

PM School Challenge

Live Challenge #92

Driving Subscriber Growth for Zomato Pro

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Product- Zomato

Zomato is an Indian multinational restaurant aggregator offers food delivery portal which allows user to order food from any nearby restaurants.

Why Zomato

31.2M

Monthly Active Users

45%

Food Delivery Market Share

1.8M

Zomato Pro Users

18-35
years

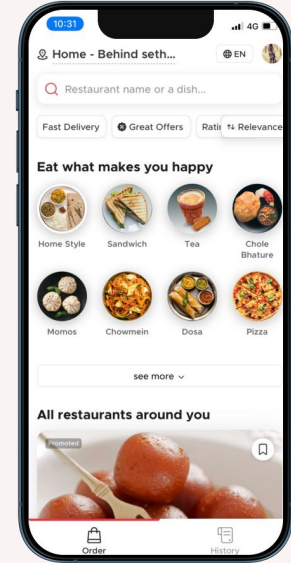
Target Customer Base

3.5L

Listed Restaurants in India

300+

Cities Listed with Zomato



Stakeholders



Platform end Users

Who use the app to view the restaurants, order the food or to book the dine in.



Restaurants

Restaurants use the app to take orders and to book the tables for the users.



Delivery Person

Delivery Persons use the app to receive the order details from where to receive a parcel and to where send



Platform Moderators

To work on product brand growth and to make sure the effective user flow

Defining the Scope

Problem Statement

“You have been hired as Head of Product to drive the growth of **subscribers**. You are to focus more on **product-led growth** initiatives, app features and **organic ways of growth** of subscribers for Zomato Pro.”

- **Subscribers:** Users who pay to the Zomato to have an access of premium features of Zomato like early delivery, extra discounts.
- **Product-led-growth:** To work on building a product feature as well as growth strategies to make the increase the Zomato Pro users from 1.8M to 6M.
- **Organic ways of growth:** To work on growth strategies to attract the users to switch into Zomato pro, basically working on providing more features, offers, facilities.

Plan Layout

Deliverables: The unique selling feature of the Zomato pro which will distinguish itself from the freemium app and hence gain traction.

1. Get additional discounts upto 30% on orders even after applying existing discount offers.
2. Receive up to 40% off on total bill value when dining.
3. Get 20% faster delivery so that wait times for your delicious meal is significantly reduced.
4. There are no limits as to when you can use the benefit. Be it every day, weekly or monthly, you are not subject to a specified number of uses.

Understanding the User

Target Users: The following categorization compiles the majority of the Indian target user segment:

- Focus age group consist of 18-35 years comprises students and working professionals who order in and dine out often.
- Geographic zones consist of Tier 1, Tier 2 and some of Tier 3 and Tier 4 cities also.
- Users must have at least a basic mobile phone to download the app and to access it.

End-to-End User Journey

Homepage

Restaurant Page

Make Payments

Freemium User

User having Zomato Pro Membership

Homepage (list of Restaurants/ Dishes, user can order)

Looking at the offers available/ selecting one of the Restaurant/ dish shown on homepage

Search for Specific restaurant/dish.

Restaurant Page consisting of dishes, can add the dishes, their volume.

Lands to order confirmation page, where we can add more items. And we can look at the bill, also have an option to Add coupon.

Select the Address

Choose Payment Option, Then pay as per the convenience

Track the delivery boy.

To Refer the Friend

Users can book their Table in a Restaurant

User can get upto 40% Discounts on Restaurant Bill paying through Zomato wallet

Lack of awareness of the extra discounts & more facilities by adopting premium service

Customized Scheduling of an order time isn't possible

No Good Perks of referring Pro Membership to others

User Persona

Prabal

Working Professional

25 years, Male, Bachelor Degree,
Lives in Tier 1



Goal

Wants to order for distant living family/
friends, Wants to order food for House
Parties

Pain Points

Ordering takes lot of time, difficulty in
ordering for scheduled delivery.

Sakshi

College Student

20 years, Female, Not earning,
Lives in Hostel in Tier 2



Goal

Wants to refer the friends, and to enjoy
the referral incentives together.

Pain Points

Zomato doesn't offer enough Incentives
on referring the Pro membership to
friend.
Doesn't get good discounts on ordering
& Dining

Aman & Niharika

Family

35 years, Couple with 1 kid,
Lives in Flat in Metro



Goal

Wants to go for a Dining with Family on
weekends

Pain Points

Lack of awareness of how extra
discounts & more facilities they can avail
by adopting premium service

Bottleneck: Analysis of bottlenecks is based on the key pain points of the majority of users so that they can be addressed as USPs and organic growth strategies

- **Lack of Awareness:** A freemium user doesn't get a Zomato Pro CTA to explore it on the homepage or anywhere else around the user journey of ordering a food order. Also, there is no comparison of the services and offers, we can avail by Pro membership.
- **Referral System:** Referral system is not sufficient to satisfy users expectation upon referring.
- **Add-on Features:** Need to stand-out among the competitors by introducing services solving the real problems of the users.

Awareness



Add-on Feature



Referral

Improving the UI



Objective

The objective is to show the offers/services that can be available by joining the Pro Membership.



Solution

- Trigger the users by showing how they can avail the **better services** and **more offers** on the choices of Restaurant they are looking at.
- Provide them the information of **how much they can save on every order by showing the Grand total amount applicable for Pro members** with CTA to join Zomato Pro page .
- CTA to **Book a Table** is available for Non Pro member as well (but with different user flows) but this facility should be live on the Restaurant page itself.



Impact

For User

- Users can be **aware of how can they save more** with zomato pro and **enhance their food delivery experience.**

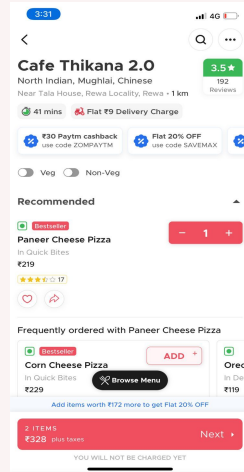
- **Easy User journey to Join pro Membership.**

For Company

- More conversion from Freemium version to Pro Membership.

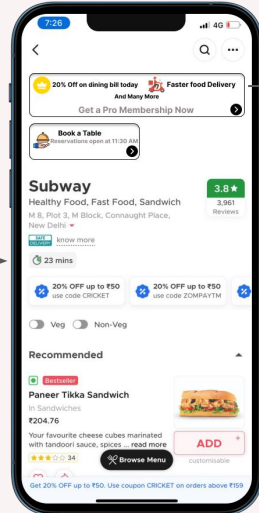


Pain Point Inspection



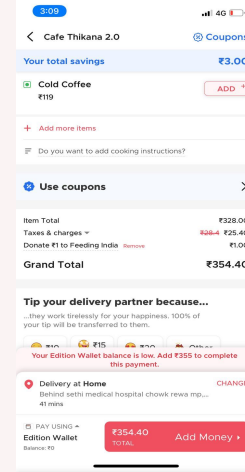
No card to mention services user can avail from Restaurant with Pro membership

BEFORE



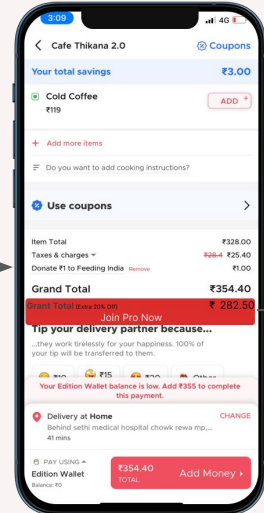
Direct CTA to Join Pro Membership and Book a Table is shown shown at the Restaurant page.

AFTER



Users are not aware of how can they can save their money and time by joining Pro membership.

BEFORE



Users will be triggered to buy Pro subscription by looking on how much they can save on every order just by paying at once.

AFTER



User Story

As a user, I want to be aware of how I can avail more services and offers so that I can use services efficiently.



Objective

The purpose is to encourage the Existing Zomato Pro member users to refer the Pro membership program their friends.



Solution

- CTA to Refer your friend must be shown in Homepage itself in order to draw user's attention about the perks of referring.
- Also, **good perks on referring** will motivate the users to refer.
- **Perks**
 - The Users can **avail 50% Discount from Dining** at any of the tie up Restaurant, both the users need to be there.
 - **Flat 30% Discount Coupon to both users** for food ordering.



Impact

For User

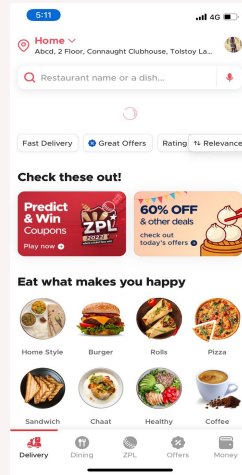
- Can have a **Dining with his Referred Friend.**
- **Easy user journey** to refer a friend.

For Company

- **More users will join Pro Membership** Programme to avail the perks,
- Users will experience one of the main offering of Pro subscription thus **activating the new users for free thus decreasing CAC**

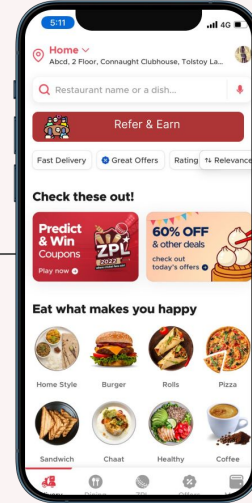


Pain Point Inspection



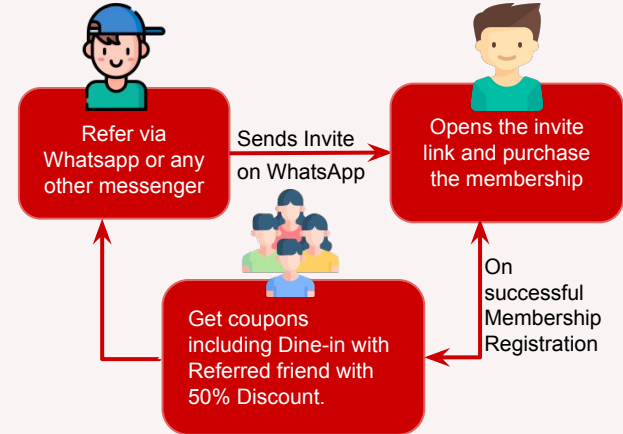
Users are not motivated enough to refer Zomato Pro

BEFORE



Direct CTA to Refer and Enjoy at the homepage can motivate the Users to Refer and enjoy the benefits.

AFTER



User Story

As a user, I would like to refer my friends and family in order to get rewards and not to miss the chance of going out dining with 50% discount

Objective

The objective is to provide the Zomato Pro members the opportunity to save their waiting time for the food to deliver.

Solution

- For Scheduling an order, Some restaurants will allow that service.
- Will receive the order **within 10 minutes of time scheduled.**
- Service would be available **2 hours after the Restaurant Open Times till Restaurant gets Closed.**
- Users scheduling for orders to delivers after more than 3 hours, will get extra discounts on paying via wallet as this habit in future will help the Restaurants & Delivery boys to save some Resource.

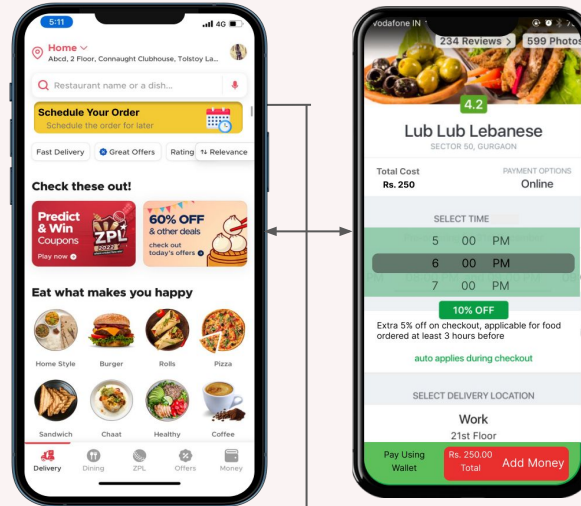
Impact For User

- Users **can save their waiting time** for the food to be received.
- Users can also get some **extra discounts on scheduling the food.**

For Company

- It can be a **unique feature as no any competitors are providing such facility.**
- It will also **save Resources** as delivery boy can deliver more than 1 item at a time.

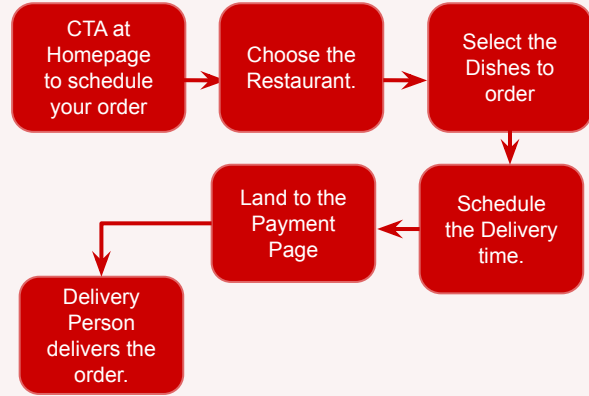
Schedule Delivery Time



An option at homepage from where users can order food with scheduled delivery option.

Select the Time for delivery on the same day

NEW SERVICE



Cancellation Policy:

Since users are scheduling their orders for the food, so it may possible that they get some other commitments due to which they will have to change their plans, in this case Cancellation policy must be there.

Policy:

- User can cancel the order 1 hour before the schedule time. (standard but can vary as per Hotel & Delivery policies)

User Story

As a user, I want to schedule the time of delivery of my order, so I can manage my meal time effectively

Metrics

Metrics to calculate Awareness about Zomato Pro

Weekly Active Users

Total No. of unique users visiting the Zomato Pro page in a week

Conversion Rate:

$(\text{Total users joining Pro} / \text{Total users landing through new UI changes}) * 100\%$

Metrics to understand service experience: Scheduling an order

Weekly Average Orders: Average no. of orders in a week by Scheduling.

Cancellation Rate: Percentage of order got cancelled out of total orders placed.

Customer satisfaction: customer satisfaction can be measured through ratings. so
Average ratings of scheduled orders

Metrics to analyze our Referral system

Participant Share Rate Average number of unique shares per campaign participant.

Invitation Click Through Rate: Percentage of people who click your participant's invitation to your campaign.

Invitation Conversion Rate: Percentage of the people coming from invitations out of total membership subscription in a week.

Pitfalls

There is a possibility that introducing the Join Zomato Pro Cards will lead to bad user experience and can negatively affect the Freemium app experience.

But at the same time it will be helping users to analyze better how they can save money.

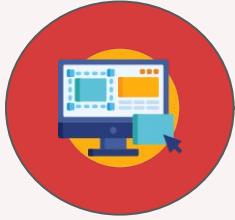
User will only refer their local friends, since dining with them in the same city is possible, but not with friends out of town.

But it will also solve the problem of sharing the membership with friends/family members, because it is providing better offers on referring.

Scheduling your order has a high possibility of cancellation since plans keep on changing.

But the Restaurant and Delivery system will not get affected because we will be allowing users to cancel only before a particular period time

Go-To-Market Strategy



Design & Development

- Majorly Designing a better User Interface to attract the users about Zomato Pro services and its referral system.
- Coming up with a new Feature to schedule an order to attract the user pain point.
- Working on building a better Referral system.



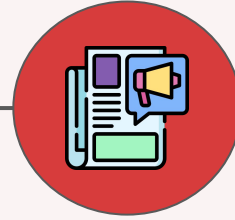
Beta Launch

- Testing the Beta Version with the cohort consisting on small group of people.



Users interview

- Will connect with the users to get an understanding of what exactly user is looking for from this change, or what are challenges users are facing.



Release

- After the improvement of the the features as per the Users feedback, Product will be Released to the open existing market.
- Will keep an eye on the users feedback to come up with the better updates.
- Keep a Track on Metrics

Thank You!