**CEO**

**Why has Zomato focussed heavily on the B2B side of its business?**

This has been the core strategy. To make the restaurants our main customers. The margins in the food business are high and we want to capture that market. Besides, the inefficiencies in restaurant operations (from procurement to production to packaging to billing to delivery) give us a tremendous opportunity to tap into.

**How has the dine-in business recovered post the pandemic?**

It has been slow to recover and to a much lesser extent. People went for delivery as soon as lockdowns were eased, but dine-in is facing challenges to pick up. Many restaurants have permanently closed down, most are running much below capacity as people are still reluctant to go out. The onset of WFH has also lowered dine-in sales as office-goers no longer hangout in such places.

**Has Zomato faced a shortage in its delivery personnel lately?**

Yes, the pandemic was a difficult phase from that perspective. Since then we’ve eased our process of recruiting delivery partners to fill the capacity gaps. Right now, on paper we’re not short of personnel but delivery inefficiencies are still making it look as if we are.

**Zomato is known for its quirky advertisements. How has the strategy fared?**

It has worked pretty well for us. Zomato is today a household name, and one big factor has been our marketing. We have some awesome creatives toiling day and night to come up with those copies. Sometimes we get into controversies, but that is short-term.

**Are there plans to acquire companies in the delivery space?**

We’re looking at certain targets not necessarily in the delivery space.

**Director – Product**

**How does Zomato utilize the user feedback it receives for its App?**

We have a dedicated team that tracks and responds to feedback. We review the inputs we receive on a quarterly basis and improve the product and its features in the subsequent releases.

**How has the headcount in the product team varied over the last 4 quarters?**

We saw some attrition in the first 2 quarters, that’s when we upped the hiring. Right now the headcount is stable.

**What are some innovations in the pipeline to delight the users?**

We’re planning to beta a voice-enabled interface in H2, besides a lot of focus is on improving the app’s performance. As we tap into the Tier-2 and Tier-3 markets more, our focus is on making the app lighter (for phones with limited space) and also the cloud-transactions lighter (for lower bandwidth connections)

**What is the data science team focussing on primarily?**

Our core focus is helping the restaurants with smarter product recommendations, offers, pricing and menu selection. We get tons and tons of data about customer preferences, geographic variations, variations on different occasions of the year, days of the week. Our data science team analyses those to make recommendations to our restaurant partners to make better business decisions.

**Director – Marketing**

**What are the marketing team's objective for the current financial year?**

We have a budget of Rs. 120 Cr at our disposal and we will be focussing on greater user engagement on social media, more effective and frequent email campaigns. We might also look at TV advertising this year.

**What are the primary channels used by Zomato's marketing team?**

Primary email marketing, social media (Instagram, Facebook) and SEO

**Zomato is known for its quirky advertisements. How has the strategy fared?**

It has been a tremendous experience. It is a fantastic experience not only for our fanbase but also for our in-house creators. As you know, we have not outsourced our marketing. All of it is planned, produced and run in-house.

**What’s Zomato’s SEO strategy?**

We focus on enabling SEO for our restaurant partners as much as possible, both on web and on mobile. We work closely with the product and analytics teams for this.

**Director – Finance**

What is Zomato's payout model for its delivery executives?

Fixed salary+incentives after crossing a target number of deliveries

Are there any delivery-related acquisitions in the pipeline?

No.

What is the most important revenue stream for Zomato?

Ads and subscription fees from restaurant partners

**Director – HR**

**How has the overall attrition in the company been?**

14%

**How has the attrition been in the delivery executives?**

38%

**What is Zomato's payout model for its delivery executives?**

Fixed salary + incentives after crossing a target number of deliveries

**How does Zomato handle delivery executives issues?**

The issues are rare but we typically address jointly with the customer. Our customer service team handles them.