Satisfaction and Continued Partnership Intent of the Restaurant partners of Zomato: A Latent Variable Computation Model for Sustainable CRM

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Abstract

Purpose- The food aggregator business in India is a dynamic, fast-growing sector with immense potential for innovation and expansion.This study helps in understanding tier-3 markets in India's digital food industry. This study aims to identify the factors that are responsible for increasing the level of satisfaction vis-à-vis the manifestation of continued partnership intent of restaurant partners and develop a predictive model for various online food aggregators. Thus, it will help the companies to build a better platform to boost restaurant partners' expectations in the long run.

Research Design/Methodology- The study is based on primary data collected from 200 restaurant partners who are operating their food business with the help of different platforms namely Zomato and Swiggy in the Durgapur region. Exploratory Factor Analysis and there after Multiple Linear Regression and Binary Logistic Regression in SPSS 20.0 has been used to explore the relationship between the latent constructs and the dependent variable as Satisfaction Rate and Continued Partnership Intent respectively. The study finds a unique and interesting shift of scale with the predicted satisfaction and hence the manifestation of continued partnership intent getting to be dichotomous and therefore the model was further tested for its robustness using the Confusion Matrix and Machine Learning Performance parameters.

Findings-The study has identified four basic underlying factors affecting restaurant partner's satisfaction namely concern for On-boarding Dynamics, Order Handling Efforts, Customer Relationship Management(CRM) Efforts, Platform Features.

Research limitation/implication- This study was conducted with respondents from the Durgapur region of South Bengal. The study can be extended to other parts of India with more number of respondents and more factors can be unveiled and companies can work upon them effectively.

Keywords: AVE, Composite Reliability, Confusion Matrix, Continued Partnership Intent, Cronbach's Alpha, Fornell-Larcker Criterion, EFA, Logistic Regression, ROC, Satisfaction.

Introduction

Online food aggregation has transformed dining habits of customers all over the world, and India is no exception. Platforms like Zomato and Swiggy, have enabled consumers to browse menus, place orders, and access a wide variety of restaurants from anywhere and at anytime. Despite its urban success, Zomato still faces challenges in tier-3 cities like Durgapur, where consumer behaviour and restaurant needs differ significantly.

The food aggregator business is a booming sector within the food service industry, transforming the way of dinning from a wide range of restaurants and food outlets. A food aggregator connects customers with multiple dining restaurants through an online platform or mobile app. The food aggregation industry has experienced significant growth in recent years, driven by the increasing demand for convenient and accessible food delivery services (Sellappan & Shanmugam, 2021). As a result, understanding the key drivers of restaurant partner satisfaction has become critical for the sustainability and success of these platforms.

One of the primary drivers of restaurant partner satisfaction is the ability of food aggregation platforms to facilitate business model innovation and collaboration. (Chan et al., 2023) Food outlet operators are often faced with the dilemma of whether to collaborate with aggregators or develop their own delivery networks, and the research indicates that the ability to adapt and adjust their business models is crucial for their success. (Chern & Ahmad, 2020) Identifying and understanding the strategic expectations of restaurant partners, such as operational efficiency and synergy, is a critical requirement for establishing a sustainable and mutually beneficial partnership. (Sellappan & Shanmugam, 2021)

Additionally, the importance-performance analysis approach has been identified as a valuable tool for understanding the key factors that drive restaurant partner satisfaction by a plethora of extant literature. Hence recognizing the critical expectations of restaurant partners and assessing the platform's performance efforts in meeting these expectations would be a great strategic score card for the food aggregator platforms.

As this will help them to prioritize areas for improvement and enhance their overall service offering to ensure a sustainable co-existence in the days to come.

Our study, based on the data collected from a random sample of 200 restaurant partners from the City of Durgapur in South Bengal. It attempts to identify the major underlying components or factors that affect the restaurant partners' expectations vis-à-vis their perceptions concerning the aggregator's efforts, which is critical for their manifestation of continued partnership intent with the food aggregator platform.

Research Question

- ✓ What are the factors affecting the restaurant partner's satisfaction and hence their continued Partnership intent with the food aggregator platforms?
- ✓ What is the impact of each of the factors on the restaurant partners' Satisfaction and hence their Continued Partnership Intent?

Method

A: Variables: The study was initialised with a mixed-methods approach, identifying the variables affecting the restaurant partners' expectations and perceptions using in-depth structured interviews of the Zomato officials and review of existing literature. Initially, eighteen (18) variables were listed out (given in table 1 below) to frame a structured questionnaire to be administered to the existing restaurant partners of Zomato in the Durgapur City. The responses were gathered on a 5-point Likert scale.

Sl. No	Statement	SPSS Variable	Type of variable
1	The on boarding process with Zomato was straightforward and easy to understand	Onboarding Process	Ordinal
2	The documentation required during on boarding was clear and concise.	Documentation during onboarding	Ordinal
3	The initial training provided by Zomato was sufficient to help us get started.	Initial Training	Ordinal
4	The commission rates charged by Zomato are reasonable.	Customer support service	Ordinal
5	Zomato's customer support team is responsive and helpful.	Comm. Regarding Updates	Ordinal
6	We find it easy to update our menu and restaurant information on Zomato.	Solution to the Issues	Ordinal
7	The communication from Zomato regarding platform updates is clear and timely.	Platform Operation	Ordinal
8	Zomato provides effective solutions to any issues or challenges we face.	Order management	Ordinal
9	The Zomato platform is user-friendly and easy to navigate.	Update of menus	Ordinal
10	The order management system on the Zomato platform is efficient.	Platform Advantage	Ordinal
11	Zomato helps in attracting new customers to our restaurant.	Attraction to Customers	Ordinal
12	The promotions and marketing campaigns run by Zomato are beneficial for our business.	Promotional Benefits	Ordinal

13	Partnering with Zomato has increased our overall sales.	Commission Rates	Ordinal
14	We are satisfied with the pricing structure for using the Zomato platform.	Pricing Structure	Ordinal
15	The fees associated with Zomato services are clearly communicated	Platform Fees	Ordinal
16	The integration of Zomato with our restaurant's point of sale (POS) system is seamless	POS integration	Ordinal
17	Zomato's technology and tools help improve our restaurant operations.	Technological Advantages	Ordinal
18	We find the analytics and reporting tools provided by Zomato valuable for our business.	Analytical Tools	Ordinal
19	We are satisfied with our overall experience as a Zomato partner.	Sat_1	Ordinal
20	We are so satisfied that we recommend other restaurants to partner with Zomato	Sat_2	Ordinal
21	SATISAFACTION RATES	Computed Average of (Sat_1 & Sat_2)	Scale
22	I would like to continue the partnership with Zomato for the next 5 years	Continued Partnership Intent	Ordinal

Table 1 : List of Variables

B: **Research Design and Tools used:** Responses of 207 restaurant partners were collected all over Durgapur to analyze the factors that affect their satisfaction levels. After cleaning 200 responses were considered. **EFA**, **or Exploratory Factor Analysis**, was used to identify the underlying constructs. The impact of the constructs on the Satisfaction rates of the restaurant partners assessed using the **Multiple Linear Regression**.

The **Binary Logistic Regression** is used to analyse the relationship between the dependent variable manifestation of "Continued Partnership Intent" and the underlying constructs. The study finds a unique and interesting manifestation of continued partnership intent getting to be dichotomous. Thus, multiple regression becomes unsuitable in this case. However, Satisfaction rate, was a continuous variable and has been found to follow a Multiple Linear Regression. Interestingly, Continued Partnership Intent is translated to a rather dichotomous variable with (1 = Yes, 0 = May be). Hence, BLR is most suitable for modelling such relationships (Roy et al, 2024). The second model is tested for its robustness using the Confusion Matrix and Machine Learning Performance parameters.

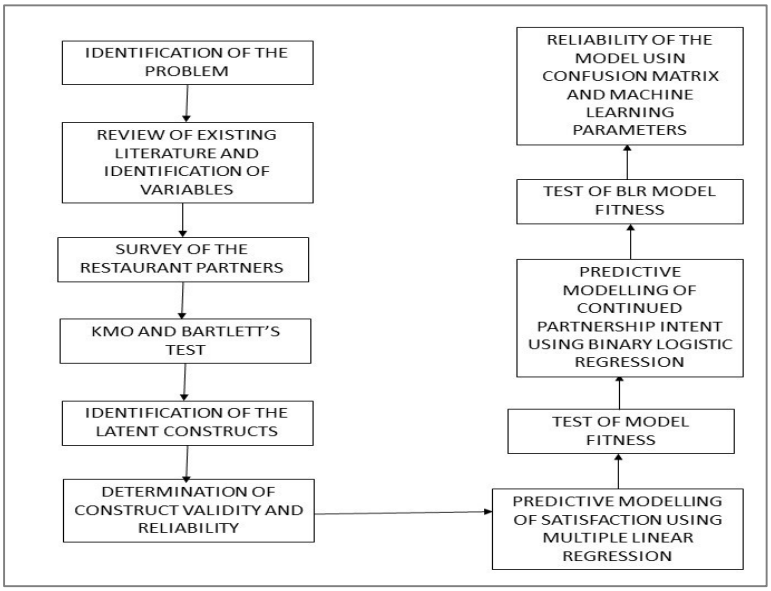


Fig 1: THE RESEARCH PROCESS FLOWCHART

The reliability of the model was further examined using the Confusion Matrix and the Receiver Operator Characteristics (ROC) to conclude about the model's Accuracy, Precision and Sensitivity using the expressions as given in Fig 2 below.

$$\text{Precision} = TP/(TP + FP)$$

$$\text{Recall (Sensitivity)} = TP/(TP + FN)$$

$$\text{Accuracy} = (TP + TN)/N(TP+TN+FP+FN)$$

$$\text{Specificity} = TN/(TN + FP)$$

They are all the performance parameters of the Machine Learning Predictor Model extracted from the two by two-confusion matrix.

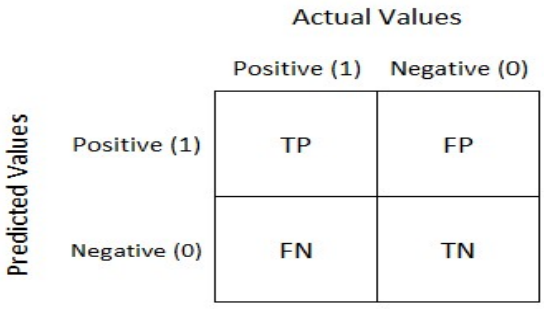


Fig. 2 CONFUSION MATRIX

Where,

TP = count of True Positive events

TN = count of True Negative events

FP = count of False Positive events

FN =count of False Negative events

N = the total no. of Observations/ events

Findings and Analysis

Construct Identification using *Exploratory Factor Analysis:* The responses of the 18 variables were tested using the KMO and Bartlett's test of Sphericity. The results collated in table 8.2 reveals KMO measures the sampling adequacy and the value of 0.789 suggests an acceptable value with which we can proceed for the Exploratory factor Analysis. The significant Bartlett's test of sphericity ($p=0.000 < 0.05$) re-emphasizes the data fitness for exploratory factor analysis (EFA)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	642.095
	df	153
	Sig.	.000

Table 2 : KMO and Bartlett's Test

The communalities extracted using the Principal axis factoring Method are as follows.

Table 3 Communalities

	Initial	Extraction
On boarding Process	.842	.737
Documentation during on boarding	.874	.859
Initial Training	.719	.654
Customer support service	.810	.580
Comm. Regarding Updates	.707	.758
Solution to the Issues	.761	.585
Platform Operation	.637	.510
Order management	.792	.646
Update of menus	.809	.714
Increase of sales	.509	.377
Attraction to Customers	.611	.532
Promotional Benefits	.765	.736
Commission Rates	.647	.585
Pricing Structure	.744	.607
Platform Fees	.790	.681
POS integration	.775	.737
Technological Advantages	.765	.749
Analytical Tools	.695	.535

Extraction Method: Principal Axis Factoring.

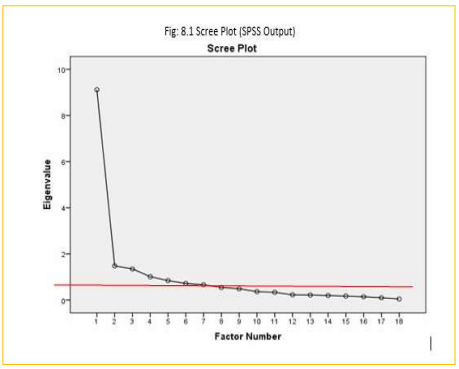
The initial Eigen values and the rotated sums squared loadings derived from the PAF depicted in table 8.4 below shows there are 4 latent factors that can be extracted out of these 18 variables.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.114	50.633	50.633	8.775	48.749	48.749	3.622	20.124	20.124
2	1.480	8.221	58.854	1.115	6.194	54.943	3.269	18.159	38.284
3	1.346	7.479	66.333	.990	5.499	60.443	2.664	14.798	53.081
4	1.012	5.622	71.954	.704	3.914	64.357	2.030	11.275	64.357
5	.841	4.675	76.629						
6	.717	3.982	80.611						
7	.663	3.686	84.296						
8	.546	3.033	87.330						
9	.487	2.704	90.033						
10	.363	2.019	92.052						
11	.335	1.861	93.913						
12	.226	1.257	95.170						
13	.218	1.211	96.381						
14	.196	1.091	97.472						
15	.170	.947	98.419						
16	.142	.790	99.210						
17	.098	.542	99.752						
18	.045	.248	100.000						

Extraction Method: Principal Axis Factoring.

Double-click to activate



Further using Varimax Rotation with Kaiser Normalisation the 4 component factors in the matrix computed are as follows:

Table 5: Rotated Factor Matrix[a]

	Factor			
	CRM	PF	OHE	OD
Onboarding Process				0.862
Documentation during onboarding				0.712
Initial Training	0.686			
Customer support service	0.858			
Comm. Regarding Updates	0.752			
Solution to the Issues	0.989			
Update of menus	0.856			
Commission Rates	0.727			
Platform Operation			0.943	
Order management			0.605	
Attraction to Customers			0.966	
Promotional Benefits			0.986	
Platform Advantage		0.857		
Pricing Structure		0.567		
Platform Fees		0.820		
POS integration		0.712		
Technological Advantages		0.799		
Analytical Tools		0.980		

The 18 variables could be clubbed into 4 specific factors namely-

Component 1: Variables like Initial Training, Customer support service, Comm. Regarding Updates, Solution to the Issues, Update of menu, and Commission Rate, have high loadings on this component. This suggests that this component may represent aspects related to building relationships with the restaurant partners and named as **CRM Efforts**. It explains a considerable amount of variance in the dataset.

Component 2: Platform Advantages, Pricing Structure, Platform Fees, POS Integration, Technical Advantages, and Analytical Tools, have high loadings on this component. This component may represent factors related to features of the platform being used and can be named **Platform Features.**

Component 3: Variables like Platform Operations, Order Management, Attraction to the Customers, and Promotional Benefits have high loadings on this component. The component may represent aspects related to Platform Operations, Order Management, Attraction to Customers, and Promotional Benefits, and can be named as **Order Handling Efforts**.

Components 4: This component is strongly related to variables such as On boarding Process and Documentation during on boarding. These variables may represent aspects related to on boarding factors that can be named as **On boarding Dynamics**. This component explains a significant amount of variance in the dataset.

Table 9 : ANOVA TABLE

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.972	4	12.993	63.297	.000[b]
Residual	40.028	195	.205		
Total	92.000	199			

The ANOVA results displayed in table 9 above show that the regression model is statistically significant, with the predictors collectively having a strong impact on the dependent variable (Satisfaction Rate). The significance is 0.000, which is much less than 0.05 therefore making sure that the independent variables are significantly explaining the variations in the dependant variables.

Table 10 : Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.285		2.613	.010
	CRM EFFORTS	.216	.067	.247	3.228	.001
	PLATFORM FEATURES	.713	.077	.624	9.272	.000
	ORDER HANDLING EFFORTS	.075	.074	.063	1.022	.004
	ONBOARDING DYNAMICS	-.126	.059	-.155	-2.142	.033

From the Table 10 above we can observe that the Beta coefficient of constant is +.745,CRM efforts is +.216, platform features is +.713, and order handling efforts is +.075, whereas on boarding dynamics shows -.126, and significance level of all factors are below 0.05 that

states that this regression model is statistically significant. The above values indicate while all the other 3constructs have a positive impact on the satisfaction score. The On boarding dynamics have a negative bearing on the Satisfaction score. That is the easier is the on boarding process the satisfaction in the relationship is higher.

Hence the Multiple Linear Regression Model stands as :

Model: $Y(satisfaction) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$

Y(satisfaction) = 0.745(constant) + 0.216*(CRM Efforts) + 0.713*(Platform Features) + 0.075*(Order Handling Efforts) - 0.126*(On boarding Dynamics)

To sum up, the analysis identifies the key drivers of satisfaction, with actionable insights for improvement. The significance value of all the variables including the constant is less than 0.050, thus claiming the acceptance of the independent variables and their impact on the dependent variable Satisfaction score of the restaurant partners. The more efforts given in customer relationship management, order handling, and adding platform features helps to increase the satisfaction level of the restaurant partners. On the other hand if on boarding documentation and procedures is reduced then that helps to increase the level of satisfaction of the restaurant partners.

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.56817	5.22786	4.50000	.511044	200
Residual	-1.459164	1.145886	.000000	.448492	200
Std. Predicted Value	-1.823	1.424	.000	1.000	200
Std. Residual	-3.221	2.529	.000	.990	200

Table No.11 Residuals Statistics[a] a. Dependent Variable: Satisfaction Rates

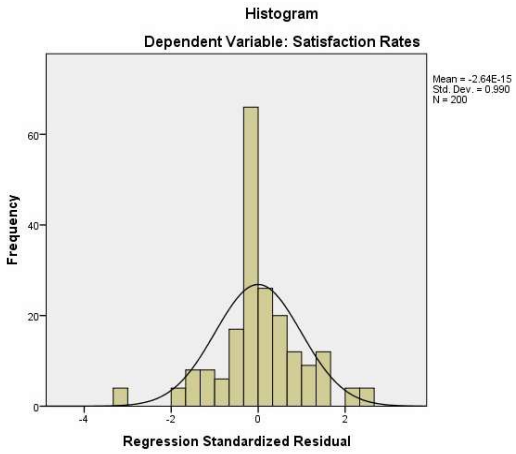


Fig:3 Histogram

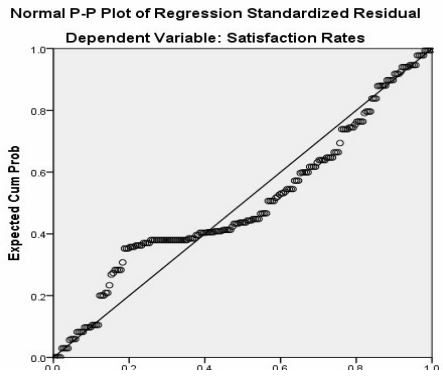


Fig:4 Residual chart

The residual statistics in Table 11and the histogram P-P plot suggest an acceptable standard residual plot. This further suggests that the model quite fits the given data. However, the adjusted R^2 value of 0.556 leaves a scope for further research to identify other explanatory variables which if incorporated would give a more robust model.

Predictive Modelling of Continued Partnership Intent:

To find out under the given circumstances whether the restaurant partner would continue the partnership with the Zomato food aggregation platform the question asked is:

"I would like to continue the partnership with Zomato for the next 5 years" The response is taken on an ordinal scale (1 = Yes, 0 =May be, -1 = No). The responses were only two (1= Yes and 0=Maybe). Therefore, the scale interestingly was translated to a dichotomous response only collated as in the table 12 below:

Table 12 : Responses to Continued Partnership Intent

Continued Partnership Intent	May be	45
	Yes	155

We have included 6 variables to check which affects Continued Partnership Intent namely : Tenure of association (ordinal), and the four continuous scale construct variables On boarding Dynamics, CRM Efforts, Platform Features, Order Handling Efforts and the satisfaction scores (continuous variable). The table 13(a) below points out the impact of each of these variables.

Table 13(a) : Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Satisfaction_Rates	4.731	.945	25.041	1	.000	113.431
	PLATFORM FEATURES	-3.532	1.030	11.763	1	.001	.029
	Tenure_Assoc	.683	.936	.533	1	.465	1.980
	ON BOARDING DYNAMICS	.683	.542	1.587	1	.208	1.980
	CRM EFFORTS	.164	.655	.062	1	.803	1.178
	ORDER HANDLING EFFORTS	1.097	.835	1.727	1	.189	2.996
	Constant	-12.120	2.356	26.463	1	.000	.000

a. Variable(s) entered on step 1: Satisfaction_Rates, PLATFORMFEATURES, Tenure_Assoc, ONBOARDINGDYNAMICS, CRMEFFORTS, ORDERHANDLINGEFFORTS.

It is evident therefore that only the satisfaction rates and concern for Platform features have a significant impact. So the resultant variables and the model are collated as below:

Table 13(b) : Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Satisfaction_Rates	4.657	.867	28.839	1	.000	105.276
	PLATFORM FEATURES	-2.013	.760	7.014	1	.008	.134
	Constant	-10.288	1.909	29.043	1	.000	.000
a. Variable(s) entered on step 1: Satisfaction_Rates, PLATFORMFEATURES.							

$$\log\left(\frac{\mathbf{p}}{\mathbf{1-p}}\right) = -\mathbf{10.288} - \mathbf{2.013}(\textbf{Concern for Platform features}) + \mathbf{4.657}(\textbf{Satisfaction rate})$$

Where, **p** is the probability of the binary outcome {**p** = P(Y_c=1), and Y_c = Intention to continue the partnership with Zomato . It is a dichotomous variable with Yes (=1) and May be (=0)}. Interesting though that the variable Concern for Platform features bears a negative relationship with the Continued Partnership Intent. Which leaves an insight for Zomato operations in the Durgapur Region. Somehow the restaurant partners in the territory do not seem to be much tech savvy. More educative trainings and enhanced features may further be required to coax and nurture the existing partnership for effective CRM in the years to come.

The Omnibus test for the model coefficients was found to be significant followed by a significant pseudo R2 value. "Cox and Snell R2" = 0.623 and "Nagelkerke R^2" of 0.595.

Table 14: SPSS Output for "Omnibus Tests of Model Coefficients"				
		χ^2	df	Significance
Step 1	Step	101.508	2	.000
	Block	101.508	2	.000
	Model	101.508	2	.000

Table 15: SPSS output for "Model Summary"			
Step	"-2 Log likelihood"	"Cox & Snell R Square"	"Nagelkerke R Square"
1	255.399[a]	.623	.607
a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.			

The table16 below suggests that in our case the Chi-square (χ^2) value is 3.283 with a "degree of freedom" (d.f) = 5 and "significance p value" of 0.830 which suggests a "satisfactory fit of the model to the dataset".

Table 16 : SPSS output "Hosmer and Lemeshow Test"			
Step	χ^2	df	Sig.
1	3.283	5	.830

The SPSS output contingency table (Table 17) below too suggests that "the model is a good fit" for the existing data

		Continued Partnership Intent = May be		Continued Partnership Intent = Yes		Total
		Observed	Expected	Observed	Expected	
Step 1	1	20	18.820	0	1.180	20
	2	14	11.851	6	8.149	20
	3	3	6.431	17	13.569	20
	4	0	3.756	20	16.244	20
	5	3	2.840	53	53.160	56
	6	4	.867	24	27.133	28
	7	1	.435	35	35.565	36

Table 17: Contingency Table for Hosmer and Lemeshow Test

Reliability of the model with Machine Learning performance parameters

Predicted Intention	**Observed Intention**	
	Yes (1)	May be (0)
Yes (1)	**152**(True Positive)	**12** (False Positive)
May be (0)	**3** (False Negative)	**33**(True Negative)

Table 18 : Confusion matrix of the predictor model

The confusion matrix in Table 18 above generated from the classification model and the summary statistics in Table 19 below collate the performance parameters of the predictive model thus developed using Binary Logistic Regression .

Number of Cases	Number Correct	Accuracy	Precision	Sensitivity	Specificity	Pos Cases Missed	Neg Cases Missed	Empiric ROC Area	F1 Score
200	185	0.925	0.927	0.981	0.733	3	12	0.857	0.953

Table 19: Summary Statistics Machine Learning performance parameters

1.Accuracy: In machine learning, accuracy is a metric that measures how often a model's predictions are correct. Accuracy can be measured as a percentage or on a scale of 0 to 1,

with higher values indicating better performance. So accuracy measure of > 90% is ideal and realistic, and is consistent with industry standards. In our case the value *it is **92.5% that means out of 200 responses 185 responses were correctly predicted by the model** and is consistent with the industry standards according to the accuracy value.*

2.Overall Recall Value/ Sensitivity: Recall is a metric that measures how often a machine learning model correctly identifies positive instances (true positives) from all the actual positive samples in the dataset.. This metric measures the ability of the model to correctly identify positive cases.

A sensitivity of 98.06% means that the model identifies about 98.06% of the positive cases correctly. *The acceptable recall value is 0.8 or 0.9 and in our case, the value is **0.98** which is acceptable according to Industry standards.*

3. Specificity: In machine learning specificity is a metric that measures a model's ability to correctly predict negative cases out of all the values that are actually negative.A specificity of 73.33% means that the model identifies about 73.33% of the negative cases correctly.

4. Positive Cases Missed: 3

There are 3 positive cases missed, implying perfect identification of positive cases in this context.

5.Neg Cases Missed:12

12 negative cases were incorrectly classified as positive.

6.AUC Interpretation ROC Parameter: The area under the ROC curve (AUC) is a machine learning metric that measures how well a model ranks positive and negative examples. The AUC score ranges from 0 to 1, with higher scores indicating better model performance. In interpretation of ROC parameter 0.9-1.0 is considered as excellent performance in our case *the AUC value is **0.857** which signifies Good Performance of the model.*The empirical ROC area is equivalent to the AUC (Area Under Curve), which measures the model's ability to distinguish between classes. An **AUC of 0.857** indicates good discriminatory ability.

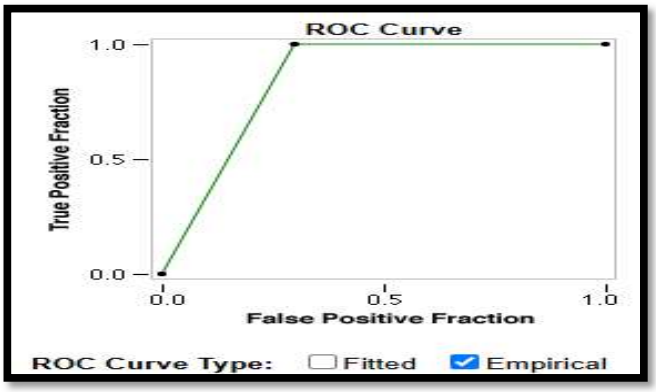


Fig 5 : ROC Curve

Discussion

The findings underscore the importance of delivery efficiency and affordability in shaping consumer preferences in tier-3 markets. Zomato's edge in delivery time aligns with studies highlighting logistical efficiency as a critical success factor in food aggregation. However, Swiggy's advantage in restaurant variety suggests an opportunity for Zomato to onboard more diverse eateries in Durgapur.

For restaurant partners, Zomato's technological support and marketing visibility were highly valued. Local eateries appreciated Zomato's role in increasing online orders. However, concerns about high commission rates, limited menu customization options, and logistical challenges in reaching certain areas were significant limitations. These issues may deter smaller establishments with limited resources from partnering with Zomato.

Limitations for the Platform:

Commission Structure: High commission rates, ranging from 15% to 30%, can take away restaurant profit margins, particularly for small-scale eateries.

Technical Barriers: Many local restaurants struggle to adapt to Zomato's platform due to limited technical knowledge.

Sample Size: Although the study included 200 restaurant partners, responses may not fully capture the diversity of challenges faced by establishments in Durgapur.

Recommendations:

Flexible Commission Models: Zomato may consider introducing tiered or volume-based commission structures to make partnerships more financially sound for small and medium-sized restaurants.

Training and Support: Providing technical assistance and training for restaurant owners to manage online orders effectively can increase participation.

Localized Marketing Strategies: Zomato should tailor marketing initiatives to promote local cuisines and small eateries, fostering community support.

Expansion of Delivery Network: Address logistical challenges by investing in optimized delivery routes and partnerships with local delivery services to extend coverage.

Customized Partner Programs: Introducing premium partner programs offering lower commission rates, priority visibility, and marketing assistance for high-performing restaurants could enhance loyalty and satisfaction.

These recommendations, if implemented, could strengthen Zomato's value proposition for restaurant partners, ensuring long-term collaboration and mutual growth.

Conclusion

This study highlights the priorities for Zomato's growth in Durgapur, enhancing restaurant partners' satisfaction through better facilities through the platform, reducing on-boarding procedures for small and medium-sized restaurants, and maintaining strong partnerships with local eateries through CRM efforts. By addressing standard commission rates and leveraging its technological tools, Zomato can secure its position in tier-3 markets. Future research should explore longitudinal trends in consumer preferences and the scalability of similar strategies across other regions.

The study has quite a number of limitations evolving from its methodology, scope, and findings. The myopic focus on the Durgapur market and the small sample size of just 200 restaurant partners with limited demographic representation do restrict generalizability. By examining only Zomato, the study overlooks other competitors. Further reliance on self-reported data introduces potential biases, and its cross-sectional design fails to capture long-term trends. This leaves ample room for scope of further research in the area.

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