GAEE JM

presents

Company Analysis on ZOMATO





ZOMATO- A COMPANY ANALYSIS

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INTRODUCTION

We Indians love our food. We live to eat. The food-tech unicorn Zomato helped in revolutionizing the way Indians perceive their food.

Bringing food to the doorsteps, easing out the 'where to dine' worries with the bonus of superb discounts and excellent 'Live' tracking features, Zomato turned the food into a business, and a profitable one at that.

Zomato started its operations in 2010 from Delhi-NCR and went on to become India's first food tech unicorn.





ZOMATO **COMPANY ANALYSIS** 3 INTRODUCTION **HISTORY BUSINESS MODEL FUNDING ACQUISITION AND REVENUE STREAMS FUTURISTIC** COMPETITORS FINANCIAL HEALTH IPO **CAPABILITIES**

Zomato has substantially expanded its operations and is now serving in more than 10,000 cities and 24 countries. Zomato went overseas with its expansion in Sri Lanka, UAE, Qatar, UK, the Philippines, Brazil, Turkey, New Zealand, and South Africa.

The food-tech startup has received tremendous support and has raised multiple rounds offunding. It boasts of a reputable portfolio of investors such as Singapore-based firm Temasek, Sequoia, Info Edge India and Vy Capital.

zomato GLOBAL SERVICE MAP





The startup raised \$200 billion through Alibaba's Ant Financial, which shot its valuation over \$1 billion. The success of the unicorn is incomplete without the mention of its digital marketing strategy that led to its popularity and made it a household name.

HISTORY

Zomato which is India's most used food directory, was first launched under the name 'FoodieBay' in 2008 at the peak of the Indian start-up boom. The founders Deepinder Goyal and Pankaj Chaddah are both IIT Delhi graduates and back then were working as analysts for the consulting firm Bain and Company.

The idea for the same came from the demand of menu cards among their colleagues and the duodecided to take matters in their own hands. It initially started as a food directory with simple menus. They had gone live with menus of around 1200 restaurants in the Delhi- NCR region.

In 2010 they changed the name from 'FoodieBay' to 'Zomato' to avoid any legal implications asthe name FoodieBay had the term eBay attached to it.

Zomato CEOs wanted a powerful brand name and a name which is easy to remember. After debates over several cups of coffee, they came up with the name Zomato. 'Zomato came from theinfluence of Tomato.' They want such a name which is short and make people think of food.









In an interview, Deepinder has described Pankaj as a "turning point for the company"

The team at FoodieBay started with just 6 members but in a short span of 9 months became the biggest restaurant directory in the Delhi NCR region by late 2008.



Zomato started extending its operations to the urban regions of the country like Mumbai, Chennai, Bangalore, Kolkata, and Pune. In the year 2012, the food-tech startupextended its working all around in various countries like the UAE, Qatar, Sri Lanka, UK, South Africa, and Philippines. After that in the year 2013, Zomato had moved its organizations in Brazil, New Zealand, Turkey, and Indonesia.



While its expansion was happening in full force, Zomato also started acquiringforeign-based companies to maximize its business. It acquired the Italian service Cibando and the Portuguese company Gastronauci.

Zomato also got a hold of the American service called NexTable which launchedZomato into the US market's competition.

BUSINESS MODEL AND REVENUE STREAM OF ZOMATO

During the company's early stages, Zomato would scan restaurant menus, save them on the site, and then hand them out to customers. It still follows the same model, but it has expanded its offerings to include additional services.

Zomato's business strategy differs significantly from those of other meal delivery services such as Swiggy and Foodpanda. Uber and London & Partners are two of Zomato's main partners, and they may be able to launch Zomato in the UK ahead of schedule.

Zomato also assists database and market research firms by catering to clients who want home delivery. The online service, on the other hand, is designed witha required rating system. By combining numerous restaurants and making it simple for consumers to locate restaurants, offer comments, check listings, and availability based on their preferred cuisine, Zomato's business strategy has transformed the food industries.

PRODUCTS OFFERED BY ZOMATO



1. Advertise on Zomato

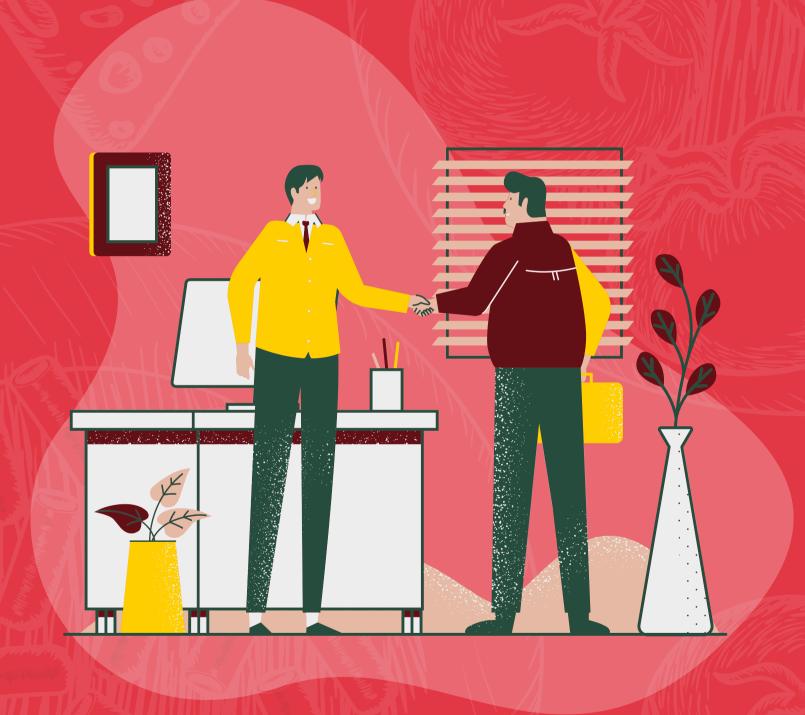
2. Zomato for Business

3. Zomato's Foundation Base

4. Ordering with Zomato

5. Zomato book

6. Zomato Whitelable



TARGETED AUDIENCE

Individuals between the ages of 18 and 35 who approach cell phones and are willing to use applications make up Zomato'starget market. It caters to two types of customers: those who want to eat at home and those who prefer to go out. In many situations, these get-togethers encompass. It provides food delivery to those who require it, as well as incentives for people to dine out through its Zomato Gold programme. Zomato's target demographic includes working professionals who require food at their workplaces, students who need food in their hostels, those who don't have time or room to cook for themselves, and people who want to dine out on occasion

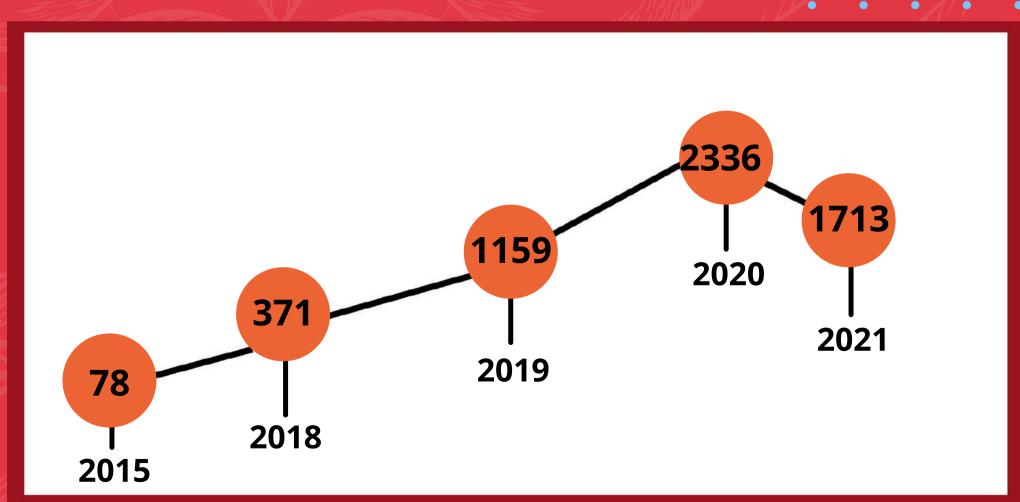
REVENUE STREAMS

Zomato offers a very wide range of services to its customers, which further creates value. It is not just a food delivery business but has made itself a data absorbing tech giant now.

Zomato has now multiple revenue channels through which it actually generates its revenue.

Over the years the revenue of ZOMATO has increased abruptly.





The revenue generated by zomato over the years and from the data above we can see the drastic increase from starting.

The curiosity of business enthusiasts, entrepreneurs, and its customers arise when they stress upon how ZOMATO is providing them with great discounts and baring with all the losses. But still it does gives an average of 20% - 30% discounts to its customers on every meal they order from ZOMATO.

ZOMATO has an exceptional funding window and with investors like Info Edge India, Sequoia Capial and Vy Capital, Temasek, Alibaba's payment affiliate Ant financial and they have poured in over 25,000 crores in ZOMATO. We all have thought that what makes ZOMATO offer such huge discount to its customers? And since they give huge discount to their customers, how do they earn? And if they earn, then what is their Business Model?

Now let us understand the strategies and model that has been exercised and implemented.

SOURCES OF REVENUE STREAMS

1.FOOD DELIVERY SERVICES

4. ZOMATO CLOUD KITCHEN

2.BUSINESS CONSULTANCY SERVICES

5. SUBSCRIPTION

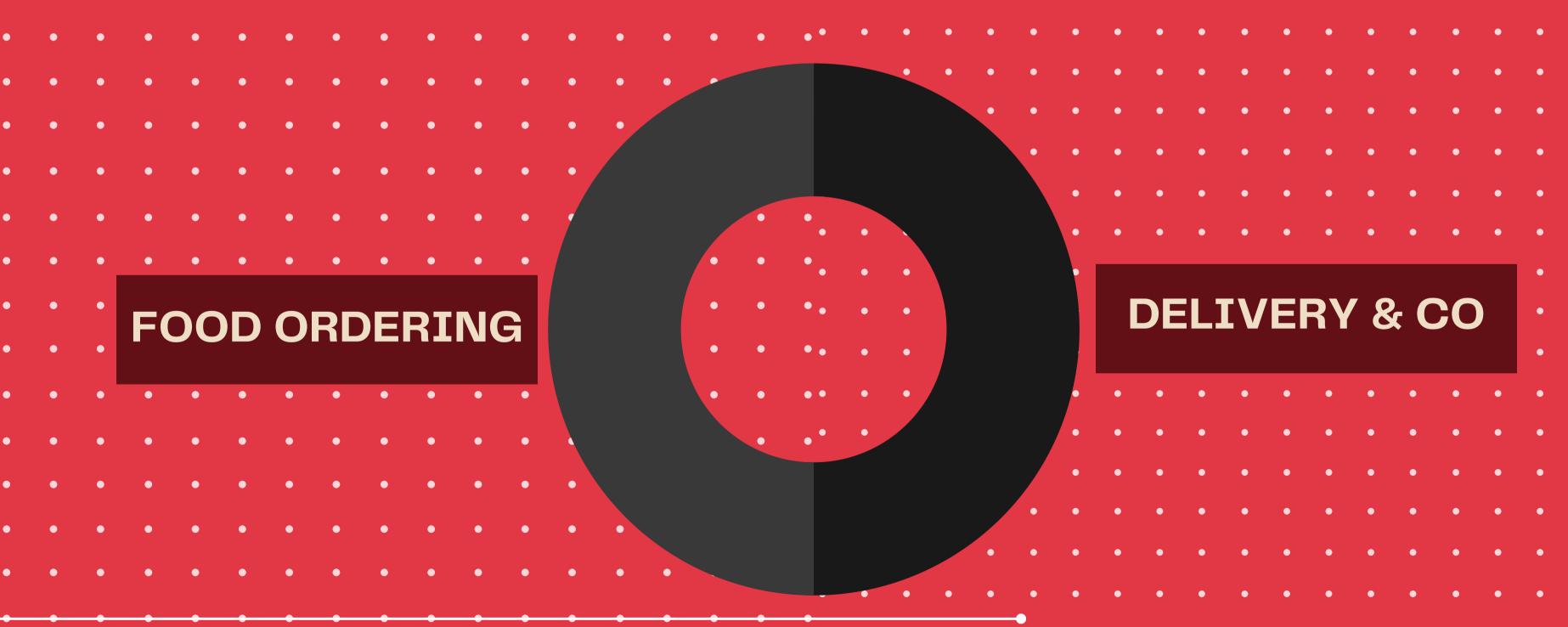
3. ADVERTISING SERVICES

6. EVENT SEGMENT



1) FOOD DELIVERY SERVICES

Food delivery services comprises of two verticals



FOOD ORDERING OFF

ZOMATO offers its customers to order their food from their preferred restaurants, the art of ordering food comes at a discount yet it has a price.

ZOMATO always provides a certain amount of discount of about 20%-30% on every order a customer places through it. Customers are always curious about the loss that ZOMATO incurs after providing these reoccurring discounts and coupons.

LET US UNDERSTAND THIS WITH A FLOWCHART





₹15 decreased on actual amount of restaurant THE
RESTAURANTS
GIVE A
CONCESSION OF
₹15 TO ZOMATO
MAKING IT FOR
₹85/-

Zomato getting the burger at ₹85 AFTER 30%, THE BURGER IS NOW PRICED AT ₹87.5 • Through this model ZOMATO does a breakeven on most of the discounts/coupons it provides.

• The restaurant also gives a commission to ZOMATO as it wants more takeaways orders than dine-ins. Due to dine-in being more engaged and costly they tend to depend on the ZOMATO.

DELIVERY AND OTHER OPERATIONS



The major cash burn and loss ZOMATO incurs in from the delivery services. As it tends to hire as many delivery boys as it can to take an uphold grip over competitors and its demographic area.

ZOMATO also gives surplus wages to its delivery boys than the average payee.

The major loss it incurs is in delivery segment.

Other liquidity flow gets exhausted in maintenance of app, data support, customer support and R&D.

IT GENERATES A SMALL PORTION OF REVENUE OF ABOUT 6-8% FROM FOOD AND DELIVERY SERVICES.



2) BUSINESS CONSULTANCY SERVICES

- In the age of rapidly evolving technological era, the data is the next most crucial information for most of the companies. The extensive and vast data of food business that is stores with ZOMATO provides them with great advantage of leading as a business expertise provider for most of the new restaurant owners.
- ZOMATO knows the preference of food in specific territories, based on what customers are ordering through their database. If anyone wants to start a restaurant in that area, then the investor can approach ZOMATO for assistance.
- The new restaurant owners in the market gets to know about consumer preference, wants, desires through Zomato since it has a huge array of data. In turn Zomato charges a fee for consultancy services.

BUSINESS CONULTANCY SERVICES GENERATE A TOTAL OF 7% REVENUE BUT OVER THE YEARS THIS SEGMENT HAS A GREAT POTENTIAL TO SQUEEZE IN.

3) ADVERTISNG SERVICES

- Since Zomato has come a long way and has increased its customer base year after year, restaurants especially the new ventures prefer to list themselves on Zomato app in order to increase its visibility and surge its sale.
- The advertising service consist of different kind of ad streams provides for the restaurants to get featured in the hot spot of the mobile app.
- ZOMATO gives the option of priority listing that aims at advertising the featured restaurants name against a particular keyword.

Example - If a guy is trying to order biryani in south ex, Delhi then the application will pop up the featured restaurant at the top so that the customer will most likely place his order by tapping on the hotspot.

ZOMATO not only intends to make their customers dependent on them but it also desires to make the restaurants dependent on them directly by being a majority part of their sales.

If a restaurant total revenue generated is ₹1,00,000/- and the majority of the revenue i.e ₹60,000/- comes through ZOMATO's ADS service and the rest ₹40,000 comes by the restaurants basic operations in this case the restaurant tends to incline more towards ZOMATO'S support as they are making more revenue just by take away's and In this the restaurants will pay even more to run more ADS.



ZOMATO AD SERVICE



RESTAURANTS
DEPENDENCY
ON ZOMATO



RESTAURANTS
PAYING
MORE FOR ADS

ZOMATO EARNS MORE THAN 66%-70% OF ITS REVENUE FROM RESTAURANT LISTINGS AND ADVERTISING.

4) ZOMATO CLOUD KITCHEN



- ZOMATO owns and operate cloud kitchens with minimal investment. Zomato works with select restaurant operators, thereby aiding in expanding their business to more locations at a minimal fixed cost, but with increased options for the user.
- ZOMATO are renewing focus on their cloud kitchen strategies as restaurants start to open amid the covid-19 pandemic.
- Many restaurants are also exploring expansion through cloud kitchens with the dine-in business capped at 50% seating capacity and expect online orders to see a surge as consumers remain wary of stepping out.
- ZOMATO also provides kitchen infrastructure services to select restaurant operators, it works with entrepreneurs to set up and operate ZOMATO kitchen under various other labels. This helps entrepreneur's fund restaurant in the right location with an investment of Rs. 35 lakhs. It also claims to offer returns in the range of Rs. 2 lakh to Rs. 4 lakh per month to the investors and has so far completed with more than 180 affiliated kitchens.

5) SUBSCRIPTION BASED

- The next major source of revenue for ZOMATO is a subscription fee. Restaurants pay a certain amount of fee monthly and in return, ZOMATO offers them the analytical tools.
- It has a tool called ZOMATO order and is given to restaurants, which helps them know about the consumers interest. The restaurants then use this tool to flash their discount offers on food.
- Zomato Gold is a premium subscription based service which is offered by Zomato. It started in 2018 and is a paid service that allows customers with Gold memberships get complimentary food and drinks at the time of ordering form partner bars or restaurants. However, the Gold service is only applicable to dine in orders and not available for deliveries and can be used only once at each partner restaurant in a day. Zomato Gold offers either 1 + 1 on food or 2 + 2 on drinks when the customers visit their partner restaurants
- They generate a nominal amount of revenue through subscriptions of about 5%-7%.

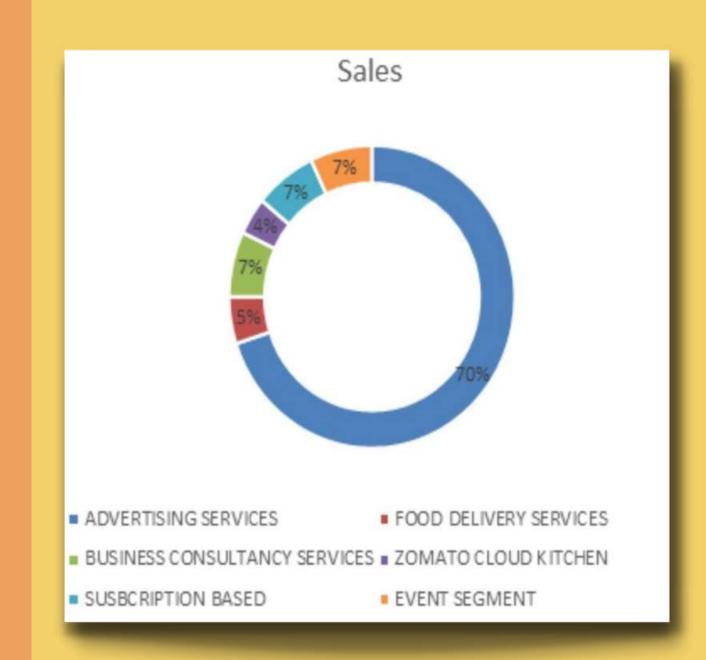


6) EVENT SEGMENT

- In 2018, ZOMATO entered experiential event segment. Zomato launched multi-city food and entertainment carnival known as Zomaland. Zomato sell tickets for various events and earns commission for these sales. Zomato's goal always have been 'better food for more people'. When there are any festivals or during special occasions Zomato ties up with the restaurants to organize food events such as ladies night, live music, special brunch, live entertainment, happy hours etc.
- The food organizer likewise looks for occasions to promote their product, food event of Zomato is an ideal stage for them.

To promote in events, they pay advertisement fee to Zomato.

• They generate a total of 7% revenue from this segment.



FUNDING



ZOMATO connects over 55 million users to restaurants in over 24 countries. Zomato received its biggest funding of approximately USD 16.7 million from 'Info Edge India". This resulted in a 57.9% ownership in the company. In November 2013, another lucky round of funding got a new investor to pitch in- Sequoia Capital. In the year 2020, Zomato raised \$660 million in the funding of Series J round, which was led by Kora, Tiger Global Management, hitting Zomato's valuation to \$3.9 billion.



The major investors in *zomato* are Info Edge India ,
Sequoia Capital And Vy Capital , Temasek,
Alibaba's payment affiliate Ant financial.

The funding structure of Zomato is as follows:

DATE	INVESTORS	AMOUNT
Aug 2010	Infoedge	\$ I Million
Sept 2011	Infoedge	\$ 3.5 Million
Sept 2012	Infoedge	\$ 2.3 Million
Feb 2013	Infoedge	\$ 10 Million
Nov 2013	Sequoia capital, infoedge	\$ 37 Million
Nov 2014	Sequoia capital , infoedge, vy capital	\$ 60 Million
Apr 2015	Sequoia capital , vy capital	\$ 50 Million
Sept 2015	Temasek , Vy Capital	\$ 60 Million

DATE	INVESTORS	AMOUNT
Sept 2017	Runnr	\$ 60 Million
Feb 2018	Ant Group	\$ 200 Million
Feb 2019	Glade Brook Capital Partners	\$40 Million
Mar 2019	Delivery Hero ,ShunWei Capital Partners, Saturn Shine Stream Detailing	\$62.3 Million
Jan 2020	Ant Group	\$150 Million
Apr 2020	Baillie Gifford	\$5 Million
Sept 2020	Temasek	\$62.4 Million
Oct 2020	Kora Management	\$52 Million

DATE	INVESTORS	AMOUNT
Jan 2020	Ant Group	\$150 Million
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Sept 2020	Temasek	\$62.4 Million
Oct 2020	Kora Management	\$52 Million
Dec 2020	Tiger Global Management ,Luxor Capital, D1 Capital Partners	\$660 Million
Feb 2021	Tiger global management, bow wave capital management	\$250 Million



DATE	INVESTORS	AMOUNT
July 2021	Tiger Global Management, Goldman Sachs, BlackRock, Fidelity, Baillie Gifford, Steadview Capital, Neuberger Berman Group, Pinebridge investments, JP Morgan, ICICI Prudential Life Insurance, Aberdeen Standard Investments, Abu Dhabi Investment Authority, Birla Sun Life Insurance, Axis Mutual Fund, SBI Mutual Fund, Rowe Price, Nippon India Mutual Fund, SBI Life Insurance	
July 2021	Initial public offer	\$1.3 Billion

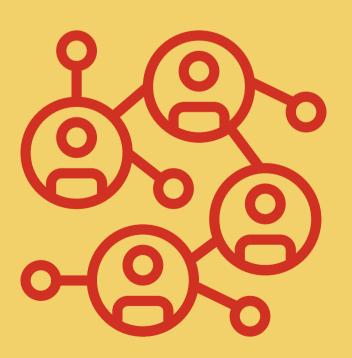
A BRIEF HISTORY OF ACQUISITIONS MADE BY ZOMATO

The year 2014 and 2015 turned out to be very lucrative for Zomato, as it was in these years that Zomato made it's first global presence. In 2014, Zomato acquired 5 companies. Whereas 3 companies in 2015.

The first company which Zomato acquired was Menu Mania, a leading company in New Zealand. In the same year it also acquired LunchTime and Obedovat, both were the food tech startups located in Europe.

Later it went on to acquire Gastronauci, a eatery finder in Poland. It also acquired Cibando, through which it strengthened the food marketplace in Italy. In the beginning of the year 2015 Zomato acquired two companies. These two companies were: Urbanspoon (acquired for \$55M) and Mekanist in order to enter Turkey, Canada, Australia and United States. It then acquired MapleGraph, a Delhi based startup. Moreover, it also acquired NextTable in the end of 2015.





In the year 2016 Zomato acquired a tech-based startup named SparseLabs. In the same year it acquired a drone service provider named TechEagle Innovations. Along with these start-ups, Runnr and TongueStun Food were acquisitions made to gain access to specialized services and more intensive branding.

In January, 2020 Zomato made a big move by acquiring Uber Eats business in India to consolidate the position in the market.

COMPANIES ACQUIRED BY ZOMATO





- **IN 2015 WITH OVER \$50 MILLION, IT ACQUIRED URBANSPOON AND ENTERED** THE US MARKET.
- **NEXT TABLE WAS ACQUIRED AND** REBRANDED AS ZOMATO BOOK.

- IN 2015, Zomato acquired MapleGraph to use its cloudbased point sale product for restaurants called MaplePOS.
- In 2016 Zomato acquired Sparse Labs, a logistics technology-based star-up to enable and enhance the delivery exp.











- In 2018, Zomato acquired TechEagle to launch drone-based food delivery services in India and abroad.
- Zomato on 21st January 2020 acquired Uber's food delivery business, uber eat India in an allstock deal. This deal, gave Uber 9.99% ownership

Zomato acquired TongueStun Food, a
Bengaluru-based startup which
aggregates caterers and restaurants for
office canteens in \$18 million.

TongueStun

 In pandemic, Zomato acquired full-stack sports facilities provider and discovery startup Fitso worth INR 100 Cr

together is better

Uber Eats

Everyday sports

Play sports everyday at Fitso centers near you



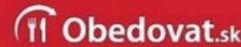
Zomato acquires New Zealand based Menumania





IT ACQUIRED MENU-MANIA IN 2014 FOR ADVERTISING PURPOSE IN AN UNDISCLOSED AMOUNT.

zomato



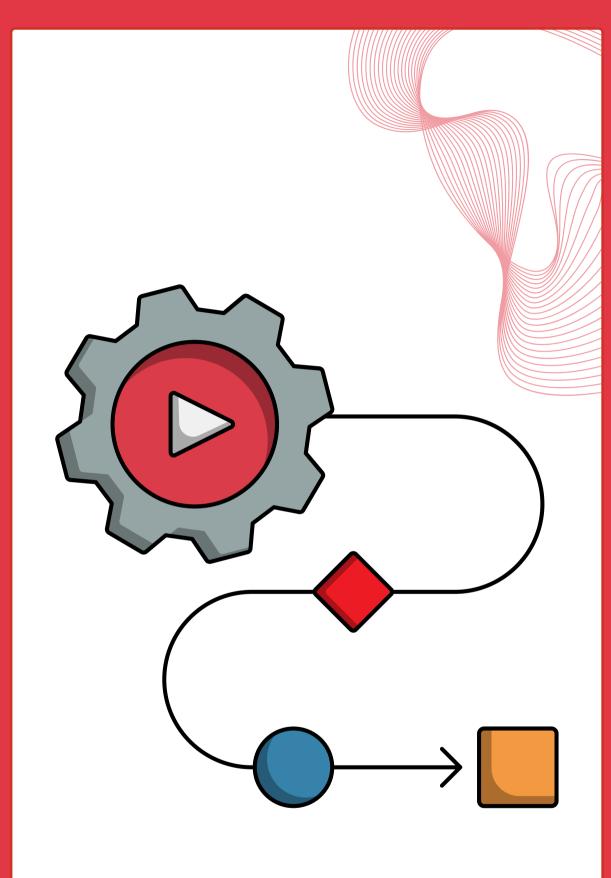


In the August of 2014, Zomato acquired two popular restaurant guides: Czech Republic's Lunchtime.cz and Obedovat.sk of Slovakia - for a total of \$3.25 million

- IT ACQUIRED GASTRONAUCI IN 2014 FOR **MOBILE/ADVERTISING PURPOSE IN AN** UNDISCLOSED AMOUNT
 - zomato gastronauci pl

IT ACQUIRED CIBANDO IN 2014 FOR ECOMMERCE PURPOSE IN AN UNDISCLOSED AMOUNT.





ZOMATO IPO DETAILS

₹14,040 #72 - ₹76 PRICE RANGE 14 July 2021 - 16 July 2021 BIDDING DATES 9375.00 CR ISSUE SIZE 195 LOT SIZE

DETAILS LISTING ZOMATO IPO

₹14,040 MINIMUM INVESTMENT ₹76 ISSUE PRICE ₹116 LISTING PRICE +₹40 (52.63%) LISTING GAINS **BSE & NSE** LISTED ON

RATE SUBSCRIPTION ZOMATO

(AS OF 16 JULY 2021, 05:00 PM)

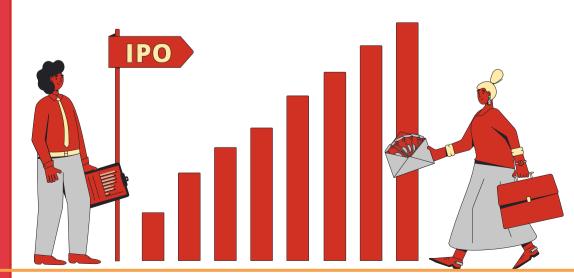
7.45x RETAIL INVESTORS

32.96x NON-INSTITUTIONAL INVESTORS

51.79x QUALIFIED INSTITUTIONAL INVESTORS

0.62X EMPLOYEE 0.62X





TRENGTH S IP0 ZOMATO

A 360-DEGREE APPROACH TO FOOD SERVICE.

- IT'S AVAILABLE IN OVER 20 COUNTRIES.
- CONSUMER BRAND WITH A HYPERLOCAL DISTRIBUTION NETWORK IN INDIA.
- TIT'S AVAILABLE IN MORE THAN 60 CITIES.
- ARTIFICIAL INTELLIGENCE, MACHINE LEARNING, AND DEEP DATA SCIENCE ARE ALL USED TO IMPROVE THE PLATFORM FOR CUSTOMERS, DELIVERY AND RESTAURANTS PARTNERS.

RISKS IP0 ZOMATO

IN THE PAST, THERE HAVE BEEN NET LOSSES.

- THE COMPANY'S CASH FLOW, FINANCIAL POSITION AND RESULT OF OPERATIONS WILL BE AFFECTED BY A PANDEMIC AND LOCKDOWN SITUATION.
- ACCORDING TO ZOMATO IPO DETAILS IN DRHP, FAILURE TO MAINTAIN, DEFEND, AND DEVELOP THE BRAND MIGHT LIMIT THE CAPACITY TO RETAIN OR INCREASE CLIENT BASE.
- IPO SHARE PRICES MAY BE AFFECTED BY NEGATIVE NEWS THAT AFFECTS ZOMATO'S REPUTATION AND OPERATIONS.
- FOOD DELIVERY AND OTHER BUSINESSES FACE FIERCE COMPETITION.
- ZOMATO'S BUSINESS MIGHT BE NEGATIVELY AFFECTED BY A SYSTEM BREAKDOWN AND THE ENSUING DOWNTIME FOR USERS.

FINANCIAL HEALTH OF ZOMATO



OVERVIEW OF FINANCIAL GROWTH OF ZOMATO

Zomato as a company, has been performed well during the years. The pandemic has been favorable to the company due to which the food delivery took a sharp uptick and dine-in coming down as restaurants are shut or open with restrictions.

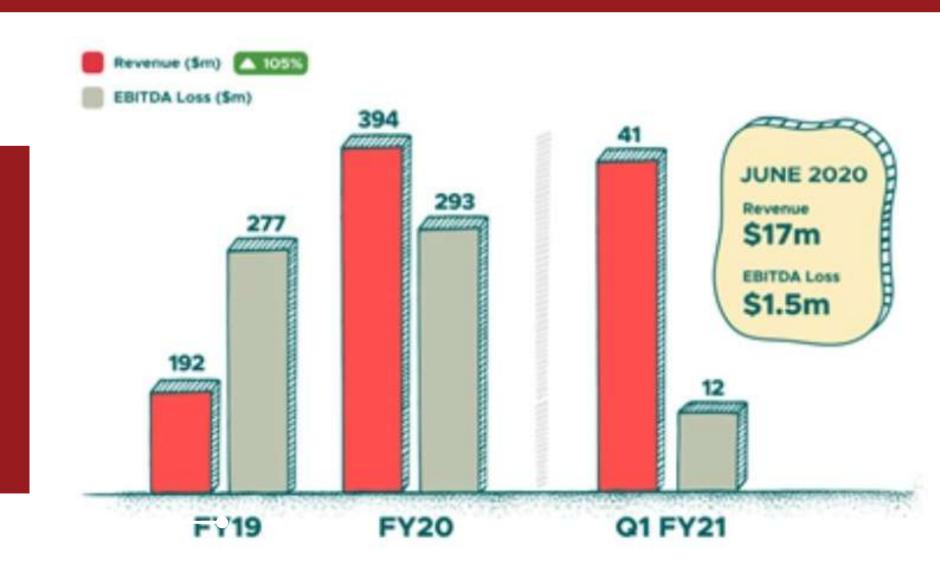
The first nine months of Financial Year 2021 has seen a massive annulment. The order values went up by almost 40%. Though most of these trends are not sustainable in nature.

The order value hiked as a result of people who started ordering food from premium restaurants. It is assumed that, once things come back to normalcy, people will prefer going to dine-in restaurants and would pay for the entire experience as a whole.

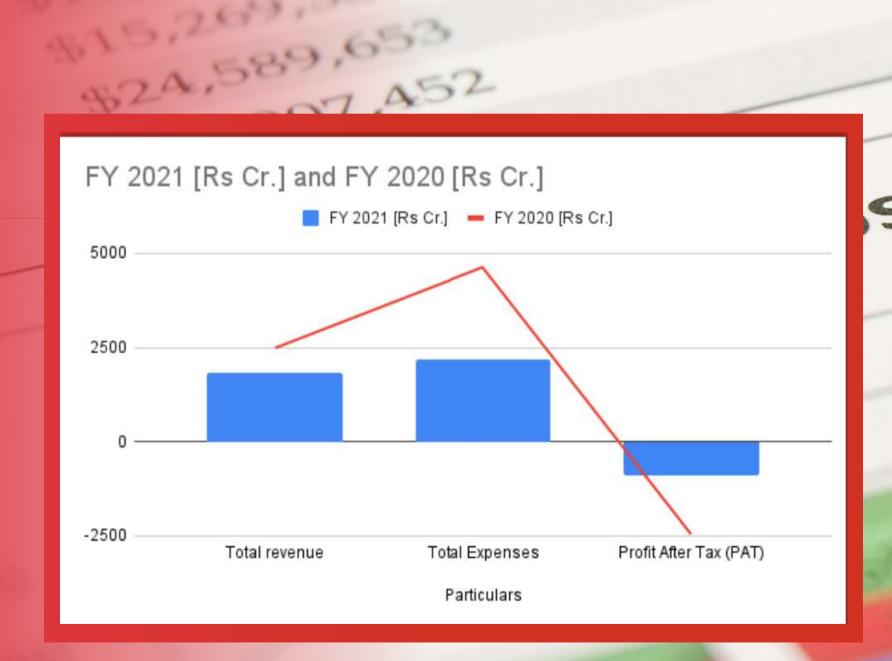
ANALYSIS OF ZOMATO'S REVENUE

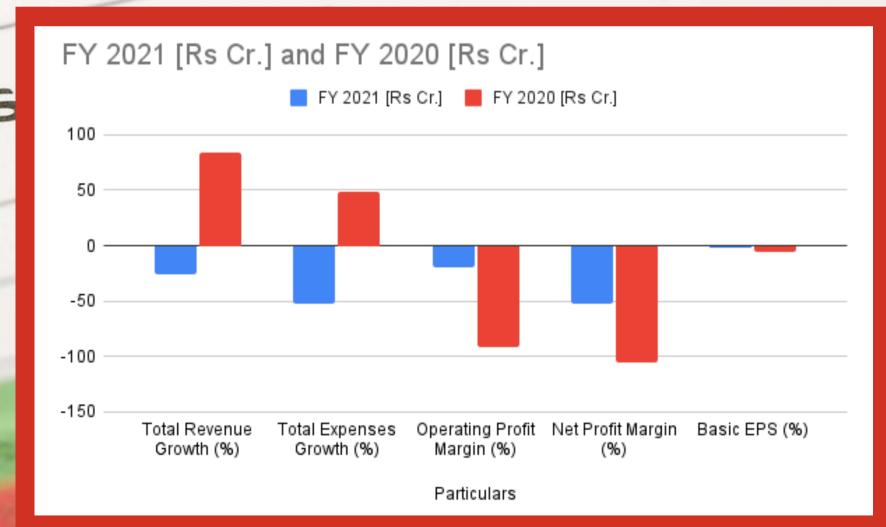
Zomato reported a 105 percent year-on-year jump in Financial Year 2020's revenue to \$394 million. In the Quarter-1 of Financial Year 2021, revenue was affected by the novel coronavirus pandemic and the ensuing lockdown, with the restaurant aggregator and food delivery start-up reporting only \$40 million.

In the year 2020, Zomato took a few steps forward towards earning money in the delivery business, COVID-19 completely turned its financials away. If Quarter-1 of Financial Year 2021 earned revenue of about \$40 million is anything to go by, Zomato could end up seeing its business being set back by a year.



P/L ANALYSIS OF ZOMATO



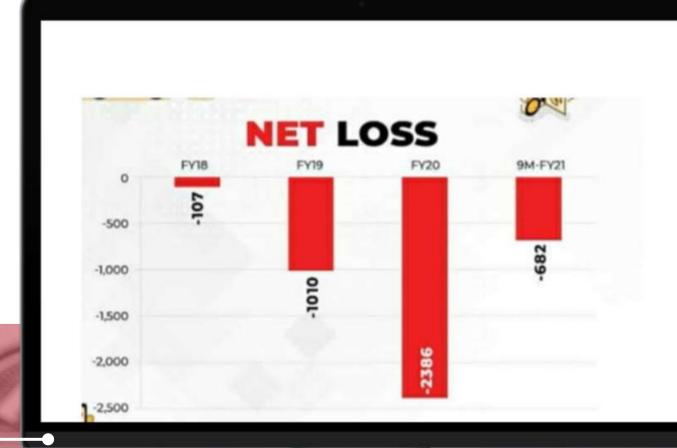


Zomato's net loss increased up to Rs 356 crore during the quarter end of June 30, 2021, against Rs 99.8 crore during the like period of the previous financial year, as per the filing on the regulatory exchange.

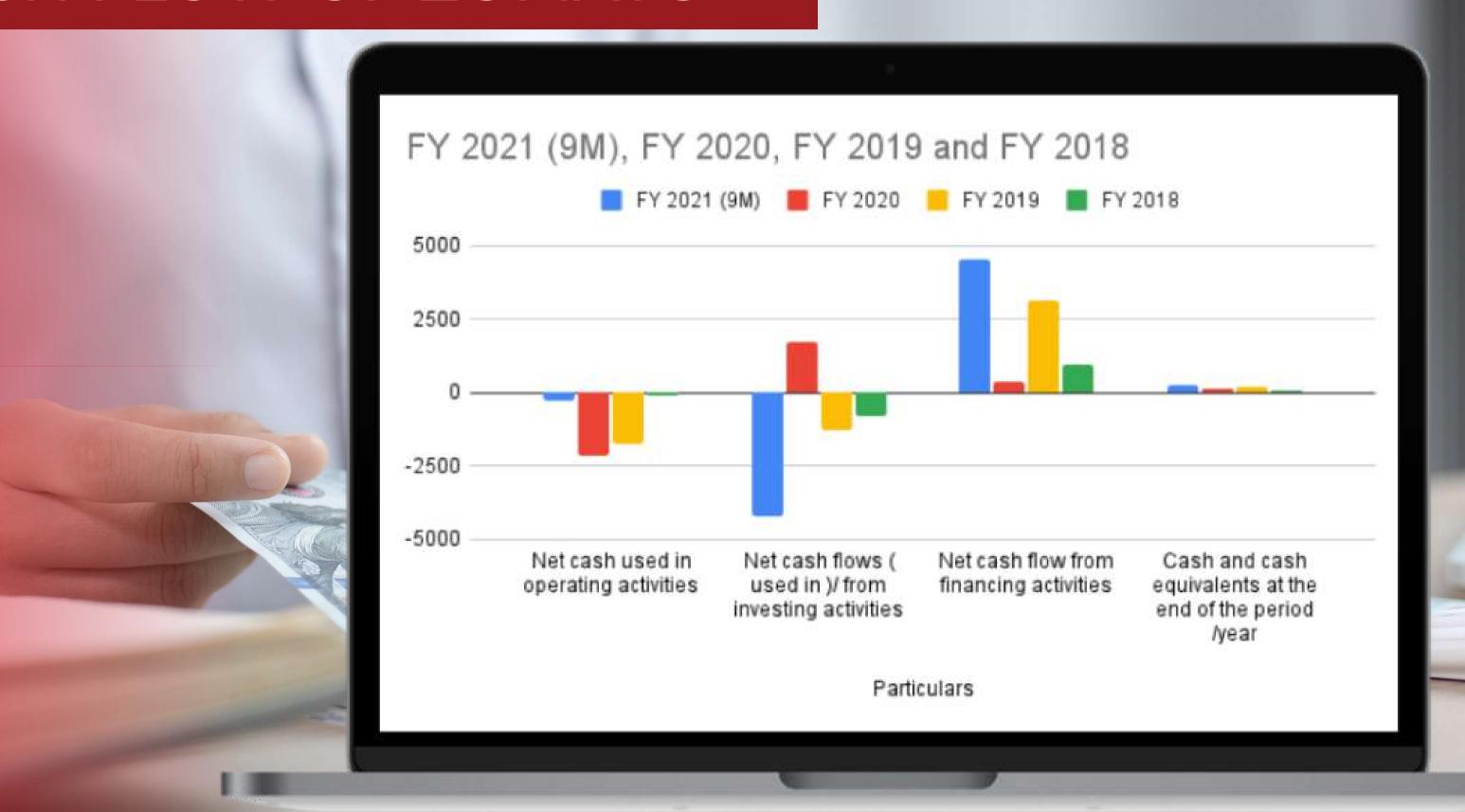
The total income of Zomato stood at Rs 916 crore during the quarter under review. This was a steep jump from a revenue of Rs 283.5 crore, it reported in the year 2020.

According to the corporate, despite the severe COVID wave in the starting of April; the revenue growth was largely on the back of growth in its core food delivery business which

continued surprisingly to grow.

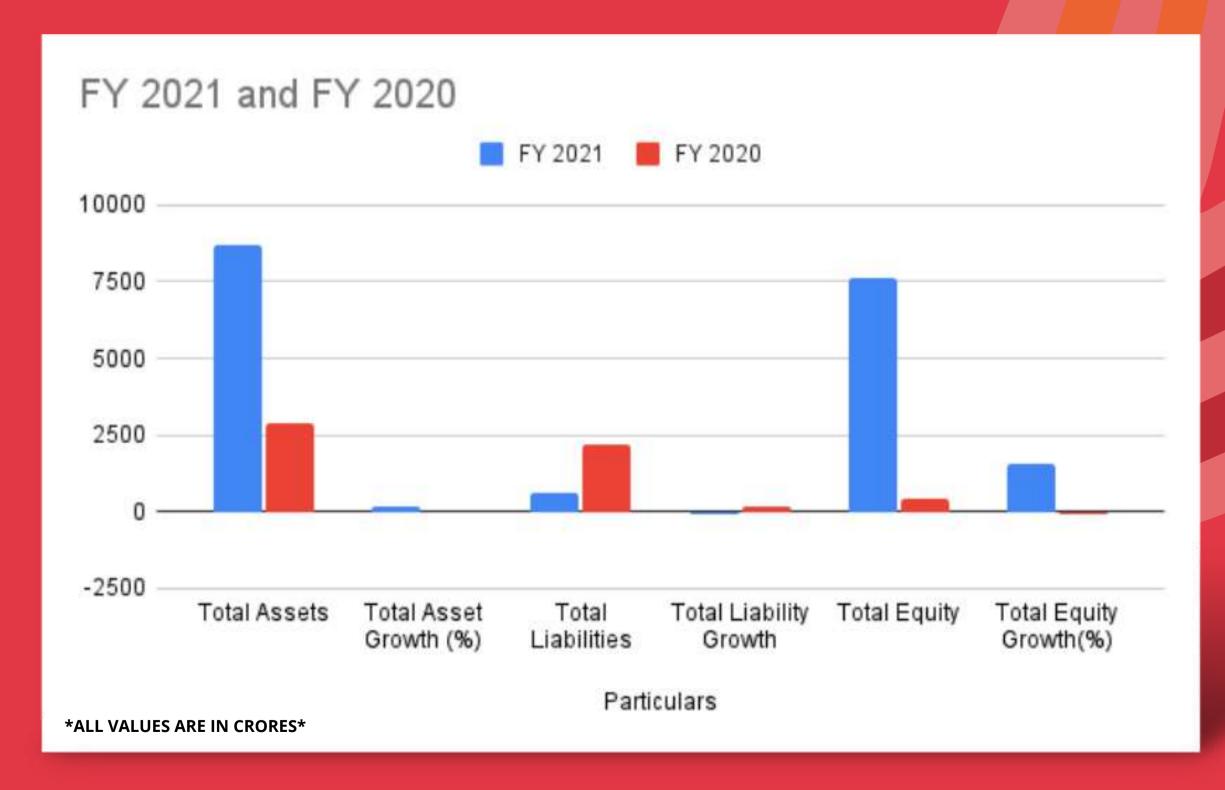


CASH FLOW OF ZOMATO





BALANCE SHEET OF ZOMATO



 Assets owned by Zomato seems to have increased in the financial year of 2021 in comparison to the financial year of 2020. Moreover liabilities can be seen decreasing, which is a positive sign for future growth



Particulars	FY 2021	FY 2020	
Return On Equity (%)	-10.63	-517.54	• Zomato has reported negative ROE for consecutive years, which
Return On Capital Employed (%)	-5.86	-103.27	not a good sign for an company, though the rate of negativity seems to have
Return On Assets (%)	-9.33	-81.61	declined in the financia year 2020. Thus, this may lead to better
Interest Coverage Ratio (x)	-47.64	-178.14	future ROE.
Asset Turnover Ratio (x)	22.90	89.80	

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Competitors Of ZOMATO

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Comparison with global peers

Company	Country	Market cap (\$bn)	Revenue (\$ bn)	Profits (\$ bn)
Meituan	China	216.02	16.65	0.68
DoorDash	US	58.33	2.89	-0.46
Delivery Hero	Europe	32.15	2.82	-1.60
Zomato	India	13.26	0.37	-0.32
Deliveroo	Europe	5.46	1.53	-0.29
Grubhub	US	4.62	1.82	-0.16





SWIGGY

Founded: in July 2014

Headquarters: Banglore, India.

Parent : Bundl Technologies

Private Limited.

Founders: Nandan Reddy,

Sriharsha Majety and Rahul

Jaimani.

Revenue: ₹ 2776 Crore

Profit: -₹3768 Crore

FAASOS

Industry: Online Food Ordering

Founded: in year 2011

Founders: Jaydeep Burman and

Kallol Banerjee

Headquarters: Mumbai, India

Parent : Rebel Foods Revenue : ₹572 crore

FUTURISTIC CAPABLITIES



Zomato works by capturing customers by providing all the information a customer can need before going to a restaurant or ordering food online. With this immense database of consumers taste preferences, choices, restaurant picking, food habit and many more ZOMATO can be a next big thing for initiating it restaurant chain all over the country and providing small and mid cap restaurant with there tags just like OYO. This can be huge step up for ZOMATO in upcoming years and the company numbers can increase even more.

MESSAGE FROM THE EXECUTIVE BOARD

We are privileged to be a part of a team that strives for nothing less than excellence!

We truly commend the team's cooperation and joint effort in curating this detailed case study. Such publications demonstrate our members' ability to produce high quality work, which will further assist many in better understanding how start-ups operate at their nascent stages, the causes for performance fluctuations, and most importantly, how a single thought shapes reality.



Farrukh Zaidi President



Vaibhav Chhabra
Vice President



Arif Jamal
General Secretary



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