I lead for OYO cloud kitchen business from the infrastructure operations team

Business expansion ( On-time preparation for around 150 sites per month to get them live)

* After the business development team signs up new venue, I coordinated with the procurement team and get equipments installations done.
* The conversion was low, so I made a pre-signing audit process to filter properties

Operations management (Streamlining of issue resolution through a ticketing system  
This required resolution of any issue that stops the functioning of the kitchens

* The biggest issue was that there was no single communication channel and recording data was hard
* So I built a system which could record requests, get budget approvals, trigger next steps automatically and produce dashboards dashboards
* Apart from these, I automated reports for other businesses and replicated the system for another new business

Ran price experiments

Setting up pricing methodologies and surge pricing

Netapp

Market re-entry strategy GTM strategies

* Market (Growth trend, Account segments in market)
* Bookings history by countries, account segments, products
* Competitive landscape (Market share trend)
* Partner and customer Concentration and CAGRs
* IB opportunities (Refresh, Renewals, Add-ons, Cross-Selling product, Business)
* New accounts acquisition
* Portfolio optimisation with 10 products (interviewing product managers, analysing market and competition, feature maps and customer adoption overlap, user journey maps, monetisation models)

Analysing new markets for opportunities

Margins analysis models

Discounting Revamp

AOFPs

* Competitive takeout market sizing
* Opportunity sizing based on share of wallets and GTM (in terms of dstricts and accounts to go after)

I was given the part of leading a ground team of 12+ Managers in business expansion team to get around 150 sites ready

Q-1 What factors will enable you to seamlessly transition your career into VC?

1. My academic background: As an IITB graduate, I have a strong academic background in engineering which allows me to evaluate startups from technology point of view, which can be beneficial for a fund having digital transformation at its heart.
2. Work Experience: I have a background in business operations, strategy, and analytics, as well as experience in evaluating and analyzing market trends and products and this has been valuable for me for gaining business acumen. This diverse experience would be helpful in screening and evaluating deals as well as in engaging with founders from our investment portfolio.
3. Passion for startups and entrepreneurship: I have a strong interest and passion for startups and entrepreneurship. Hence, I keep on learning about problems being solved by early-stage companies as well as the problems faced by them.

What makes you a fit for VC? How do your life and work experiences position you to excel in VC ?\*

1. Work Experience: I have a background in business operations, strategy, and analytics, as well as experience in evaluating and analyzing market trends and products and this has been valuable for me for gaining business acumen. This diverse experience would be helpful in screening and evaluating deals as well as in engaging with founders from our investment portfolio.
2. My network: I have built a good network with my college peers and have also formed a network of linkedin connections with founders and people in the VC industry
3. Continuous learning and improvement: I try keeping up-to-date with industry trends, staying informed about emerging technologies and business models, and continuously add to my skills to stay competitive which is essential to this role.  
     
   How would you differentiate your deal sourcing strategy? \*
4. I will develop a specific industry or sector focus within the overall thesis. By specializing in a particular domain, such as Tech for SMBs, Global SaaS, or Consumer Tech, I can build deep expertise and networks, positioning myself as a go-to investor in the space.
5. I will take a proactive approach by reaching out to founders on various platforms, attending industry events, participating in pitch competitions and hosting founder meetups in different cities
6. I’ll establish myself as a thought leader in the industry by sharing insights, analysis, and trends through blog posts, or speaking engagements. By showcasing expertise and thought leadership, I can attract startups and entrepreneurs who resonate with your investment philosophy.
7. I’ll collaborate with other VC firms, accelerators, or incubators to leverage their deal flow and expertise. Building strategic partnerships can provide access to a wider range of co-investment opportunities and enhance my sourcing capabilities.

What institution building initiatives do you see yourself championing? \*

1. Developing a Strong Deal Sourcing Network: I would work towards building and expanding a robust deal sourcing network by establishing relationships with entrepreneurs, industry experts, incubators, accelerators, and other relevant stakeholders. This would involve attending industry events, fostering partnerships, and leveraging existing networks to identify high-potential investment opportunities.
2. Enhancing Due Diligence Processes: I would strive to improve and streamline the due diligence processes within the firm. This would involve developing comprehensive frameworks and methodologies to evaluate investment opportunities, conducting thorough market analysis, assessing financial projections, and assessing the viability and scalability of startups.
3. Supporting Portfolio Companies: I would actively engage with portfolio companies to provide value beyond capital. This could involve providing strategic guidance, facilitating industry connections, and offering operational support in areas such as marketing, hiring, and business development. By nurturing portfolio companies, we can enhance their growth prospects and increase the overall success rate of investments.
4. Thought Leadership and Industry Engagement: I would encourage thought leadership and active participation in the broader VC and startup ecosystem. This could involve speaking at conferences, publishing research papers or articles, and sharing insights and expertise to contribute to the growth and development of the industry.

What challenges do you see yourself facing in the first 90-120 days at WaterBridge?\*

* 1. I know this role can be demanding, conducting extensive market research to catch trends early on while evaluating while managing the ongoing deal flow is not easy. The work hours will be long with a need to learn continuously. But this is not the first time I’m changing industry. I have worked on market research and even not being in VC, also I do try to keep myself updated with ongoing trends through multiple resources like Inc42, Pitchbook, linkedin connections and many others. I have had the habit of putting in long hours on my 1st job, so will gather pace in no time. Hence, despite the demands, this role is intellectually stimulating, provides exposure to exciting startups and emerging technologies, and offer the opportunity to work with innovative entrepreneurs which motivates me to deliver my best.
  2. Industry knowledge gap – This industry is new for me, but I have spent time on reading about startups and building connections. For financial knowledge, I have been learning through online courses such as https://tinyurl.com/mrh49xd8 and studying CFA L1 material as well  
       
     Describe a time when you went above and beyond your role and delivered exceptional work\*
* At OYO, when I was working in operations team, the ground team that I had, had no proper communication channel and used phone calls, whatsapp, etc. So I wrote a BRD for a ticketing system to replace the manual process and thereby reduce TAT, but the business vertical was at a nascent stage and product team had limited bandwidth, so this task didn’t make it to their priority list. Given the rising volumes of tickets and heat on my team from the business team, I decided to build a system myself. I got the ground business team and corporate finance on board and learnt google apps script in 2 weeks time to build an end-to-end automated system which required no intervention from the corporate except for financial approvals. This way, I could track the OKRs of my team and automate publishing monthly reports to the stakeholders. This system was applauded by the business team and later got implemented for the then new workspaces business as well.
* Describe a time when you faced unexpected challenges at work\*
* At OYO, when the cloud kitchen business was being set up, a lot of wi-fi routers were to be installed at hotels where kitchens did not have access to the internet. This was an important step in making the site live, but the vendor had his payments pending and his POs were not being made on time as well. So he was adamant on resuming the work only after he at least gets a PO for each site beforehand. The issue was that there was a single guy only in our team making POs for multiple business verticals and he was already overburdened with work. I assured the vendor that his payments will be done and he’ll start to receive his PO’s on time after some time after which he resumed his work. I helped the PO guy by making him an automated sheet, where he could paste data in a specific format and with the click of a button, all POs will be grouped and sent to tagged vendors automatically. This saved him significant amount of time and this also helped me get a PO done on priority if needed in future.

OYO: Wifi routers were to be installed at hotels where kitchens did not have access to internet. But the vendor had his payments and multiple POs pending, so he stopped working. There was one guy in our team making POs for multiple businesses and he was already overburdened. I got the vendor to resume work by assuring him of timely payments and POs, also I helped the PO guy by making him automated sheets, where he could paste data in specific format and automate emailing, saving him time.

* Netapp: I was tasked to analyse a portfolio of 10 products as there were feedbacks from ground that many products have similar features which confused customers and made products difficult to manage. I was new to the industry, and I hadn’t work on this kind of project before. So I asked for help from my Director, and she helped me initially on how to approach that. I had setup calls with respective product managers to understand each product deeply and asked for more materials to read for the same. At the end, I presented my analysis to the stakeholders and a new unified product BlueXP was launched later by the company

What were the toughest work challenges you have faced and what help did you seek in overcoming them

* At Netapp, I was tasked to analyse a portfolio of 10 products as there were multiple feedbacks from the ground that many products have similar features which not only confused customers but also made the products difficult to manage. Not only I was new to the industry, but also I didn’t work on this kind of project before. So I did seek help from my Director(my manager at that time), and she helped me initially on how to approach this. I had setup calls with all the respective product managers to understand each of the product deeply and asked for more materials to read for the same. I asked for the data on products from product managers wherever needed and I tried to get feedback from my manager more frequently on the progress made. At the end, I presented my analysis to the stakeholders and this document was used along with other recommendations to launch a new unified product named BlueXP by the company

What is the work or time or phase of your life that you are most proud of?\*

* I have worked as an Events Manger in Techfest (Science and Technology fest of IIT Bombay) where I led the exhibitions segment with a team of 20+ coordinators. It included reaching out to global companies, innovators and organisations and convincing them to visit our event to showcase their innovations. I along with my team built a huge database and we contacted each and every contact through all possible means such as telephone calls, WhatsApp messages and calls, emails, linkedin and twitter. But there was one exhibit named Sophia that past teams were trying to contact and invite but could never finalise. I wanted her to be showcased, so I contacted all the contacts I could get and tried to convince them for months. Finally, just 5 days before the final event, I could negotiate a deal and get a yes from them to visit and deliver a speech. It was big thing as the robot visited India for the first time and we had a huge crowed lined up to see her. I was applauded by my team members and this event also got coverage from big media outlets.
* What value do you see yourself adding to the WaterBridge team?\*

1. I have good problem solving skills that I’ve honed during my work experience and with which I can help portfolio startups on key strategic and operational projects to accelerate their growth
2. I have hands-on experience with tech as I have built and implemented many systems including multiple maching learning models which will be helpful in evaluating tech in some deals.
3. I have built a good network with my college peers and have formed a network of linkedin connections with founders and people in the VC industry
4. Apart from this, I’m a quick learner and perform well in challenging times. This trait has come in handy in the past.  
     
   Assume you are part of the Investment Team at WaterBridge, if you had to recommend a start-up for upto a $2M seed to Pre-series A investment, which company would you recommend and why?\*

Market Sizing (Is the opportunity big enough?)

Given, Moonshot is building their own distribution for F&B vertical and operating in Northern India, their current TAM is

Indian Grocery Market => $400B

F&B share ~ 10% => $40B

Distribution Margins ~ 10% => $4B

North only market (assuming equal size for all direction markets) => $1B

This market is set to grow as they expand vertically and geographically.

Team

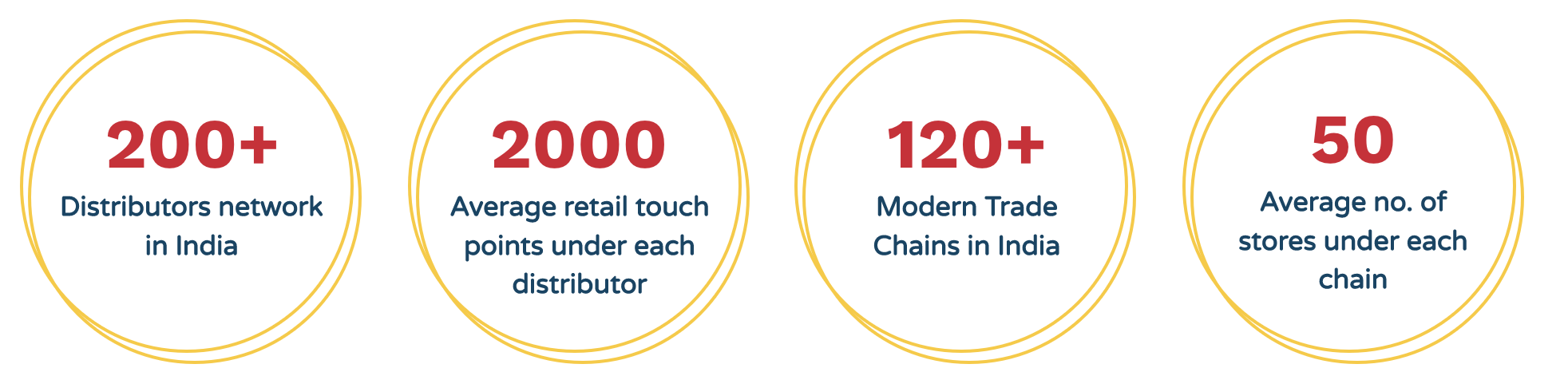
Timing (Why now?)

1. Online shopping saw a surge during pandemic and led to accelerated adoption of ecommerce in India. But post pandemic, customers now prefer to do their research online and then buy in-store, or vice versa, rather than going to the closest store to do both. Also, Ecommerce exposure brought in instant deliveries or quick commerce and that has flipped the equation, quick commerce depends heavily on **distribution efficiency and network effect.** The brands that are able to distribute their products more efficiently across a region to these quick commerce channels win.
2. Legacy and larger FMCG players clawed back their advantage thanks to the emergence of quick commerce, where they could fulfil the **requirement of faster stock replenishment**. Hence, to compete, most of the online brands need offline expansion or offline distribution. Apart from a few, it is not viable for most brands as both of these need heavy investments given the current funding environment. Thus, a distribution-as-a-service is a better way to scale offline business in Tier-1 cities and expand in Tier-2/3 cities strategically with minimum capital.

Solutions and Traction (As per their website)

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Future Potential -

1. More companies can enter Indian market without having to invest heavily in building their own distribution
2. Retail intelligence data can be useful for and for demand planning, new product planning and for other advisory services

Challenges ahead

1. Heavily funded competitor startup
2. They are building their own network which is capital intensive and not leveraging the existing one by proving an asset lite value add. It is to be seen if works in their favour  
   Please draft a note on any WaterBridge portfolio company of your choice. Why do you like/dislike it and what makes it a good/bad investment?\*
3. Magicpin
4. The seller space in digital commerce is consolidated: less than 5 million MSMEs are registered to sell online, with an even smaller number getting meaningful business from the large commerce platforms.13 They lack either digital access or the money and confidence to operate via digital trade platforms.

Please provide 2 references (please include people who you have worked with and will vouch for your work ethic, do include atleast one direct supervisor). We will reach out to references only with your prior consent.\*