, menus, and promotional

content across the platform.

- **Financial Management:** Handle commission calculations, payment settlements, and revenue tracking across all streams.
- **Analytics and Reporting:** Generate detailed reports on business performance, market trends, and operational efficiency.
- **Marketing and Promotion Management:** Configure and manage platform-wide marketing campaigns, discounts, and loyalty programs.
- **System Configuration:** Manage system settings, delivery zones, and service parameters.

6. Non-Functional Requirements Overview

Non-functional requirements define the quality attributes of the Zomato system, ensuring it operates effectively and meets user expectations.

6.1 Performance Requirements

The system should:

- Handle millions of transactions and concurrent users efficiently, especially during peak hours.
- Ensure rapid response times for search queries, order placement, and real-time tracking updates.
- Support quick commerce deliveries within specified timeframes (e.g., under 15 minutes for Blinkit).

6.2 Security Requirements

The system should:

- Implement industry-standard encryption and robust data protection measures for all transactions and sensitive user information (e.g., SSL for confidential customer information).
- Ensure secure payment gateways and protect against unauthorized access and data breaches.
- Maintain user privacy and comply with data safety regulations.

6.3 Usability Requirements

The system should:

- Provide an intuitive, user-friendly interface across all applications (customer, restaurant, delivery partner apps).
- Ensure a quick and simple onboarding process for all user types.
- Offer clear navigation and accessible features to minimize user fatigue.

6.4 Scalability and Reliability Requirements

The system should:

- Be built on a scalable backend infrastructure capable of handling significant growth in user

base, orders, and service expansion.

- Maintain high availability and reliability to ensure continuous service operation with minimal downtime.
- Be resilient to high demand, weather conditions, and other external factors affecting operations.

6.5 Compliance Requirements

The system should:

- Adhere to all applicable local and national regulatory frameworks and licensing requirements for online food delivery and related services.
- Comply with food safety standards and regulations, especially for B2B supply services like Hyperpure.
- Ensure ethical practices regarding gig worker rights and data privacy.

7. Data Requirements Overview

Data requirements specify the information that the Zomato system needs to capture, store, process, and manage to support its functionalities.

7.1 Key Data Entities

The system would manage data related to:

- **Users:** Customer profiles, preferences, order history, payment information.
- **Restaurants:** Profiles, menus, pricing, ratings, reviews, operational hours, FSSAI details.
- **Delivery Partners:** Profiles, availability, location data, earnings, performance metrics.
- **Orders:** Order details, status, delivery information, payment status.
- **Products (for Blinkit/Hyperpure):** Inventory, pricing, categories, supplier information.
- **Transactions:** Payment records, commission details, payout information.
- **Reviews and Ratings:** User-generated content, feedback.

7.2 Data Flows

The system would facilitate data flows between:

- Customers and the Zomato platform (order placement, tracking, feedback).
- Restaurants and the Zomato platform (order reception, menu updates, business reports).
- Delivery partners and the Zomato platform (order assignment, status updates, earnings).
- Zomato's internal systems (analytics, CRM, marketing).
- Third-party payment gateways and other integrated services.

8. Operational Workflow

The operational workflow on Zomato is designed for seamless interaction between customers, restaurant partners, and delivery partners, supported by an efficient backend.

8.1 Customer Order Process Flow

The customer order process on Zomato is designed for simplicity and efficiency, guiding users from discovery to delivery.

- **Browse and Search:** Users initiate the process by browsing or searching for food from a wide array of restaurants via the Zomato application or website. The platform's user interface is designed for ease of use, featuring search filters and AI-powered recommendations that help customers quickly find desired dishes or explore new options based on their preferences.
- **Place Order:** Once a restaurant and menu items are selected, users add them to their cart and proceed to checkout. The checkout process is streamlined, allowing for customization of selections.
- **Payment:** Zomato offers a variety of secure payment options, including UPI, cash on delivery (COD), credit/debit cards, digital wallets, net banking, and "buy now pay later" services. This flexibility ensures a smooth transaction experience.
- **Order Request to Restaurant:** Upon successful payment, the order request is transmitted to the selected restaurant, which then begins preparing the meal.
- **Handover to Delivery Partner:** Once the food is prepared and ready for dispatch, it is handed over to a Zomato delivery partner.
- **Delivery to Customer:** The delivery partner transports the food to the customer's specified location. Customers can track their order in real-time, from payment confirmation to estimated delivery time, enhancing transparency and managing expectations.
- **Customer Feedback and Reviews:** After delivery, customers have the option to provide ratings and reviews based on their experience, contributing to the platform's user-generated content and helping other users make informed choices.

8.2 Restaurant Partner Tools and Management

Zomato provides restaurant partners with a suite of tools and a dedicated dashboard to efficiently manage their operations on the platform.

- **Restaurant Dashboard:** This serves as a central hub for restaurant owners and managers, offering access to all their listed restaurants and providing priority communications. The dashboard is designed for effortless day-on-day business tracking.
- **Order Management:** Restaurants can manage incoming orders seamlessly, from acceptance to fulfillment. This includes viewing and addressing customer feedback related to orders.
- **Menu Management:** Partners can easily add, edit, and delete menu items, categories, and subcategories. They can also upload food photographs to enhance presentation, manage inventory by marking items in or out of stock, and apply category timings for specific dishes.
- **Business Reporting:** The dashboard provides comprehensive business reporting, allowing restaurants to track payouts and key metrics such as delivered orders, sales, average order value, bad orders, customer funnel performance, marketing effectiveness, and dish trends.
- **Offers & Ads Management:** Restaurants can create offers and advertisements for

customers or specific meal times and track their performance with transparency, aiming to boost visibility and sales.

- **Outlet Management:** Partners can manage their outlet's core details, including name, address, location, timings, cuisines offered, FSSAI details, and bank information. Staff management functionalities, such as adding, deleting, or inviting staff for outlet operations, are also available.
- **Customer Management:** Tools are provided to manage customer details and interactions.
- **Analytics:** Advanced analytics tools help restaurant owners make data-driven decisions. They can monitor item sales, contribution margins, and compare popularity versus profitability of dishes. This allows for informed decisions on pricing, portion sizes, and menu design. The platform also tracks voids and returns, indicating potential quality or satisfaction issues, and considers prep time in relation to sales volume. Tools like Orders.co automate performance tracking and menu updates across channels, providing real-time insights.

8.3 Delivery Partner App Functionalities

The Zomato Delivery Partner app is equipped with functionalities designed to support efficient deliveries and ensure partner well-being.

- **Order Acceptance and Management:** Delivery partners receive instant notifications for new orders from restaurants. Once logged in, they are available to accept orders, and their location is tracked via GPS, which can be shared with users for real-time delivery status updates.
- **Route Optimization:** The app provides route optimization tools, helping partners take the most efficient routes to swiftly deliver orders.
- **Earnings Reports:** Delivery partners can view their overall earnings through the app, providing transparency on their income.
- **Chat Support:** An in-app chat system enables direct communication between riders, customers, restaurant staff, or customer support to address any delivery-related queries or issues in real time.
- **Emergency Support:** Zomato offers 24/7 emergency support, including an "Accelerated Safety Response" program that automatically detects collisions through the app and triggers an emergency call to dispatch an ambulance to the partner's location.
- **Financial Literacy Programs:** In partnership with the National Stock Exchange of India (NSE), Zomato promotes financial literacy and investor awareness among its gig workers, covering topics like personal finance management, budgeting, investing, and insurance.
- **Battery Swapping Access:** Zomato has collaborated with Battery Smart to provide delivery partners with access to a network of over 800 swap stations in 30+ cities, supporting electric two and three-wheeler operations.

9. System Architecture and Technology Backbone

Zomato's operations are underpinned by a sophisticated technology stack and robust infrastructure, enabling its diverse services.

9.1 Core Technologies

Zomato extensively uses AI and data analytics to power its operations, enabling personalized recommendations, dynamic search, and smart pricing based on real-time factors. For restaurants, it offers tools like CRM dashboards, analytics, and ad management. This tech-driven approach enhances efficiency, customer experience, and supports its multi-channel monetization strategy.

9.2 Infrastructure Considerations

Zomato's platform is built on a scalable backend to support millions of users and transactions. Key features include real-time order tracking, secure encrypted payments, and strong data protection. It offers APIs for restaurant data integration and a mobile-first design for a smooth user experience.

10. Reporting Requirements

The Zomato system should provide comprehensive reporting and analytics capabilities for various stakeholders to monitor performance, identify trends, and make data-driven decisions.

10.1 Business Reporting and Analytics

- **Restaurant Partner Reports:** Detailed reports on delivered orders, sales, average order value, bad orders, customer funnel performance, marketing effectiveness, and dish trends are provided via the restaurant dashboard. This includes insights into item sales, contribution margins, popularity vs. profitability, voids, returns, and prep time.
- **Delivery Partner Reports:** The system should provide delivery partners with transparent reports on their overall earnings.
- **Internal Business Reports:** Comprehensive analytics for Zomato's internal teams to track overall Gross Order Value (GOV), Adjusted Revenue, Adjusted EBITDA across all business segments (food delivery, quick commerce, going-out, Hyperpure), average monthly transacting customers, order frequency, and other key financial and operational metrics.
- **Marketing and Advertising Performance:** Reports on the effectiveness of advertising campaigns, promotional offers, and loyalty programs for both restaurants and Zomato itself.
- **Supply Chain Analytics (Hyperpure):** Reporting on ingredient sourcing, quality control, inventory management, and procurement cost reduction for restaurant partners.

11. Assumptions, Constraints, and Risks

This section outlines key assumptions, constraints, and potential risks that could impact the Zomato platform and its operations.

11.1 Assumptions

- **Continued Smartphone and Internet Penetration:** The growth of the online food delivery market in India assumes increasing access to high-speed internet and rising smartphone penetration.
- **Evolving Consumer Preferences:** It is assumed that Zomato will continue to adapt its offerings to changing consumer demands for healthier options, diverse cuisines, and convenience.
- **Regulatory Adaptability:** The platform assumes it can adapt to evolving regulatory frameworks and compliance requirements related to pricing, data privacy, and gig worker rights.
- **Stable Economic Conditions:** Sustained growth assumes a relatively stable economic environment, despite potential impacts from inflation and discretionary spending slowdowns.

11.2 Constraints

- **High Delivery Costs:** Factors such as rising fuel prices, complex logistics, and the need for prompt service contribute to high delivery costs, impacting profitability and affordability for consumers.
- **Reliance on Discounts:** Historically, a significant portion of Zomato's marketing has involved discounts, which can reduce profit margins and create customer dependency, posing a constraint on profitability if not managed strategically.
- **Intense Competition:** The presence of strong competitors like Swiggy and emerging players (Dunzo, Zepto) creates intense market competition, necessitating continuous innovation and differentiation.
- **Operational Scalability:** Rapid expansion, particularly in quick commerce (Blinkit), requires significant capital expenditure and can lead to short-term losses, acting as a constraint on immediate profitability.

11.3 Risks

- **Food Safety Concerns:** Operational risks include food safety issues, as evidenced by incidents such as unhygienic conditions or improper food handling at warehouses, which can severely damage brand reputation and erode customer trust.
- **Regulatory Scrutiny:** Governments are increasingly scrutinizing pricing algorithms and data privacy practices, which could lead to increased compliance costs, operational restrictions, or fines.
- **Customer Acquisition and Retention Challenges:** Despite a strong market position, continuous investment is required to acquire new users and retain existing ones in a highly competitive environment, with the risk of high customer acquisition costs.
- **Delivery Partner Welfare and Churn:** While Zomato has a well-being framework, challenges in maintaining delivery partner satisfaction and managing churn can impact service quality and operational stability.
- **Technological Obsolescence:** The rapid pace of technological change necessitates continuous investment in innovation to avoid falling behind competitors.

12. Market Positioning and Competitive Landscape

12.1 Market Share and Competition

Zomato leads the Indian online food delivery market with a 58% share in Q1 FY25, overtaking Swiggy, which now holds 42%, a reversal from 2018. While Swiggy is strong in grocery delivery via Instamart, Zomato's broader restaurant network and services like Blinkit give it a competitive edge. Analysts view Zomato as the leader in Gross Order Value, revenue, and profitability, being the only major hyperlocal delivery company in India generating free cash flows without sacrificing growth. Its strong execution and experience position it well against both Swiggy and emerging quick commerce players like Dunzo and Zepto.

12.2 Competitive Advantages

Zomato possesses several key competitive advantages that contribute to its market leadership and resilience.

- **First-Mover Advantage:** Zomato was one of the first companies to launch its services in the Indian market, which resulted in a large initial customer base of over 90 million users. This early entry provided a significant head start in establishing brand recognition and network effects.
- **Wide Reach:** The company boasts an extensive network of restaurants and food delivery partners across multiple cities and countries, including a strong presence in both metro and tier-2 cities, which allows it to reach a larger audience.
- **Innovative Technology:** Zomato continuously enhances its platform with advanced technology, including AI-based recommendations, live location tracking, and a user-friendly interface. This focus on technological innovation improves customer experience and operational efficiency.
- **Strong Brand Recognition:** Through effective branding and digital marketing strategies, Zomato has become a household name in food delivery. It is known for its engaging social media content, creative advertising campaigns, and viral marketing strategies that foster strong customer loyalty and acquisition. This strong brand recognition and innovative digital marketing approach, characterized by humor, memes, and influencer collaborations, serve as a key differentiator and competitive advantage, driving customer acquisition and retention.
- **Diverse Offerings:** Beyond its core food delivery service, Zomato offers restaurant discovery, online table reservations, and grocery delivery through Blinkit. This diversification increases customer engagement and provides multiple touchpoints within the food ecosystem.
- **User-Friendly Interface:** Zomato has received accolades for its intuitive and easy-to-navigate application, which simplifies the process for customers to search for restaurants and place orders, enhancing the overall user experience.
- **Strong Restaurant Partnerships:** The company maintains strong relationships with a vast network of restaurants and pubs, receiving daily feedback that helps in building its brand image and reputation.

- **Robust Funding and Profitability:** Zomato has secured significant funding over the years, providing it with ample resources for continuous improvement and expansion. The company's achievement of profitability in FY24, a notable feat for a start-up of its scale, further solidifies its financial strength.
- **Focus on Content and Quality:** Zomato differentiates itself through its emphasis on content and quality, aiming to help users discover excellent dining places.
- **Hyperlocal Marketing:** The company effectively employs hyperlocal marketing strategies, including promoting its content in regional languages and collaborating with micro-influencers, which enhances its credibility and reach within local communities.

13. Future Outlook and Strategic Initiatives

13.1 Strategic Priorities (2024-2025)

Zomato has outlined three key strategic priorities for future growth and profitability: food ordering and delivery, Hyperpure (B2B supplies to restaurants), and quick commerce (Blinkit). The food delivery segment is stable with significant growth potential in India. Hyperpure is seeing strong adoption and could become as large or larger than food delivery due to a broader addressable market. Blinkit expands Zomato's reach by leveraging its customer base and improving hyperlocal fleet utilization.

In FY22, Zomato saw revenue declines in its dining-out and other segments, mainly due to the shutdown of most international and non-core businesses. The company is progressing toward sustainability, with 4,500 active EV-based delivery partners and 18% of orders delivered by bicycle as of March 2022. Zomato also stated it will not pursue further strategic minority investments, focusing instead on consolidating and scaling its core and high-potential businesses.

13.2 Innovation and Sustainability Efforts

Zomato is prioritizing innovation and sustainability to maintain market leadership and meet evolving consumer expectations. It has implemented AI-powered dynamic pricing to boost profit margins and delivery efficiency, while expanding sustainability-focused packaging programs and creator-led content. Hyperpure's growth and improvements to the partner analytics dashboard are also key focus areas.

The company has set ambitious ESG goals, aiming for Net Zero Emissions across its food ordering and delivery value chain by 2033. Since FY23, Zomato has achieved 100% plastic-neutral food deliveries and voluntarily recycled over 45,000 metric tons of plastic waste. As of March 2025, Zomato and Blinkit together have over 51,000 active EV-based delivery partners.

Socially, Zomato had onboarded over 2,100 persons with disabilities (PwD) as delivery partners by January 2025 and employed over 6,150 women in logistics as of March 2025. Through Project ZEAL, the company aims to grow the number of PwD delivery partners to 1,000 by the end of 2024. Additionally, over 52,140 delivery partners were trained as Emergency First

Responders by January 2025. These integrated ESG efforts—spanning Net Zero goals, plastic neutrality, EV use, and social inclusion—are central to Zomato’s long-term sustainability strategy and brand value.

13.3 Future Technologies and Expansion

Zomato is actively exploring advanced technologies and planning major expansions to strengthen its market position and drive new growth. It is evaluating the use of Solana blockchain to introduce features like tokenized customer rewards, improved supply chain transparency, and monetization options for food reviewers. This could also enable faster, more secure payments for delivery partners and better visibility for restaurants, enhancing trust and efficiency across the ecosystem.

For its quick commerce arm Blinkit, Zomato aims to reach 2,000 stores by December 2025, with potential expansion to 3,000 stores, reflecting strong growth expectations in this segment. In the "Going-out" segment (dining-out and ticketing), Zomato is targeting a \$3 billion annual topline (NOV) and \$150 million in Adjusted EBITDA within the next five years.

These initiatives, while possibly resulting in short-term losses, reflect Zomato’s long-term commitment to market leadership across the food and lifestyle ecosystem through innovation, technological integration, and aggressive expansion.

14. Conclusion

Zomato has transformed from a restaurant aggregator into a full-fledged food-tech ecosystem, expanding beyond food delivery into quick commerce (Blinkit) and B2B restaurant supplies (Hyperpure). This strategic shift enables Zomato to control the entire value chain—from sourcing to last-mile delivery—enhancing resilience and profitability. Its exit from most international markets reflects a disciplined focus on scalable, unit-economics-driven growth, contributing to its financial turnaround.

The platform serves customers, restaurant partners, and delivery personnel, creating strong network effects. It also invests in delivery partner well-being to improve service quality and retention. Zomato’s revenue model is diversified, including commissions, ads, subscriptions, platform fees, and B2B services, aiming to boost its take rate and financial strength.

Powered by advanced AI and data analytics, Zomato drives personalization, dynamic pricing, and efficiency. In India, it leads online food delivery and holds a strong position in quick commerce within a duopolistic market. Its advantages include first-mover status, wide reach, strong branding, and localized digital marketing.

Future priorities include scaling food delivery, Hyperpure, and Blinkit, while advancing sustainability goals such as net-zero emissions by 2033, plastic neutrality, and inclusive hiring. Zomato is also exploring blockchain for customer rewards and supply chain transparency. Though short-term losses may arise from investments in growth areas, these strategies support

long-term market dominance and innovation leadership in the food and lifestyle space.