

Speaker: Anuj Rathie- VP Revenue and Growth @ Swiggy,
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P.S.- These are running notes according to my understanding.

Scale

- 5 parameters to judge whether or not to pick up a project:
 - Impact
 - Confidence
 - Speed
 - —
 - —
- Teams organized in 5 clusters with complementing DNA
 - Core: Works on platform capabilities (search, geo capabilities) and drives projects with long term projects (ex. Swiggy Pop). Similar to the Platform cluster @ CRED. *DNA- surity of high impact, high confidence projects*
 - Labs: Very long term projects. Ex. drones, maggi machines. *DNA- long term big bets*
 - New business: Explores new business verticals, responds to current climate (macro as well as competitive) and validates hypotheses. Ex.- genie, stores. *DNA- high impact, high agility, medium quality*
 - Growth
 - X team: Churns out incremental experiments. Ex. Swiggy airport. *DNA- mid impact, mid confidence, very fast delivery*
- Capabilities of teams
 - Core is highly equipped with tech
 - Labs has software + hardware capability
 - New business and X teams are full stack but there's not a lot of emphasis on deep tech
- Mapping business goals to product goals
 - Orgs where business goals flow from top to bottom are not able to leverage full potential of PMs that work in the trenches and have a holistic understanding of on ground realities and possibilities
 - Swiggy has a process to build quarterly/ annual proposals bottom up where teams come up with their idea of vision and possibilities. Product leaders collate these and present multiple scenarios to the senior leadership to evaluate trade-offs. Scenario mapping is heavily used to present different views of what Swiggy would look like XX months down the line if certain projects are taken up.

- Swiggy buckets all proposed projects into the advantage those projects provide for the business- future edge, response to competition, customer experience, fundamental (tech, unit economics, business) and focuses on select few buckets each quarter.
 - To decide
- OKR planning doesn't work for Swiggy since metrics are closely tied to each other due to multiple stakeholders.
- Anuj likes to have an 18 month view of key levers in the business and how they'll change, 12 month view of metrics goals and 6 month product roadmap.

Habit and Growth

- Habit is all about increasing frequency of usage. Before focusing on increasing frequency, spend time understanding and executing the core value proposition really well.
- It's important to have a benchmark of optimal frequency that the product can be used at (this was referred to as the "natural frequency").
- To figure out growth opportunities, Swiggy uses a three dimensional approach where the three dimensions are:
 - Cohorts (some examples are weekend discount seeker, weekday speed seeker, students and young professional, non snapchat students)
 - CLTV
 - Delta between natural and current frequency
 Clusters with high CLTV and delta are prioritized
- PMs should strive hard towards figuring out their growth equations and levers

Misc.

- Book recommendations
 - Loonshots: How to nurture crazy ideas that win wars
 - Team Topologies: Organizing Business and Technology Teams for Fast Flow
- RICE framework by Facebook to decide whether to pick up a particular project:
 - Reach
 - Impact
 - Confidence
 - Effort
- ADS framework for marketplaces:
 - Availability
 - Discoverability

- Serviceability
- Fun facts about Swiggy
 - There's an inflection point above which increasing restaurants decreases user engagement metrics
 - Before launching in a city, Swiggy builds a robust supplier and delivery partner network so that users get a good experience the moment they start using Swiggy
 - Swiggy goes super deep into user research and cohort analysis. One interesting insights is that well off residents of South Bombay (yes I know, *SoBo*) don't have a very high natural frequency since they have cooks, drivers, maids but use Swiggy to help these household employees.
- Speaker's parting notes about the future: *Think about the fundamental levers and presumed truths about your business that are likely to change over the next 9-12 months.*