

**food@work**  
by **zomato**



# CAFETERIA ECONOMICS IN THE WORKSPACE

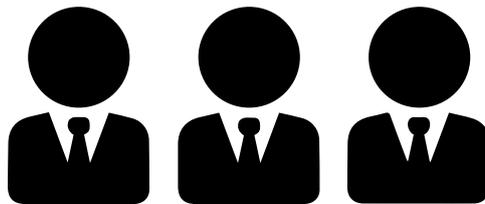


# CONTENT

- 1** Indian workspace
- 2** Current dynamics of corporate catering
- 3** Introduction to cafeteria economics
- 4** The new model of aggregation
- 5** Case study
- 6** Road ahead
- 7** About GACS
- 8** Core Strategy Group of GACS
- 9** About Zomato
- 10** food@work team

# INDIAN WORKSPACE

The non-agricultural workforce, is estimated at ₹24 Crores as per the NSSO Employment -Unemployment Survey (2011). Within this, approximately 25% is already part of the formal workforce as social security matrixes (EPFO and ESIC).

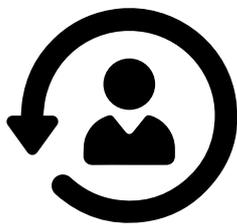


food at work market estimated at ₹6 Crore

We've come a long way from the 'factory-like' working environment of the 90s, where timely lunch-breaks & fixed menus in office canteens were a norm, to a more modern and flexible work environment. This collaborative and open culture is predominantly defined by young startups globally, accomodating for the needsof millenials who, along with generation Z, will comprise of 25% of the Indian work force by 2025.

The operating dynamics of flexible work hours and stressed environment scarcity of 'right-fit' resources are compelling companies to innovate and invest in tools which can have a greater emphasis on employee experience, health and well-being.

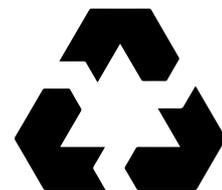
Food at work is one of the most important aspects of an employee's experience. India is among the top three Asian nations for corporate food catering and is growing at a CAGR of approximately 16%. As per estimates by some leading international caterers, the contract catering market in India is projected to reach revenues of \$7 billion by 2020.



greater emphasis on employee experiences



focus on health and wellness



develop sustainable solutions

# Current Dynamics Of Corporate Catering

Current corporate catering in India is mostly served by:

**Indian Catering Companies** - A large percentage of these are legacy caterers servicing meals at selected corporate canteens.

**International Caterers** - Primarily managing large size corporate campuses of industrial set-ups with onsite kitchens. Have now begun to venture in the offsite food requirements as well.

## Office catering matrix:

Office Capacity	100-500 users	500-5000 users	5000+ (Option 1)	5000+ Option 2)
Type of Kitchen	mostly offsite	mostly offsite	offsite kitchen	onsite Kitchen
Vendors	single	single/multiple	single/multiple	single/multiple
Type of Cafeteria	tuck shops	main meals + tuckshops	main meals + tuckshops + live counters	main meals + tuckshops + live counters
Characteristics	small cafeteria selling pre-cooked food	food prepared in central kitchen and brought to the café	separate main meal and tuck shop vendors, may have onsite cooking	multiple vendors; operating in more than 1 cafeteria with live counters
Positives	better vendor management	lesser overheads, pre-cooked meals	lesser overheads, pre-cooked meals, variety, easy vendor replacement	better HSEQ monitoring, lesser pilferage, better BCP, equipped to handle last minute requests
Challenges	economies of scale, limited food options, profitability challenges for vendors	food fatigue monitoring HSEQ, employee feedback, data analysis	food fatigue monitoring HSEQ, employee feedback, data analysis	flexibility, higher CAPEX & OPEX, food fatigue, scalability, data analysis

There are a few other combinations adopted by corporates, however a majority of companies follow these models of cafeteria operations and are actively looking to optimize their food spend, while upgrading their meal experience.

# Introduction to cafeteria economics - the choice conundrum

Consumer trends in cafeterias resonate with how they interact with food outside of the workplace. In the past few years, there has been a massive surge in the restaurant industry with over 25,000 restaurants opening every month. This has also increased the popularity of global cuisines, as consumers are demanding for more choices.

## **One year ago:**

50% orders placed were from restaurants specializing in North Indian, Chinese, Fast food and Bakery items.

## **Now:**

50% orders are split across 15 cuisine types that include South Indian, Beverages, Mughlai, Desserts, Biryani and Italian among others.

The growth in availability of restaurants and cuisine types has consumers spoilt for choice. A pancake today can be served piping hot to a user's house within 20 minutes, which is faster than making it at home, or going to the restaurant, placing the order and it finally reaching the table.

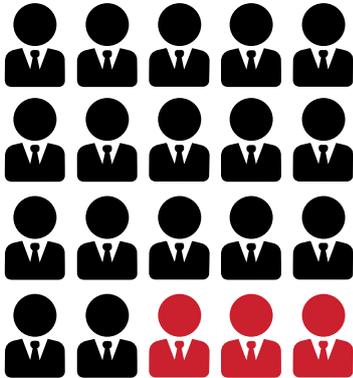
This, in addition to users becoming more conscious of their dietary preferences—vegan, gluten-free, paleo, or healthy eating in general—are making users demand for more food options to choose from, be it eating home cooked meals or outside food.

This preference for choice extends to office spaces as well, and Facilities teams are faced with the request of greater choice of food in their cafeterias.

There is, however, a conundrum in choice which impacts the office cafeteria space. As we start adding multiple cuisine types and options within each cuisine, the direct implication is an increase in the number of food partners who are experts in those cuisines. This often results in incremental manpower that may not necessarily be justified by the incremental demand generated (what we will be referring to as Participation) by adding the option of choice alone.

## Taking an example:

Let us assume a company with 1000 employees and one cafeteria; served by single vendor providing basic daily meal and snacks.



### SCENARIO 1

No of Employees - **1000**

Participation - **15%**

Employees ordering in cafeteria everyday - **150**

Average transaction size **₹35 - ₹40**

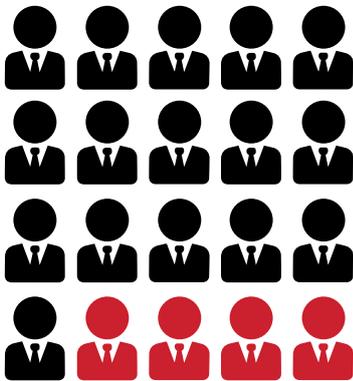
Total Sale per day - **₹6000**

Cost of food & cooking - **50% or ₹3000**

3-4 manpower to service - **4 X ₹700 or ₹2800**  
(assuming salary of 15k per month so -700/day)

Total Money made by catering contractor - **₹200**

Now let us say we add another caterer in this cafe to serve something else— mix of Italian, Chinese etc. With more options being available the participation will increase due to more choice and move to 20%.



### SCENARIO 2

No of Employees - **1000**

Participation - **20%**

Employees ordering in cafeteria everyday - **200**

Average transaction size **₹35 - ₹40**

Total Sale per day - **₹8000**

Cost of food & cooking - **50% or ₹4000**

3-4 manpower to service for counter 1 and 1-2 for counter 2 -  
**(4+2) X ₹700 or ₹4200**  
(assuming salary of 15k per month so -700/day)

Total Money made by catering contractor - **Loss (₹200)**

### CATERER 1

Sale Proportion - **70%**

Sale - **₹5600** (sales will cannibalize)

Cost of Food & cooking - **50% or ₹2800**

3-4 manpower to service - **4 X ₹700 or ₹2800**  
(assuming salary of 15k per month so -700/day)

Total Money made by catering contractor - **₹0**

### CATERER 2

Sale Proportion - **30%**

Sale - **₹2400** (sales will cannibalize)

Cost of Food & cooking - **50% or ₹1200**

2 manpower to service - **2 X ₹700 or ₹1400**  
(assuming salary of 15k per month so -700/day)

Total Money made by catering contractor - **Loss (₹200)**

In the above example, there are two scenarios:

**Scenario 1** or the 'as is' state. Here only 15% of employees consume cafeteria food on a daily basis.

In **Scenario 2**, we add the option of "Choice". Participation or the number of people eating cafeteria food increases by 5% due to the addition of preferred meal types.

**Caterer 2's** business is not sustainable and **Caterer 1** is not earning enough profits to keep him incentivised. Consequently, Caterer 1 will look at means to improve his bottom line by reducing costs—using low quality ingredients, not innovating on the menu and reducing variety, thereby bringing down the employee participation in the long run.

While employees want more food options to choose from on a daily basis, with limited participation the economics do not allow for it. This is one of the biggest reasons facilities teams struggle to provide a variety of options to their employees. Only a small percentage of users opt to eat cafeteria food on a regular basis, while others preferring to eat home cooked meals, ordering in from outside or simply choosing to eat from restaurants/eateries located in the vicinity.

## New model of aggregation - Digitization is key

After revolutionising the eating out and ordering online space, companies like Zomato have now entered the food at workspace segment. With a focus on better food for more people, these organisations primarily focus on bringing four key elements of demand together, as defined by AAAQ.

**Assortment**, or the availability of choice

**Accessibility**, or the ease with which one can access different food options

**Affordability**, range of price points to suit a wider set of consumers

**Quality**, from ensuring the right set of ingredients are used in the food, to the overall quality of experience in eating that food

Binding these elements together has primarily been possible due to the aggregation model that aggregators like Zomato follow.

In the workplace cafeteria industry, these pillars of demand become even more critical since employees consume food on a regular basis and this is a critical piece to ensure a higher happiness quotient of the employee.

# AAAQ in the workplace

## Assortment

Aggregating demand helps sign up multiple food suppliers, each specialising in their own set of offerings, thereby introducing a wider variety of choice. In addition, profitable food suppliers will always be invested in growing their business through menu innovation.

An aggregator with a strong B2C network can also bring in popular restaurant brands on a regular basis, to increase the offering in the cafeteria. This can also be extended to curating special combos from restaurants in near by areas and partnering with them for pre-ordering of faster food deliveries.

## Accessibility

Having access to a larger variety of food options, information about those options and the ability to make decisions instantaneously, is a critical piece that helps driving participation. Digitising the cafeteria is important as users then have access to the entire food options across food partners at multiple cafeterias in their campus at one go. They can also make more planned decisions about what they want to eat.

## Affordability

Today, large, high quality food suppliers choose to work only on company paid models, as they are guaranteed minimum business and do not have to add the burden of reconciling single employee orders. The aggregation model allows for these food suppliers to focus on their areas of strength while the aggregator generates demand across multiple organisations, giving the supplier enough volumes to focus on their core competency and maintain cost leadership. In order to be successful, the aggregator needs to have a strong experience in generating demand, and managing the operations of the entire show.

## Quality

Quality is a key area of concern when it comes to eating food cooked outside of the home kitchen. Aggregators like Zomato have solved this by entering the food supply chain space. They identify raw material producers that follow strict industry guidelines, and ensure only the freshest, most high quality fruits and vegetables, antibiotic free residue chicken, etc are used by their food partners. Because they procure these in large volumes, they're able to pass on the cost benefit to their customers, thereby making the model sustainable.

# The benefits of going digital

Digitisation also has several underlying benefits that help participation thrive while making the workplace more efficient.

## **Increase productivity by saving time spent in cafeteria**

Having an application gives employees the freedom to access food menus and place orders from their desk. They only need to reach the cafeteria once their food is ready. While this sounds fairly simplistic, the application needs to have a strong queuing logic like the one in the food@work app by Zomato. The app can estimate past trends like when the cafeteria will be empty vs. when it's expected to be crowded. Basis this, it estimates the total time it will take to prepare a particular food item and informs the employee once his or her order is confirmed. The employee is then free to go to the cafeteria at the expected food delivery time to pick up the order.

## **Feedback mechanism**

Digitisation also allows for tracking real time feedback and loop closure to ensure a superior experience. Instead of following anecdotal evidence, management is able to look at data and take better decisions based on factual evidence, completely eliminating subjectivity. A strong feedback mechanism helps close the loop on AAAQ. For example, if an employee wants more choices, or has feedback on quality, they can easily share it on the application.

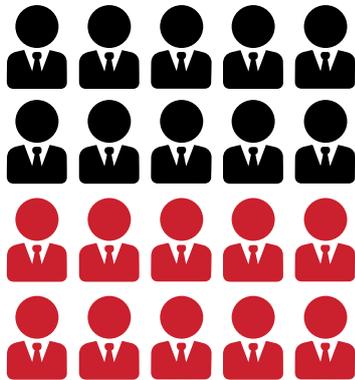
This also sets an automatic loop, where if a food supplier has consistently been receiving bad feedback, he can be removed from the cafeteria and newer suppliers can be introduced. This self-correcting mechanism ensures a democratic system where employees get to decide which food partner should continue and which should be replaced.

## **Flexible payment options**

Digitization helps reduce the hassle of carrying the wallet in the office space and haggling for change when placing orders. Flexibility in online payments with options like paying directly via debit cards, credit cards, using wallets or pay later options helps employees plan their finances in the month better. With all of these enablers, participation or the number of employees placing an order in the cafeteria is bound to increase, making employees more excited about the food at work. From our earlier example of cafeteria economics, as participation increases from a mere 10-15%, to a 50%, the cafeteria economics start making sense for both the food suppliers and aggregators to ensure a superior cafeteria experience is given to employees.

## CAFETERIA ECONOMICS WITH INCREASED PARTICIPATION

Let us assume a company with 1000 employees and 1 cafeteria - served by single vendor providing basic daily meal and snacks.



No of Employees - **1000**

Participation - **50%**

Employees ordering in cafeteria everyday - **500**

Average transaction size **₹35 - ₹40**

Total Sale per day - **₹20000**

Cost of food & cooking - **50% or ₹10000**

3-4 manpower to service for counter 1 and 1-2 for counter 2, 3 and 4 -  
**4 + (2X3) X ₹700 or ₹7000**

(assuming salary of 15k per month so -700/day)

Total Money made by catering contractor - **₹3000** enough for all stakeholders including the new one - Zomato

With this increase in demand, the cafeteria is able to sustain itself through not only a main meal vendor who provides standard breakfast, lunch and dinner but also a variety of options across cuisine types.

## Case Study

A large IT company with over 2L employees pan India had been struggling with:

- Limited food variety in its cafeterias
- Inability to handle vendors across daily operations, reconciliation of cash transactions, compliance and governance
- Fixed long terms vendors and inability to replace them easily

food@work by Zomato was by hired by the company to digitize their cafeteria. The scope of work with this partnership included:

### Food supplier overhaul

food@work introduced a variety of good quality food partners providing core meals—breakfast, lunch, dinner; live stations—Italian, South Indian, bakeries and tuck shops. The average number of food partners per cafeteria was five whereas most cafeterias in workplaces operate at one to two food partners /cafeteria. Large number of food partners add to the element of choice and having more than one vendor brings down dependency on food, resulting in fewer failure points for the cafeteria.

	Digitized site	Non - Digitized site
Total number of employees	2L	1L
Employees at sites with food@work	50%	60%
Participation	60%	Not trackable
Number of cafeterias	35	7
Choice of counters	289	43
Number of food partners	171	4
Number of food partners / cafeteria	5	4
Average employee rating	4.1	Not trackable

### **Cafeteria branding**

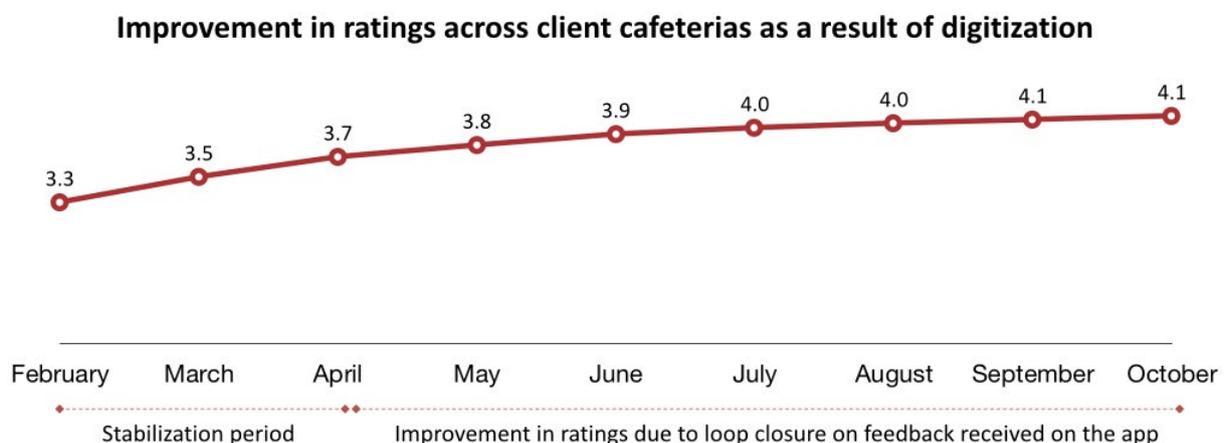
food@work also enhanced the look and feel of the cafeteria, creating carefully designed ambience that made the entire experience of being in a cafeteria more positive. Each food counter was given its own special appeal and the uniqueness of different cuisine types was highlighted. The cafeteria was also designed to support organisation-wide initiatives around plastic ban, reduced food wastage.

### **Employee transition to the food@work application**

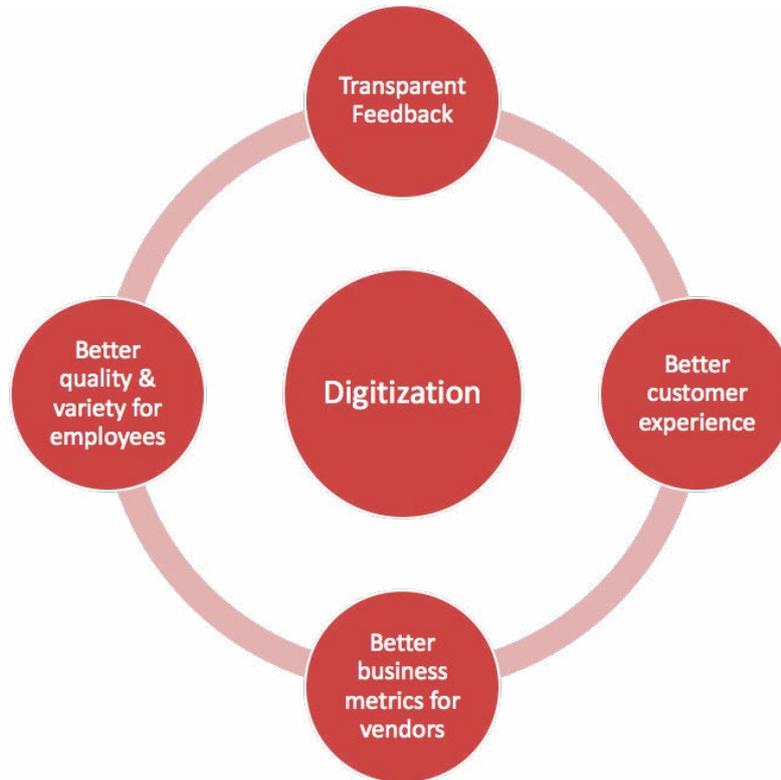
The most critical element of all was the mandatory employee transition to the application. food@work installed help desks, and large teams were set in place to ensure a seamless transition of the cafeteria. Direct benefits of digitisation were also explained to employees and there were no setbacks observed from employees at any of the sites.

### **EMPLOYEE FEEDBACK TO MEASURE SUCCESS RATE OF DIGITIZATION**

The site was completely digitized over a period of 3 months and food@work tracked feedback on a daily basis to measure improvement in ratings.



There was a 24% improvement in employee satisfaction over a nine month period. Employees were able to share feedback on their daily experiences at the cafeteria and food@work used that feedback to monitor food partner performance. Partners with consistently bad feedback were eliminated from the cafeteria and newer partners were introduced.



digitization enables a sustainable ecosystem in the cafeteria

## Road ahead

Food technology and its industrial application is a rapidly evolving space with many exciting new developments. Few notable industry innovations which will affect the corporate food space are:

### **Supply chain integration**

With increased interest on quality of raw materials, organic foods, and ethical sourcing, supply chain integration is inevitable. 'Farm-to-Fork' companies like Hyperpure will become the preferred suppliers for industrial catering companies. It will also bring economies of scale while enhancing the overall food quality.

## **Food processing and storage**

Latest studies and research in food processing and storage technologies are substantial. Some of the new processing and storage techniques are:

### **Processing**

- High pressure processing
- Pulsed electric field processing
- Non-thermal processing by radio frequency electric fields
- Alternative Thermal processing

### **Storage**

- Vacuum cooling
- High-pressure freezing
- Controlling the Freezing Process with Antifreeze Proteins etc.

These innovations will help caterers retain the food taste while increasing the shelf life of food significantly.

## **Dietary Changes**

Taste, health and wellness are taking centre stage in the conversation around food. This will also reflect in culinary choices of the future. Plant-based whole food menus, lab meat (also known as clean meat) and superfoods are more likely to cover a large portion of our meal at home and at workspaces.

Companies will hire nutritionists or hire meal aggregators who will provide nutrition consultancy to its employees

## **Food Services**

With advancements in digitisation and machine learning, activities like café helpdesk, ordering executive/cashier and other such related activities will be completely digitised and cloud-based thus eliminating the need for such resources. It will save costs for corporates which can be invested back into infrastructure and/or food costs.

## **Food Wastage**

There are many NGOs and CSR bodies like “Feeding India” which collects excess food from restaurants and office canteens to redistribute it among people in need. Tech advancement in food digitisation apps will also help NGOs and CSR groups in identifying cafeterias with excess food in real time. This will help them collect food faster and increase their efficiency.

Apart from these advancements, food preparation technologies are also witnessing many interesting innovations and may soon revolutionise the way we cook.

In the near future, these advancements, whether incremental or substantial, will be mostly delivered through digitisation and technology. It will ensure corporates adopt the latest food and service innovation to stay ahead of the curve.

# About GACS

Global Association for Corporate Services is an association passionately driven by leaders in the field of corporate services across the globe. This is a forum of working professionals from across various sections of corporate services, providing Knowledge Management, Crisis Support and Networking opportunities to its members.

The endeavor of setting up this forum is to assist organizations to establish robust processes with the use of technology and provide them the desired expertise as needed. In the dynamic environment that exist in our industry today, GACS provides strategic insights and knowhow to get the best out of the business infrastructure.

Corporate Services in the larger role defines the way governments of various countries work and makes the ease of doing business more approachable to the entrepreneurs.

## **Mission**

Creating an environment that complements business infrastructure across geographies by actively engaging with the working professionals, and provides them an opportunity to enhance their exposure, experience and knowledge. A platform that helps them enhance their skillsets, encourages innovation, and supports career moves.

## **Vision**

To be the voice of corporate services fraternity supported by an active interactive platform for professionals across the globe.

# Core Strategy Group of GACS



## **ARIYUR NATARAJAN : Global Head - Services at Servion Global Solutions**

Changes in demographics and consumer behavior are pressurizing brands in the food and beverage space to become more nimble while at the same time emphasizing strongly on food safety. A cursory review of trend stories in industry publications and market analyst reports reveals a recurring theme of fragmented markets being served by a growing diversity of suppliers with a dizzying range of new products and packaging options.

Digitization has several underlying benefits that help participation grow while making the workplace more efficient. Having an app gives the customers the freedom to access food menus and place orders from their desk.

Zomato has been a trusted brand in online food ordering business for quite some time. It's not just an app for sharing your experience of eating at different restaurants, it's what comes to your help when you are in different situations with different kinds of people and on days when you want to order but don't know where to order from!



## **Capt. RAJESH SHARMA : Managing Director, IFM and Asset Services at Cushman & Wakefield**

Food operations are a critical part of any organization which focusses on employee wellness. The essence of this aspect can be understood by the sheer focus this carries in everyone's life. Cafeteria automation and enhancing delivery solution helps organizations cater to the interests of their employees and hear their voice with respect to services.

Recent changes in the delivery model and the offerings by various organizations make this proposition unique as well as rewarding. The internal surveys are headed northwards for the organizations that are changing with time and bringing in the new offerings.

The focus of cafeterias on waste management, health & safety together with hygiene has brought in a big confidence to the employees and contributes to the overall happiness index of any such organization.

For those who love food and exploring new places, Zomato is a glimpse of heaven.



### **SANTOSH UPADHYAY : Vice President – Admin, Commercial & CRE at Bharat Financial Inclusion**

In today's hi-tech world, employee satisfaction is most important and challenging task for any Facilities Manager. Along with growing technology, our offices are also getting digitized including cafeterias, as F&B is the second largest utility service provided for employees. With implementation of digital technology, there is a reduction of 10-15 minutes of the employee's time in cafeteria which has increased employee productivity and utilization of cafeteria space.

The most important aspects that worries any FM in cafeteria management are:

# Menu: With different options – healthy meal, varieties in taste and regional specific options.

# Hygiene: At base kitchen, serving counters, cafeteria, clearance/ dish-wash area & garbage disposal.

# Operations: Hot & cold counters serving foods as per desired temp. and no shortages in food.

# Pricing: Adding new product/ counter with best pricing to suite corporate employees

# Infrastructure: Keep changing the interior setup/ artworks/ signage's for new look & feel.

# Service staff: Trained, hygienic, smiling and motivated staff

If all the above points are ensured, cafeteria operations will have maximum employee satisfaction.



### **KAPIL KHERA : Head – Corporate Real Estate at IDEMIA**

Forward-looking companies have come to realize that on-site dining is more than just a convenience for time-strapped employees. Instead, it's a strategic asset that enriches corporate culture and contributes to organizational performance.

Today, employees from all generations and walks of life are up on the latest cuisines, cooking techniques, nutrition facts and farming methods. Their expectation is that the corporate Service Provider is at least as knowledgeable and creates menus to reflect it—including more ethnic foods, meals highlighting locally grown ingredients and a variety of healthy choices.

As employees continue to demand menus at work that align with their lifestyles, food tastes and diets, employers will need to step up their efforts to find cost-effective ways to personalize the office dining experience in the café, employee lounge and through their on-site corporate catering offerings



### **VIBHU NARAYAN : India Head, Corporate Services at JIO**

Offices are no longer cubicle farms, where people are punching in at 9 a.m. and leaving at 5 p.m. “That’s where people spend most of their time, and that’s where they have trouble getting access to healthy food. Move over, vending machine, smart refrigerator stocked with items you’d expect to see on the menu of a fast-casual cafeteria. The items are displayed in a refrigerator, and workers can access them and pay using an app. In past, the phrase “free lunch” was often associated with tech companies that also offered their employees ping-pong tables. Today, the concept of food as a benefit has moved beyond the tech realm and into an array of industries. Across the country, smart refrigerators, virtual cafeterias and collaborative catering companies are helping to replace bland sandwich platters in the break-room with the type of entrees you would expect to find at a food truck or trendy restaurant.



### **SAMEER SAXENA, MRICS : India Real Estate Leader at Marsh & McLennan Companies**

Food is an important part of everyone’s life and thus being picked up by organizations to reward, retain and motivate their employees. Last two decades have seen a distinct change in the way food operations have expanded and helped the organizations engage with their employees in a positive manner. With the Artificial Intelligence and Automation intruding in all possible fields of corporate services, the area of F&B management is also changing rapidly. Catering operations in any of the organization demand manual intervention and care as it is a labour intensive domain with very few innovations. Now we see innovation happening in this space and changing the dimensions of this very basic domain area. As an industry we are trying to mature up and relate to each other as a transparent, dependent and clean domain. This arena brings in a lot of opportunity as this is an unexplored space and would develop rapidly in times to come. Although all the components covered here are relevant to the paper but some of the components in this paper are really worth pondering on. Please do read and benefit from the knowledge shared.



**SAHIBJEET SINGH GREWAL : Vice President, Facilities and Projects at InterGlobe**

Cafeteria management helps companies in gaining confidence of employees, adds value to hiring and retention, improves productivity, encourages employee wellness & safety. Corporates, MNCs, IT, BPOs, Manufacturing etc., have different types of cafeteria setups:

**Self-Managed (In House)** – these generally cater to offices with lesser number of employees and have tuck shops only. They occupy less space and are easy to manage. With planning and due diligence a company puts its best foot forward by:

- o Using the cafeteria as break area
- o Quick serve options & range of products
- o Managing hygiene is easy
- o Accommodate flexible timing

**Outsourced Cafeteria-** these accommodate more consumers and include meals along with tuck shop services. Such cafeterias occupy more space and require frequent cleaning. Services managed by outsourced teams under the supervision for Compliances, Quality & Hygiene. After due diligence and hiring of out-sourced agency, costs can be saved on manpower, food production, supply, utensils & space.

Cafeterias plays crucial role in culminating new ideas to improve health, relations and culture.



**RAHUL LAL, MRICS : National Head - Infrastructure, Facilities, Real Estate & Security at Dalmia Bharat Group**

A cafeteria is a synonym for positive energy. It's a place where employees are at their most comfortable state and where relationships harvest. A lot of companies have started to see merit in healthy work-site eating and several studies have shown tangible benefits of the same.

Food quality is no longer the only metric used to measure cafeteria effectiveness. Employee experience, sustainability, health, and wellness have taken a large share on the yardstick meter. With employees being exposed to global service and quality standards, another challenge is added to the in-house catering operations and emphasizes the need to get professional help.

Digitization counters the productivity problem faced by many organizations. By adapting digitization both productivity and experience can be scaled. Peak timings, a preferred meal based on employee feedback etc. can be monitored which help cafeteria economics. I strongly feel that by adapting digitization, cafeteria economics will go through a paradigm shift and will be a space to watch out for in the next decade or so.

# About Zomato

At Zomato, our mission is to ensure nobody has a bad meal. We do this by helping people discover great places around them. We are a global food company; from Vancouver to Auckland, Zomato is used by millions every day to decide where to eat in over 10,000 cities across 24 countries.

Food@Work is an enterprise offering where Zomato would take over your cafeteria operations. It has revolutionised cafeteria management by implementing industry standard processes, while constantly innovating through technology to ultimately deliver the best customer experience for everyone visiting the office cafeteria or pantry.

We play a pivotal role in ensuring that our key customers get the best cafe experience. This is done by changing experience at all end points. Unique offerings of food@work are:

**Raw Material Traceability** - No more complaints of rotten vegetables! All the caterers will be on-boarded on Zomato's HyperPure platform to provide quality graded ingredients at better prices and payment terms to ensure transparent, quality certified, safe and hygienic supplies  
*(Successfully running in our Bengaluru cafeterias. Upcoming launch planned in Delhi & Chennai)*

**Enhanced Partner Framework** - Partnership with premium food partners and enabling industry standard audits to ensure greater participation by these partners and enable better quality and hygiene of food.

**Demand for wider variety** - To enable employees experience regular change and wider variety, Happy canopies help employees experience out of menu dishes. Further, Zomato's restaurant food delivery engine will be made available via e2z.

**Digitise backend processes for Food Partners** - We are working on a solution that will help digitise non-core functions like Accounting, Hiring, OPS, Procurement to ensure Food partners can focus on what they do best.

**Fortified HSEQ Processes** - Food@Work works with agencies like Equinox to conduct industry standard audits for onsite and offsite kitchen and process audits.

# food@work team

**Manjunath R., Founder - food@work** (previously known as Tonguestun)

manjunath@zomato.com

+919686665487

**Mohit Sardana, Business Head - food@work**

ms@zomato.com

+919818218150

**Bhanu Kaila Head, Enterprise Sales, food@work**

bhanu.kaila@zomato.com

+919820035566

**food@work**  
by **zomato**