

zomato

culture

Survival Guide for New Employees

**(How to Rewire Your Brain
for Greatness)**

Deepinder Goyal

with

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Illustrations by Anuj Chaudhary

 **Juggernaut**

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Preface

by Chiki Sarkar

Publisher, Juggernaut Books

I was visiting my pal Nayantara at Zomato when I chanced upon a ring-bound dummy book on Deepinder Goyal's desk. I picked it up curiously, thinking I was looking at just a chic corporate handbook. And let's come clean – some of the material in this book is only for Zomato employees (or Zomans, as they call themselves) who are being inducted into the company.

But as I turned the pages . . .

. . . I realized this book was more than that. There was stuff here that would make anyone think, about how they worked, what a productive culture of a company should be like. It certainly made me look at how I ran Juggernaut and what were the qualities I should be encouraging in my team.

As soon as I had finished the book, I made Nayantara take me to Deepinder. I told him this wasn't just an in-house corporate book and that we should take it out into the world.

And so this book made the journey from his desk into your hands. I hope it will inspire you, entertain you and above all – make you think.







Our **vision** statements

Better food
for more people

ZOMATO AND HYPERPURE

Instant commerce
indistinguishable
from magic

BLINKIT

Make India
malnutrition free

FEEDING INDIA

Deepins



While the words here are written by me, Ashish and Naina, the ideas in this book have come from many places. From lessons learnt over the years. From books and organizations that have inspired me. Most of all, they've come from hundreds of people with whom I have had the fortune to work with, learn from and grow with.

Deepinder Goyal (Deepi)

Why did we write this book?

I strongly believe that our success (or failure) depends only on whether we are continuously becoming a better place for great talent to learn and to thrive. An organization where people come to become the best versions of themselves and then offer their work to millions of people, with very little in their way.

We are a place that doesn't have annual operating plans (or even quarterly plans). But we work super hard to keep the right people on the bus and then trust them to do the best job that they can possibly do.

Culture is an ongoing job and it needs constant reminders. This book captures the soul of Zomato – and mine too. This book also captures some of our history, cultural principles and some of our most important company policies.

I don't expect you to follow every principle here on the first day or week. Take your time and iterate on yourself. I am also only (hopefully) getting there. A number of principles in here are from my list of 'everyday reminders to myself'.

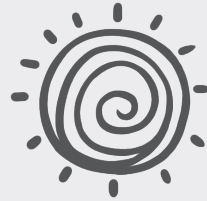
If you find this book useful, keep it with you and read it very often.

Deepi

PS: Thanks Naina, for helping me start writing this book, and Ashish, who helped finish it.

Welcome to Zomato





Welcome to the team.

Today is Day 1 and it should forever be. Every day – just like today – has the potential to redefine the rest of your life and our trajectory as an organization. I hope you never feel less excited to come to work. Today – and always – be aware, pay attention and bring your best to work.

The origins





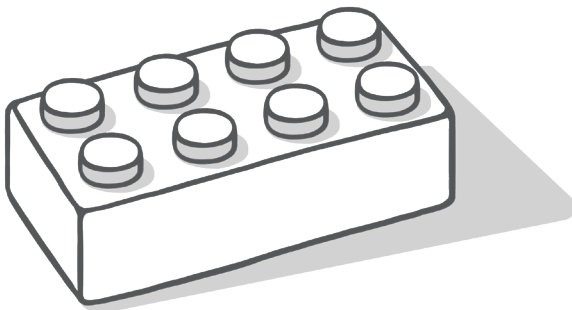
I started Zomato on 26 January 2008 (my 25th birthday). The idea for a scanned restaurant menu website came to me while working at Bain & Company, where I noticed that many of my colleagues would queue up at the pantry in the afternoons and late evenings to look for menus to order food. Ordering food was a time-consuming process, and we had very few menu options to choose from.

In the spirit of service

One weekend, I went around town, collected all the takeaway menus I could find and put them up on a website, mostly in the spirit of service to my colleagues and others around me.

At the time, I had no intention of turning this into the business it is now. I didn't think there was any money to be made from this. I did it because I thought it would be a useful and fun thing to do.





An accidental company

That is how Zomato began and it is the same spirit of service that has made Zomato what it is today. Zomato was not meant to be a company. The purpose of Zomato was to serve the community and over time it also became a business.

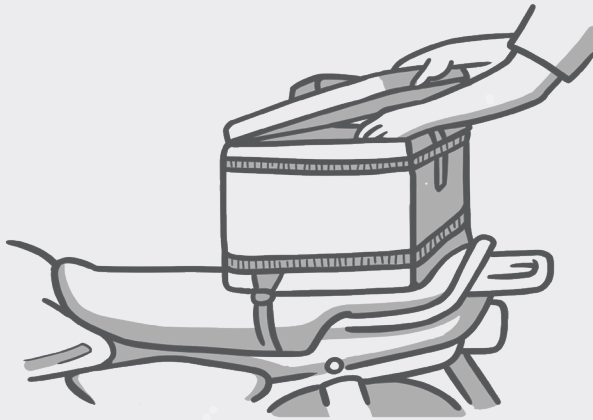
We don't run Zomato like a company. We run it like a passion project. And like a community. A community of like-minded people who want to achieve great things. Come what may. In the spirit of service.

No matter how big we become . . .

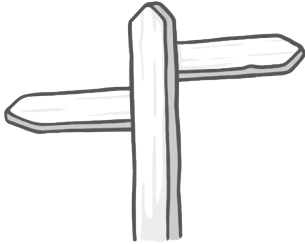
. . . let's always stick to our origins.

The purpose of our work is to help people live happier, healthier and more fulfilling lives – whether it's through providing convenience, nourishment or simply a moment of joy.

Serving people has forever been our end goal. We don't build products and services to make money. We make money to build products and services so we can serve our communities better.



**How we do
something
is as
important
as what
we do**



Along the way, I've learnt that there are always two ways of doing anything. The easy way and the right way.

The easy way is often full of shortcuts, half-assed work and ethically-grey choices. The right way takes care, thoughtfulness and integrity. The easy way might get you ahead, but you will falter soon after. The right way leads to compounding gains. And here's the thing: once you commit to the right way, it becomes easy.

If you are not going to do something the right way, why do it at all?

We are building

How we do things matters because we are building an organization for the world to follow. Very few organizations run like we do and are as people-first as we are.

a legacy

One of my missions is to build something that lasts beyond our lifetimes, well into the future.