



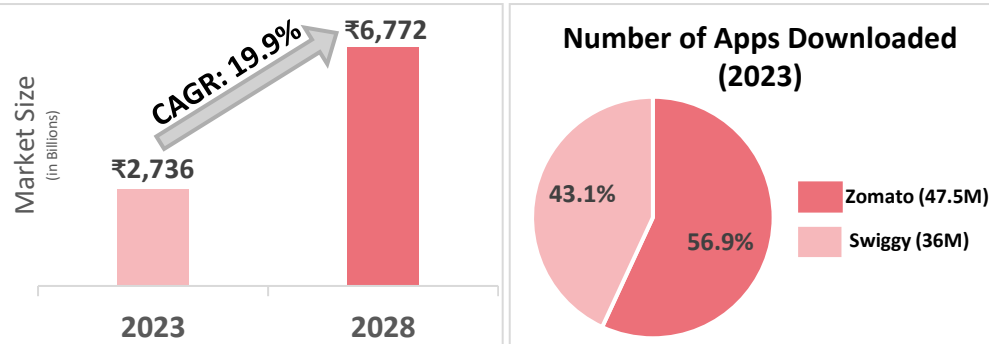
## *Case Study*



Increasing the number of  
**‘Text Reviews’**  
for Zomato

# MARKET LANDSCAPE

## Market Trends <sup>1</sup>



The Indian online food delivery market has a duopoly. The industry is predominantly dominated by two major companies:



Other smaller active players in the online food delivery industry are:



## Recent Market Happenings

**Acquisition of UberEats:** Zomato's acquisition of UberEats facilitated the acquisition of Uber's delivery partners, customers, and customers' order data. This strategic move positioned Zomato as the undisputed market leader in the food delivery category in India.

**Swiggy's strategic move to enter the grocery retail market:** Swiggy has acquired LYNK Logistics Limited, a technology-driven FMCG retail distribution company. LYNK functions as an authorized distributor for prominent FMCG brands, facilitating their connection with retail stores and providing a comprehensive solution to meet their sales and growth objectives.

## Business Model

### 1. Commission-based Sale

These companies levy commissions on restaurants, offering in return a marketplace where customers can directly place orders for food items from these establishments.



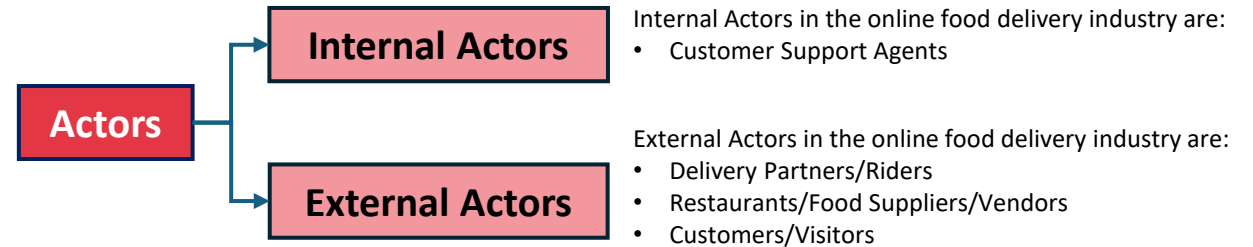
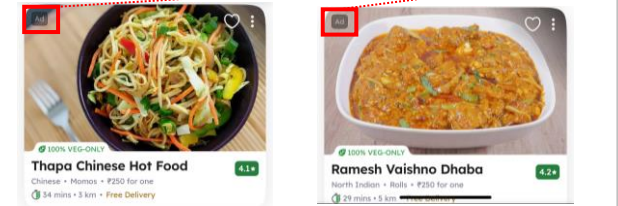
### 2. Charge Subscription Fee

Online food delivery companies enhance their service offerings through premium memberships aimed at customer retention. For instance, Zomato offers Gold, while Swiggy offers One.



### 3. Advertisement-based Sales

Restaurants have the opportunity to digitally promote and advertise on online food delivery platforms by paying additional fees. This arrangement ensures that their establishments are prominently featured at the top of search results when users are browsing.



## Future Market Trends



### Technological Advancements












The industry is leveraging technology to enhance customer experience, with the potential for delivery through robots and drones, leading to more accurate delivery times and increased efficiency.



### Virtual Kitchen

The rise of virtual kitchens, which operate without storefronts and focus solely on delivery services, is gaining popularity. This concept caters to the increasing demand for home deliveries and is expected to become more prevalent.

# COMPETITOR RESEARCH & INSIGHTS

Experience				
User Interface (UI)				
# of unique ways to put Review	Flipkart offers users the capability to provide Reviews in <b>2 different ways</b>	Zomato, pioneer in review systems, offers <b>3 distinct ways</b> for users to share reviews	Tripadvisor offers users the ability to submit <b>detailed reviews</b> through <b>2 methods</b>	MMT offers a streamlined review feature <b>with single-point functionality</b>
User Journey (# of steps to complete Review)	 8 Steps	 6 Steps	 7 Steps	 6 Steps
Any Review Suggestions available?	No User gets a functionality of reviews at various parameters (quality, design, etc)	<b>Yes!</b> The best of Zomato Reviews is: Reviews can be selected rather than just writing	No Tripadvisor has minimum character limit for posting review (depending on ratings)	No Just like Tripadvisor, MMT also has minimum character limit for posting review
Review Title available?	No Flipkart lacks the feature of a review title, potentially causing inconvenience for users reviewing & browsing feedback on platform	No Swiggy also lacks the feature of review titles; posing challenges for users when navigating through feedback provided by others	<b>Yes!</b> Tripadvisor offers the option to provide a review title, aiding other users in promptly grasping the essence of the review	<b>Yes!</b> MMT also offers the option to provide a review title, facilitating quick understanding of the review's essence for other users
How Review process concluded?	Review ends with nice thanking notes like: <ul style="list-style-type: none"> <li>• Thank You</li> <li>• You are awesome</li> </ul>	Zomato expresses gratitude to its users by sharing "Thank you for your review" note	Tripadvisor goes an extra mile by sharing a thanking note on app as well as on email	Similar to Tripadvisor, MMT also gives a wow factor by thanking on app and email
Any negative Feature?	The review process is perceived as tedious by users due to its dull UI and the extensive steps required to finalize a review	-	The review process exhibits a notable lengthiness, which may contribute to considerable rate of drop-offs	-
Any interesting Feature?	The ratings on various parameters enable users to evaluate product across various dimensions	The tags (reviews suggestions) are best feature of Zomato; Highly helps the users to quickly share the reviews just by clicking rather than typing long texts	The requirement for a minimum character length aids Tripadvisor in displaying comprehensive user experiences, encouraging reviewers to mention even the smallest aspects	MakeMyTrip incentivizes reviewers by offering them additional discounts on their subsequent bookings; At each review stage, reviewers receive further discount options for future bookings
Overall Review Experience				

# IMPORTANCE OF REVIEWS & PRODUCT OUTCOMES



## Trust & Credibility

Positive reviews build trust in the platform and the restaurants listed on it. When potential customers see that others have had good experiences, they're more likely to trust the platform and order from it.



## Decision Making

Reviews help customers decide where to order from. They provide insights into the quality of food, delivery times, and overall service. Customers often rely on reviews to choose between different restaurants or food options.



## Feedback Loop

Reviews serve as a feedback loop for businesses. They can learn what customers like and dislike about their offerings, allowing them to make improvements and better cater to customer preferences.



## Visibility & Rankings

Higher-rated businesses are often prioritized in search results and recommendations. Positive reviews can boost a restaurant's visibility on the platform, leading to more orders and revenue.



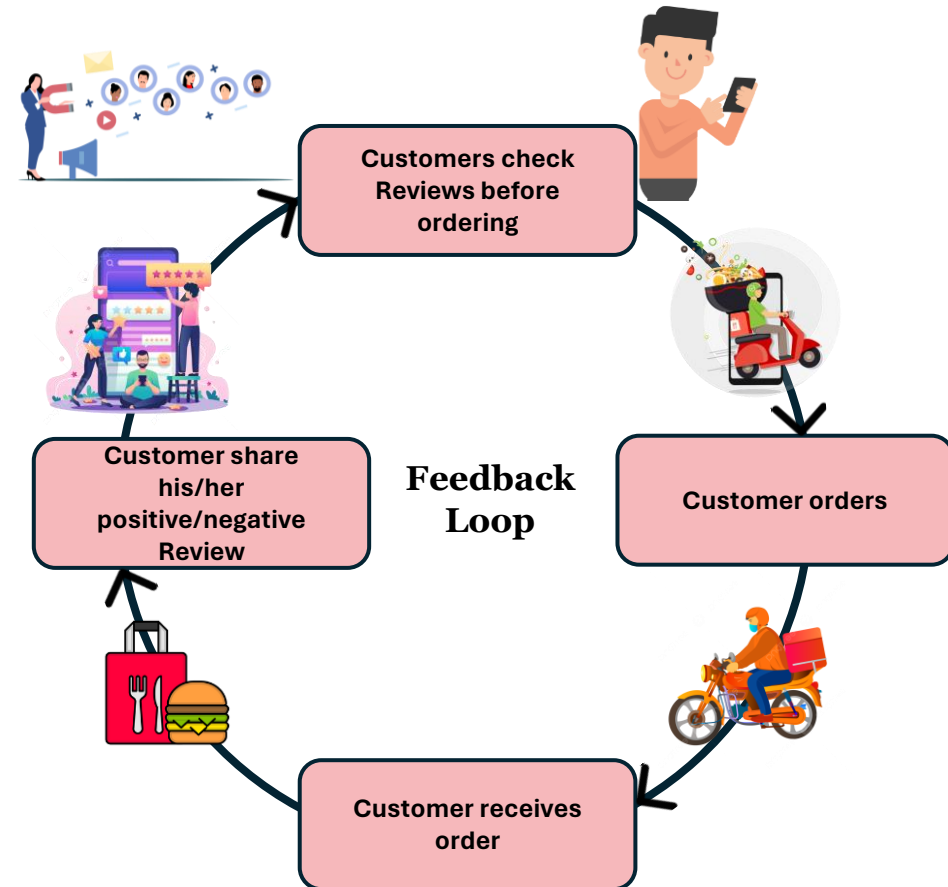
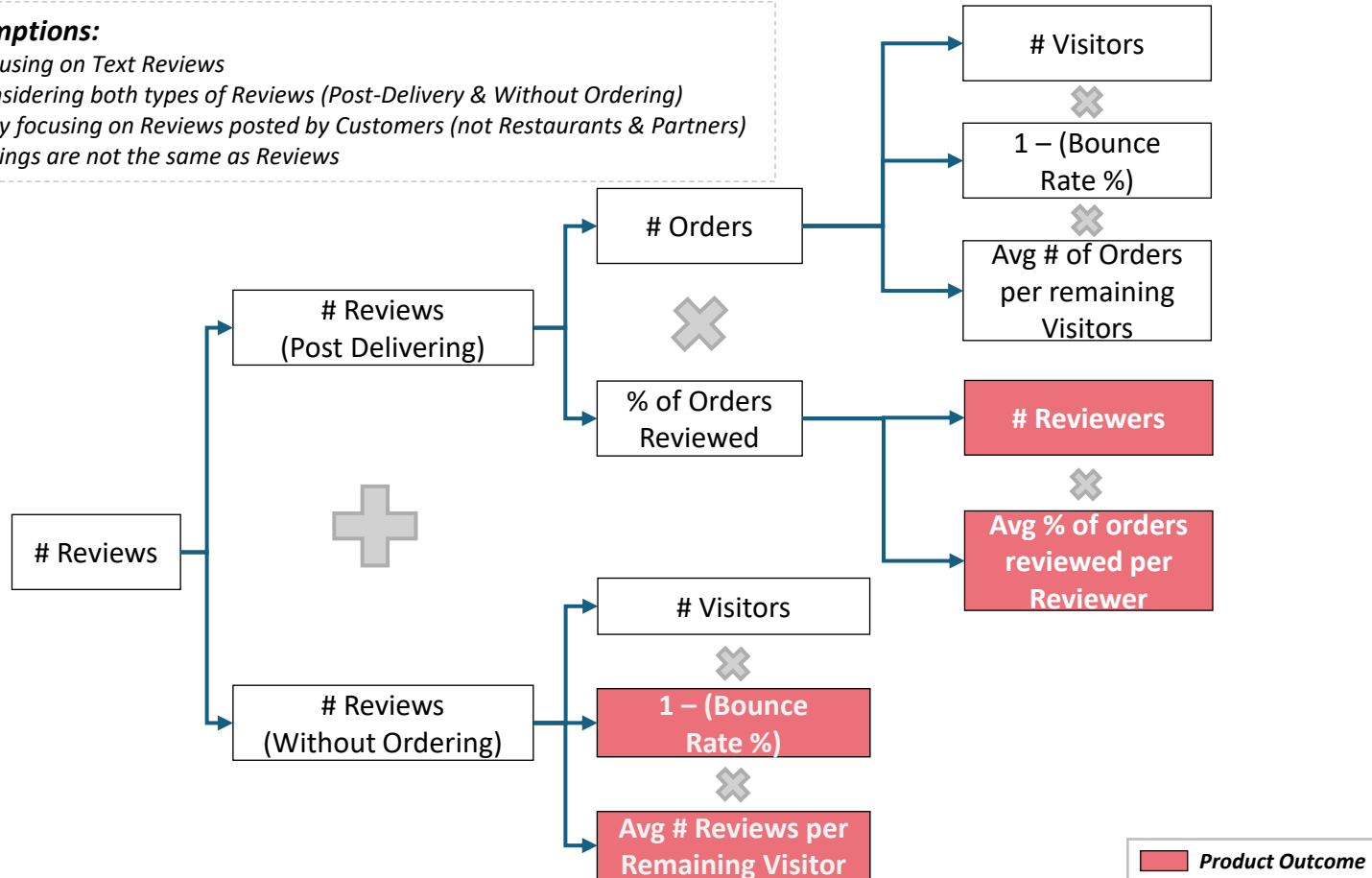
## Competitive Advantage

Restaurants with a high number of positive reviews have a competitive advantage. They stand out from the competition and attract more customers, ultimately driving growth and success for Zomato

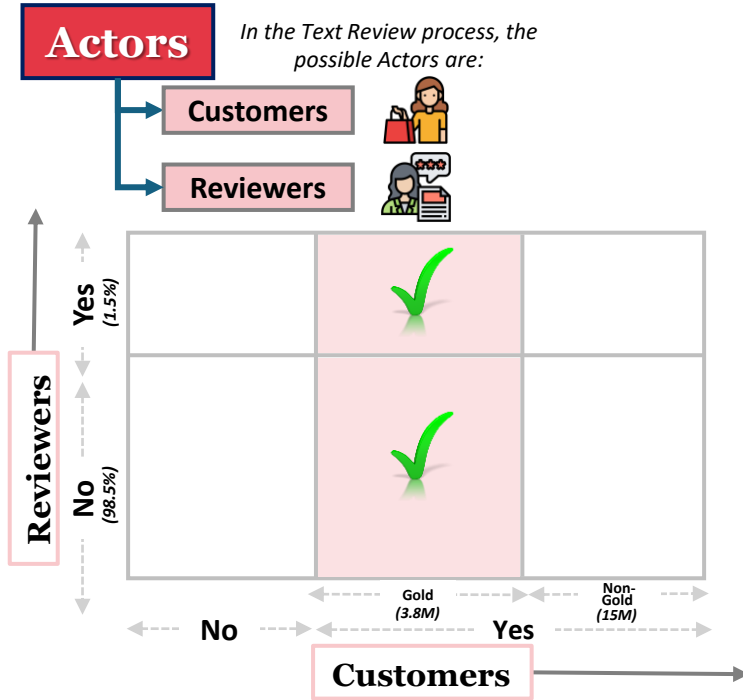
## Why do Reviews Matter to Zomato?

### Assumptions:

- Focusing on Text Reviews
- Considering both types of Reviews (Post-Delivery & Without Ordering)
- Only focusing on Reviews posted by Customers (not Restaurants & Partners)
- Ratings are not the same as Reviews

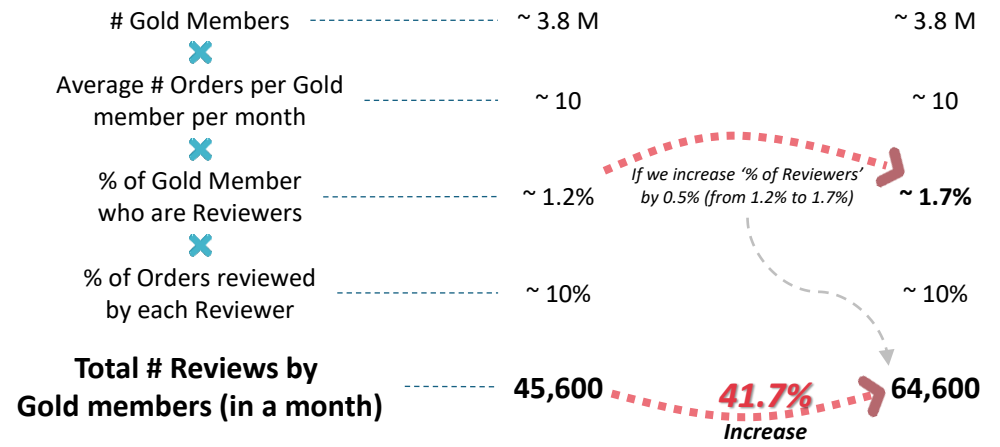


# USER SEGMENTATION IMPACT ESTIMATION



## Understanding the Impact Opportunity Sizing

### Estimating the Number of Reviews generated by Zomato Gold Members each month



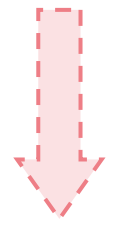
If we can increase “% of Gold Members who are Reviewers” from **1.2% to 1.7%** (an increment of 0.5%), it will result in **additional 19K reviews** (~42% increase)

To check the calculation on other segmented audience, kindly click here

- The chosen segmentation has the **highest opportunity size**, resulting in **maximum impact on the product outcome** (i.e., increasing the number of reviews)
- To initiate a shift in user behavior, it is important to first **focus on established loyal customers** (Gold members)
- These loyal individuals are **more receptive** to outreach and understanding their concerns is comparatively easy
- Additionally, premium users are more **inclined to embrace new adjustments** compared to non-premium customers

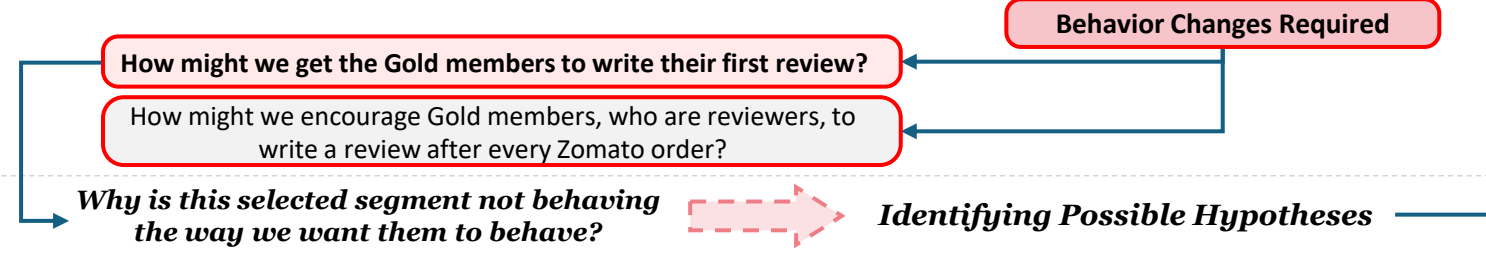


## User Segmentation



“ **Current Zomato Gold Members in India** ”

## Understanding User Behaviour



- Identifying Possible Hypotheses**
- The users could think that review writing is a time-consuming process
  - What will the reviewer get in return? (No incentives)
  - The UI seems to be quite complex for the first-time reviewer (Not sure where to write)
  - The users might not be getting enough reminders (App Notifications/Messages Reminders/In-App Pop-ups)
  - The users might feel that writing a review is not a priority for them
  - The users might feel lazy in writing the text reviews
  - Maybe users are highly concerned about their privacy

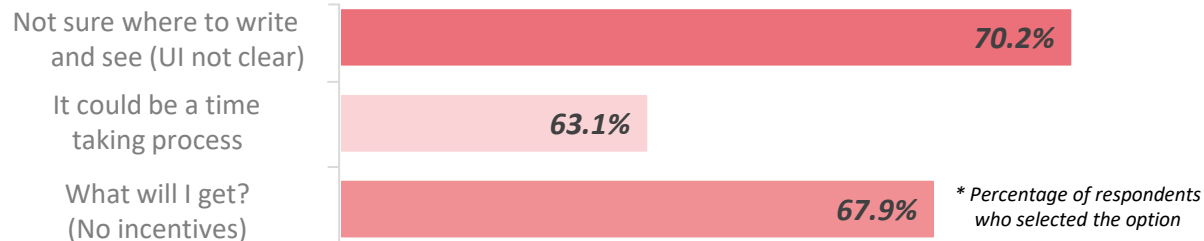
# USER RESEARCH

## Survey Analysis

Based on the stated hypotheses, I conducted a **User Research** (Survey) and gathered a total of **126 responses**. The **primary findings of the survey are:**

### Key Insights

- ★ Out of 126 responses, 84 respondents are Zomato Gold customers
- ★ Out of 84 Zomato Gold responders, **~85.7%** respondents have never submitted any Text Review on Zomato
- ★ Among the stated hypotheses, 84 Zomato Gold respondents indicated the following **top three reasons** for not sharing their text reviews after food delivery:
  1. Not sure where to write and see (UI not clear)
  2. It could be a time-taking process
  3. What will I get? (No incentives)



## Customer Interview Analysis

In order to identify the **primary pain points** of respondents, I conducted **8 one-on-one customer interviews**. The major pain points identified are:

### User Goals

- Users want to quickly and confidently order food online, ensuring that the selected restaurant and food items meet their expectations for quality and taste.
- Users want to make informed decisions when choosing a restaurant rather than selecting one at random.

### Pain Points

- Users feel their reviews don't add value to other users because they are unaware of where to find previously posted reviews for restaurants and food items.
- Users feel that there is no noticeable improvement in restaurant services even after they have shared their reviews.

## User Persona



Himani Das

Management Consultant

26 Years

Lives along in Bengaluru

Himani Das serves as a management consultant for a startup located in Bengaluru. Due to her demanding schedule, she delegates dinner preparations to her chef and opts to order lunch online while at the office. She typically visits the office three times a week and exclusively orders lunch online.

“ I have been a regular Zomato Gold user for the last 1 year. I typically order my lunch online only whenever I am in the office. But eating from the same restaurant is boring and finding new good quality restaurants is high time taking ”

### Goals

- Wants to spend the least amount of time in finalizing the restaurant
- Wants to have a system where she can quickly look for recent text reviews (just not ratings) before finalizing the restaurant

### Pain Points

- Not sure how other users will be able to view her text reviews; if her reviews don't help other users, what's the point of writing a review
- Hardly put any text reviews, as it's a long process and I don't get anything in return



Amit Singh

VP – Sales

38 Years

Lives with family in Delhi

Amit Singh serves as the Vice President of Sales at a leading e-commerce company in India. He is a passionate food enthusiast who operates a food vlogging channel with his spouse. He particularly enjoys Thai and Mexican cuisine. Amit frequently orders food online and documents the process of receiving, unpacking, and evaluating the quality and taste of dishes from various restaurants in video format.

“ I enjoy exploring new cuisines and sharing my reviews on my YouTube channel, focusing on the quality and taste of food from various restaurants. It is a personal passion of mine to sample diverse culinary offerings from different restaurants ”

### Goals

- Wants to try unique food items for his YouTube channel and wants to have a seamless review-sharing process on Zomato
- Seeks to grow YouTube and Zomato followers to aid followers in identifying suitable restaurants

### Pain Points

- Often, after writing detailed text reviews, my Zomato followers aren't even aware of where to read those reviews
- Even after posting text reviews, there aren't any differences in terms of the restaurant's services

# PROBLEM FRAMING CANVAS

## What is the True Problem?

Users hesitate to write reviews due to uncertainty about the value & visibility of their contributions, stemming from a **lack of awareness** of where their reviews are displayed and how they can impact others

## Who are the customers facing the problem?

Our existing gold members, consisting primarily of working-class professionals and highly occupied students, face a challenge in exploring functionalities of the app due to limited time during the ordering process

## How do we know it is a real problem?

User Survey suggests that ~71% of users aren't sure where to write and see the text reviews. Validated during User Interviews as well.

## What is the value generated by solving this problem?

### For the target customers

More and more customers will be able to view these textual reviews for the restaurants. This will result in the following benefits for the target users:

- Informed decision-making process for the users
- Better trust in the restaurants' offering and services
- Enhance confidence in the Zomato platform

### For the business

Increases the number of reviews (by 19000) from the Gold member, eventually will help in the following ways:

- Restaurant Improvement: enhance offerings and quality
- Increase in Revenue: More Reviews -> Higher Conversion Rate -> Zomato's Revenue Growth
- Cost Reduction: Higher Reviews -> Enhanced decision -> Lower complaints, escalations, and refunds
- Organic Traffic

## Why should we solve this problem now?

After getting listed on BSE, Zomato has shifted its primary focus from just acquiring new customers to also becoming profitable. Recently, Zomato achieved profitability and now plans to expand further.

However, if current users continue ordering without leaving reviews, new users may struggle to find value on the platform. Therefore, it is crucial to encourage users to start posting reviews

# POSSIBLE SOLUTIONS

## How can we increase awareness about the text reviews among the existing gold members?



### Restaurant Home Page Carousel

Introducing a feature where users can slide reviews on the restaurant's home page or menu page. This feature will directly capture user attention, resulting in raising awareness.

The key functionalities of this feature include:

- **Review Carousel on the Restaurant Home Page**
  - Shows three recent text reviews and an option to view all reviews for the selected restaurant
  - Comes with a feature of sliding, so that users can quickly slide the most recent three reviews
  - Shows the reviewer's name, food item reviewed, ordered date, star ratings, and text review
  - 'View All' feature will enable users to view more reviews and make informed decisions
- **Pop-up Review Screen for Individual Food Items**
  - Pop-up screen will help users see reviews related to specific food items only
  - Users can easily look at the text review, star ratings, and ordered date in each review posted by other users
  - Pop-up will enable users to directly add the food item to the cart if a user likes the reviews



### Post-Order Screen Carousel

Introducing a "Post-Order Screen Carousel" feature, designed to raise awareness about text reviews through a carousel displayed on the post-order screen. After ordering, users are idle and not actively making decisions. Showing past reviews on the post-order/order tracking page, the carousel grabs the user's attention, displaying previous users' reviews.

The key functionalities of this feature include:

- **Automatic Sliding:** Text reviews on the carousel will automatically transition every 5 seconds, displaying the next review
- **User Control:** Users can manually slide the carousel to navigate directly to the next review
- **Review Display:** The carousel will exhibit the most recent 5 reviews, followed by a "view more" tab. If the user takes no action, the carousel will restart with the most recent review
- **Animated Attention:** The animated carousel will attract users' attention, enhancing engagement with the review content



### Notification-based Reviews

Presenting a "Notification-Based Reviews" feature where users can directly view/interact with the text reviews by notifications. Users will receive a notification whenever another user shares a review for a restaurant they have marked as 'Favorite.'

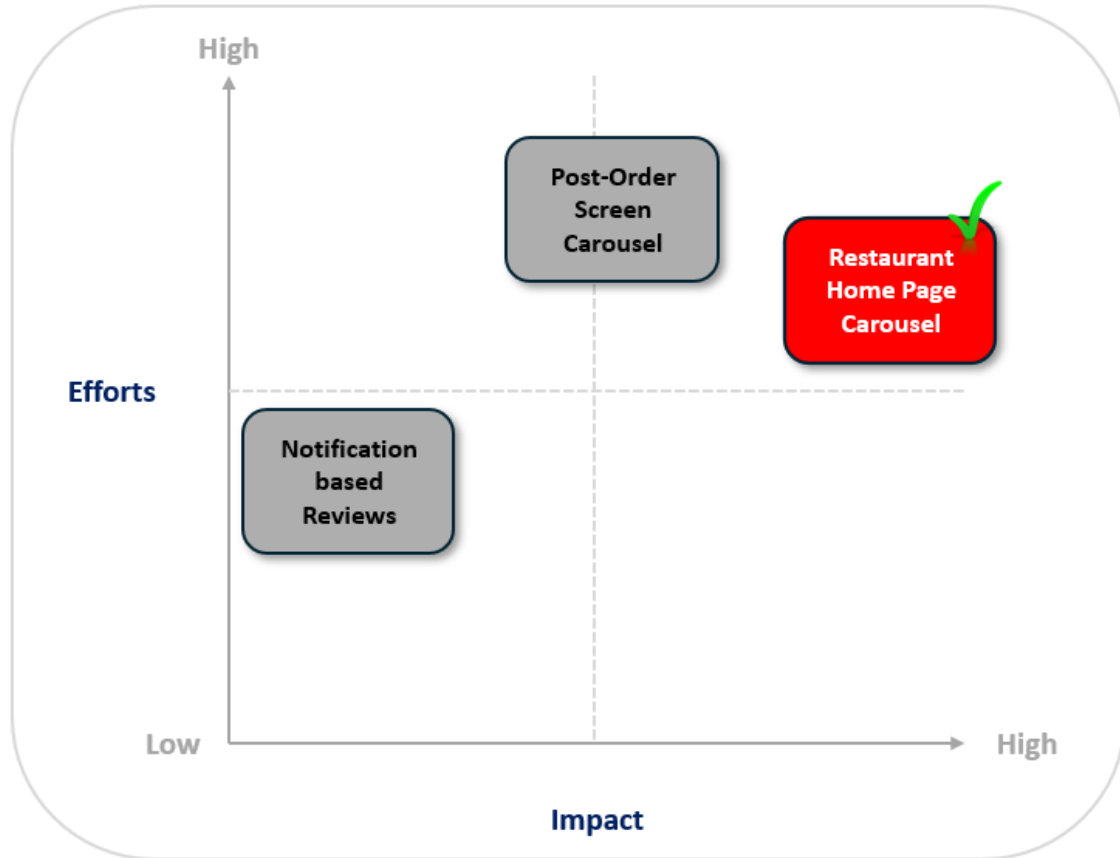
The key functionalities of this feature include:

- **Personalized Reviews:** User stays updated with recent reviews for their favorite restaurants, enhancing their awareness
- **Practical Nudges:** To maintain user experience, each user receives a maximum of 2 notifications per day by default
- **Smooth Awareness:** Notifications enable to spread the awareness among users even without opening the app
- **Effective Landing:** Users will be redirected to the Review page after tapping the notification, resulting in exploring more about his/her favorite restaurant



# SOLUTION FINALIZATION

## Efforts VS Impact Mapping



## Finalized Solutions

### 'Restaurant Home Page Carousel'

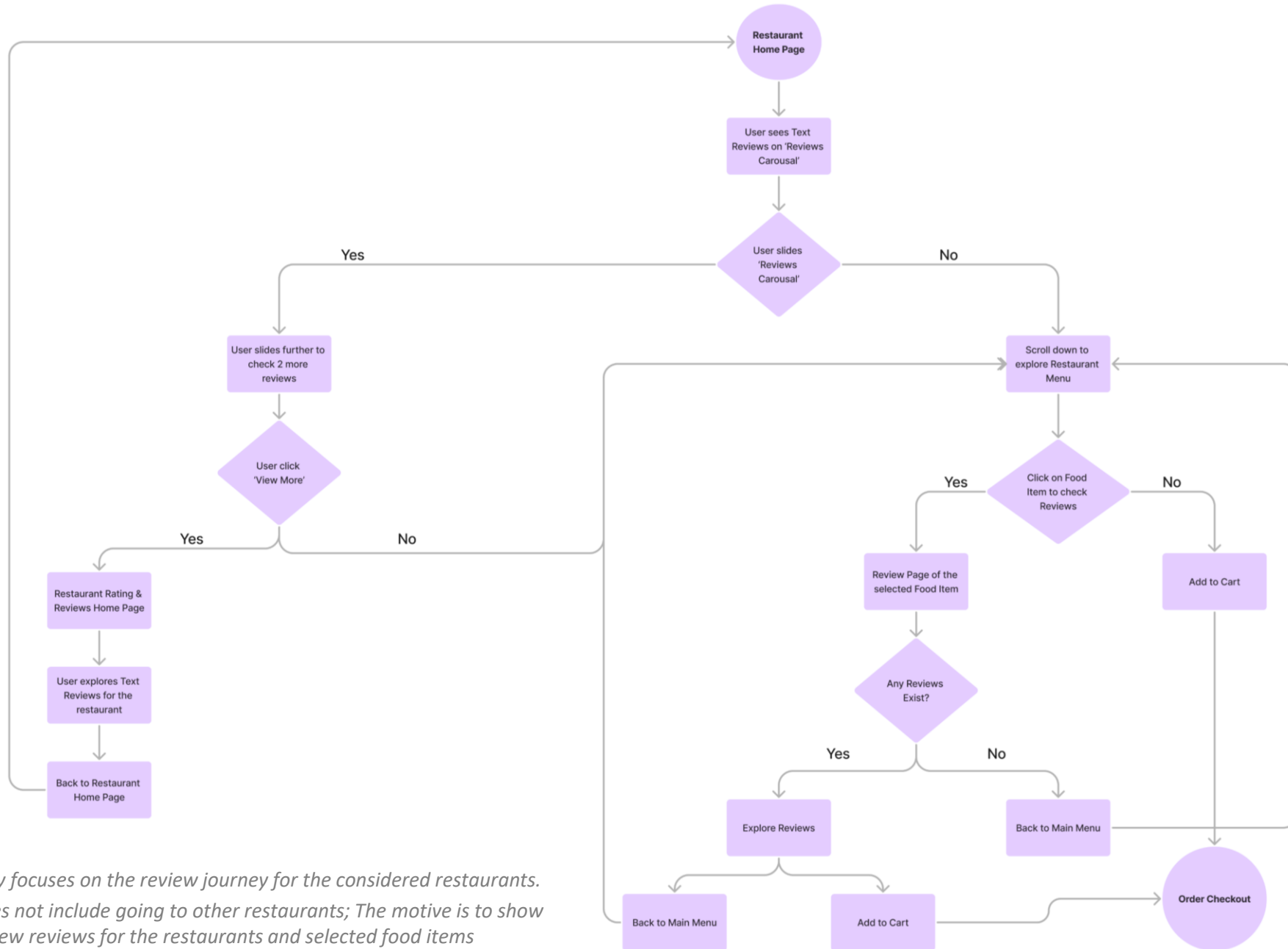
“

*Display existing text reviews posted by other users on the Restaurant home page/menu page...  
...will raise awareness among users about the importance of text reviews and encourage them to share their own experiences...  
...for the Gold Members using both iOS and Android mobile...  
...thus increasing the number of text reviews by 19k (42%)”*

”

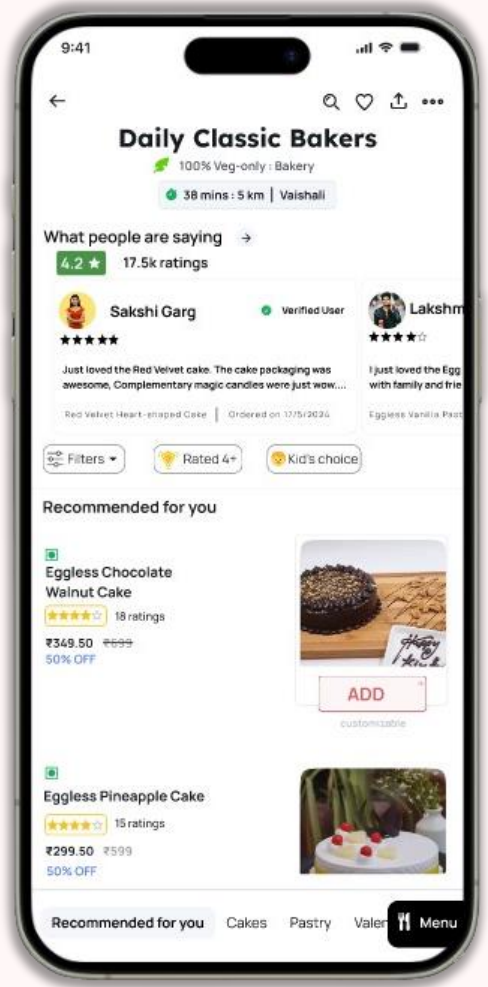
# USER FLOW

Let's understand the new user flow

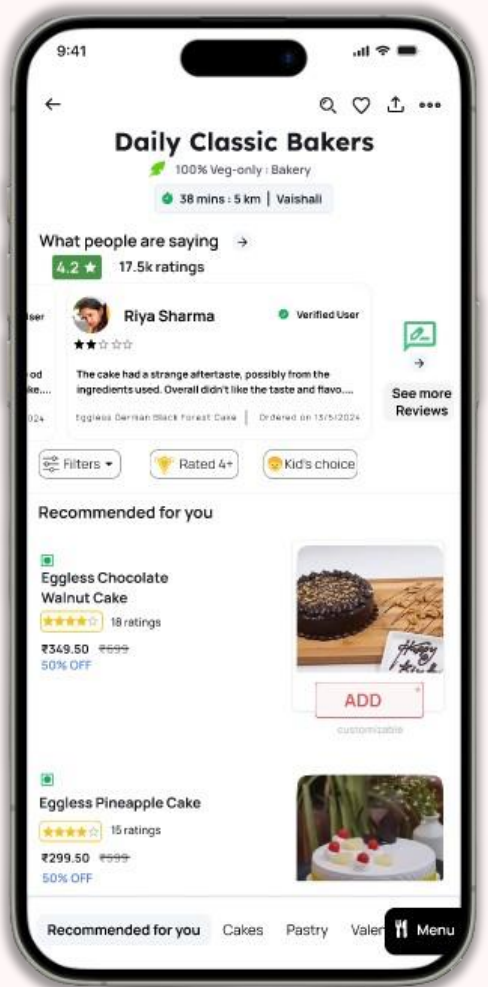


 *Figma Link*  
For greater clarity,  
kindly click here

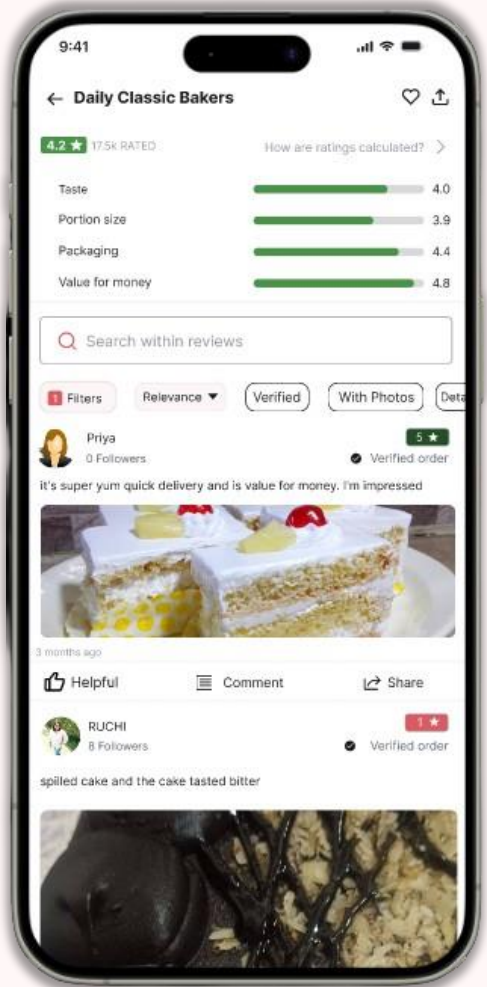
- Notes:**
- The user flow only focuses on the review journey for the considered restaurants.
  - The user flow does not include going to other restaurants; The motive is to show how a user can view reviews for the restaurants and selected food items



Screen 1



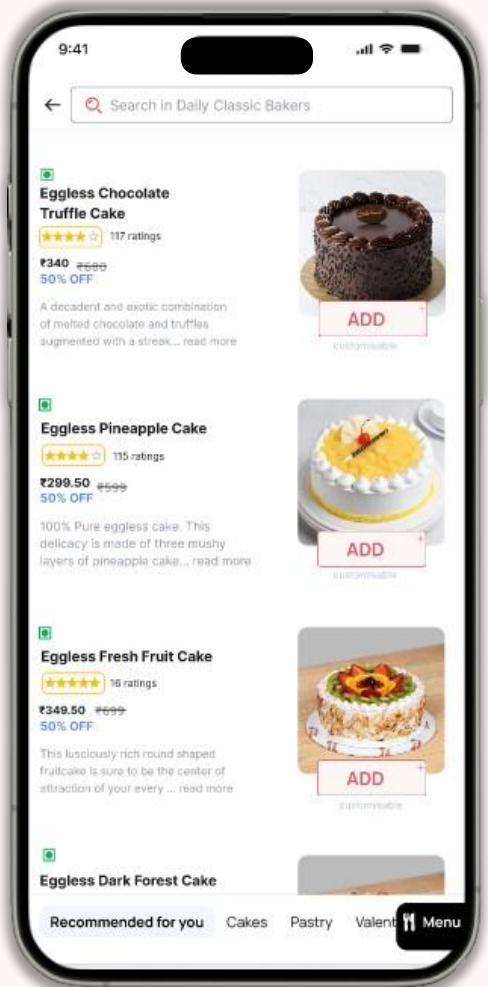
Screen 2 (a)



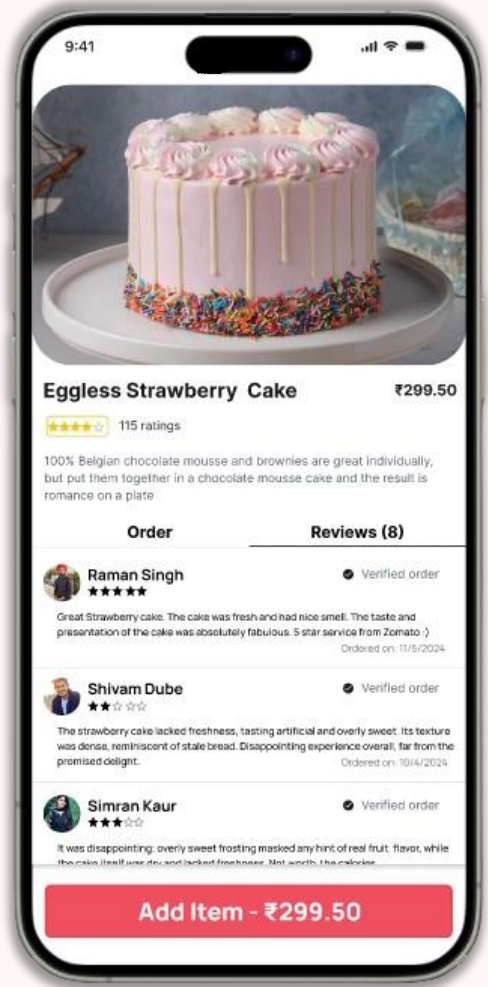
Screen 2 (b)

# WIREFRAMING & PROTOTYPING

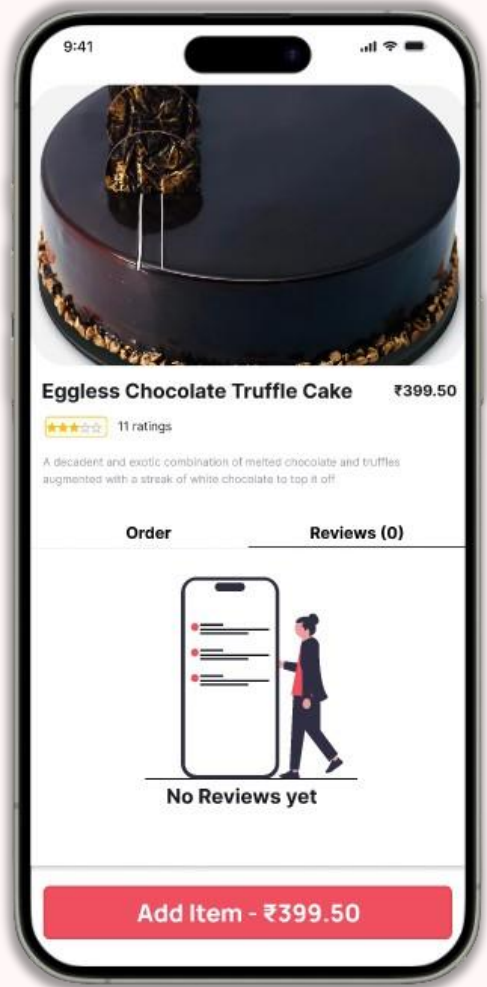
Let's visualize the solution



Screen 3



Screen 4 (a)



Screen 4 (b)



***Thank You!***

**Let me know your  
thoughts/feedback**

***– Aastik Upadhyay***