



# Swiggy's Challenge with Customer Support Queries

CASE STUDY



## ABOUT THE CASE :

- This case examines how Swiggy can address the rising volume of customer support queries that are impacting operational efficiency, costs, and customer satisfaction. It requires a product manager to take a structured, data-driven approach by estimating support demand (queries and agent capacity), identifying root causes behind query generation, and linking business outcomes such as cost reduction and improved CSAT to measurable product outcomes.
- The focus is not just on scaling support through agent estimation, but on reducing dependency on support by solving underlying product and experience gaps.
- Overall, the case evaluates the ability to connect product decisions with business impact while designing scalable, user-centric solutions.

# OVERVIEW OF FOOD DELIVERY SPACE – INDIA

## How Food Delivery Platform Works



## Competitive Analysis : SWIGGY vs ZOMATO — Head to Head

Metric	Swiggy	Zomato
Founded By	Sriharsha Majety (CEO), 2014 (Bangalore)	Deepinder Goyal (CEO), 2008 (Delhi)
Cities	500+	1000+
MAU (est.)	~50 Mn	~17 Mn (reported)
Daily Orders (est.)	~2.5 Mn	~1.8 Mn
Revenue FY24 (est.)	~₹11,000 Cr	~₹12,114 Cr
Key Strength	Delivery speed & Instamart	Brand recall & dining

### Food Delivery Market Landscape

- \$81.9 Bn revenue by 2028
- CAGR of 19.7% (2023-28)
- Zomato profitable Q1 2023
- Swiggy IPO launched 2024

### Delivery Platforms Growth Drivers

- Growing Urbanization
- Favorable demographics
- Rising internet penetration

## Why Swiggy — India's Leading Food Delivery Platform

 **2014** Founded  
Bangalore

 **500+** Cities  
Across India

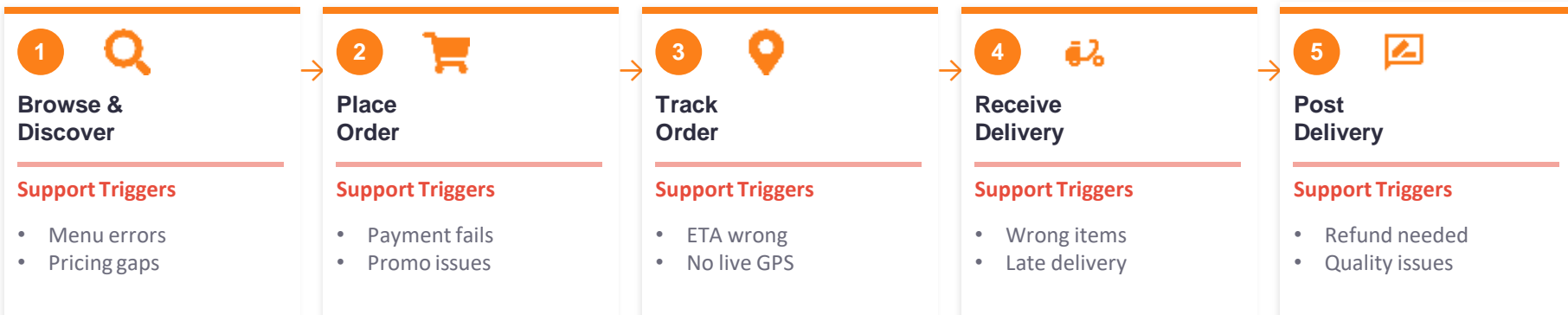
 **~50M** Monthly Active  
Users (est.)

 **2.5M+** Daily Orders  
(est.)

### Swiggy's Key Strength :

- Fastest 10-min delivery (Bolt),
- Instamart grocery + quick commerce,
- Deep Tier 2/3 city penetration
- Swiggy One membership program,
- Stronger unit economics per delivery

### Customer Journey & Support Touchpoints



Every stage of the customer journey generates potential support queries — a holistic product approach is needed

## THE PROBLEM

# Rising Customer Support Queries — A Growing Crisis

Support query volume is growing faster than the business can scale. This creates backlogs, increases wait times, hurts CSAT, and drives up costs unsustainably.



**200K+**

daily queries

**Query Volume Surge**



**3x**

YoY increase

**Growing Backlog**



**15 min**

avg wait time

**Extended  
Wait Times**



**3.5/5**

current CSAT

**CSAT Decline**

### Business Impact



₹60-80 Crore/year  
in support costs



Customer churn from  
poor support experience

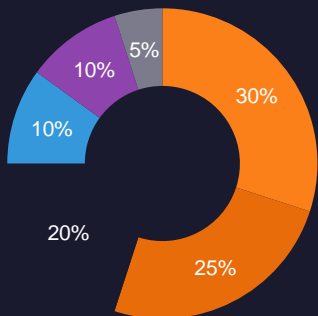


Linear cost scaling  
is unsustainable



Operational bottleneck  
across all channels

## ROOT CAUSE ANALYSIS



**30%** **Order Tracking** — "Where is my order?" — visibility gaps

**25%** **Refund & Payment** — Failed payments, refund status queries

**20%** **Delivery Issues** — Late delivery, wrong/missing items

**10%** **App/Tech Bugs** — Crashes, login, cart glitches

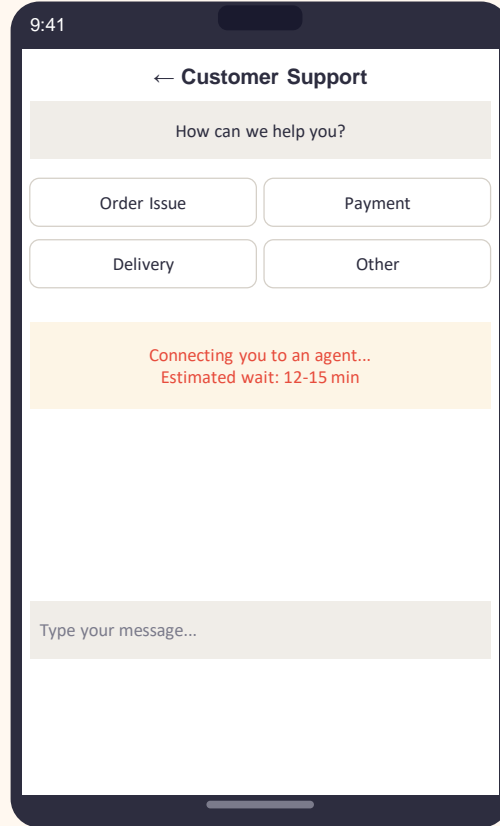
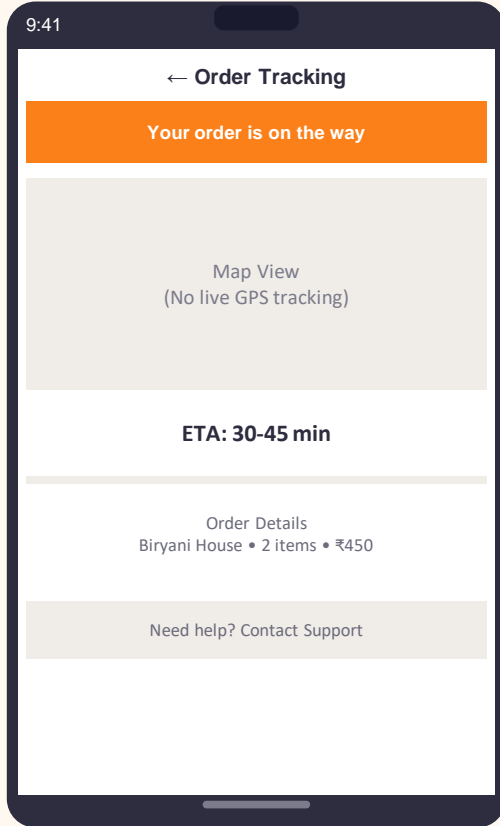
**10%** **Restaurant Issues** — Menu inaccuracy, quality complaints



**75% of queries (Tracking + Refunds + Delivery) are addressable through product improvements**

# UX ANALYSIS – CURRENT STATE

## Current Support Experience – Pain Points Identified



### Key Pain Points Identified

- 1 Vague ETA range (30-45 min) — user anxiety
- 2 No live GPS tracking of delivery partner
- 3 Help button buried deep in navigation
- 4 12-15 min wait to connect with agent
- 5 No auto-refund option for small orders
- 6 Agent lacks context of the specific order

# USER RESEARCH, TARGET SEGMENT & HYPOTHESES

## USER RESEARCH METHOD — SURVEY & 1:1 INTERVIEWS

72%

Contact support at least once/month

55%

Say tracking is the biggest pain point

40%

Wait > 10 min before resolution

68%

Would prefer self-service options

## HYPOTHESES

### WHY USERS CONTACT SUPPORT ?

**H1 - Lack of Real-Time Transparency:** Users can't see real-time order status

**H2 - No Self-Service Resolution Path:** No way to resolve without an agent

**H3 - Payment Refund Confusion:** Unclear resolution for failed transactions

**H4 - Expectation Gap:** Quality Mismatch between listing and delivery

## TARGET SEGMENT — USER PERSONAS



**Priya | 26 | IT Pro | Bangalore**

Orders 4-5x/week. Lives alone. Relies on Swiggy for daily meals.

### Pain Points

- Can't track delays real-time
- Refund process confusing
- Long wait to reach agent

### Needs

- Instant order visibility
- Self-service refund
- Quick resolution



**Rahul | 34 | Manager | Mumbai**

Orders for family on weekends. Values reliability over speed.

### Pain Points

- Wrong items, no easy fix
- Promos fail at checkout
- Agent lacks order context

### Needs

- One-tap report issues
- Proactive issue alerts
- Context-aware support

# SURVEY - DATA ANALYSIS & FINDINGS

## Swiggy Customer Support Experience

Survey Report — 120 Responses | Conducted: Feb-Mar 2025 | Target: Users with 3+ orders/month

### KEY SURVEY FINDINGS

How often do you contact support?



#1 reason for contacting?



Is Self-service section adequate?



Would use auto-refund option mismatch order <₹300?



Trust using AI chatbot?



Does agents live GPS tracking important?



### RESPONDENT DEMOGRAPHICS

**Age** 73% are 18-34 (Millennials/GenZ)

**Gender** 58% Male, 38% Female, 4% Other

**City** 68% Tier 1, 22% Tier 2, 10% Tier 3

**Frequency** 60% order 6+ times/month

**Platform** 52% Swiggy primary, 34% Zomato

# 3.4

### Average CSAT Score (out of 5)

18% Very Unsatisfied | 35% Neutral | 47% Satisfied  
Significant room for improvement

Click Here See Full Survey Report: [Source](#) (Ctrl + Click on Link)

## ESTIMATION

# Q1- How Many Support Agents Does Swiggy Need?

- 1 Daily Orders**  
500+ cities × ~5000 orders/city avg  
~2.5 Mn
- 2 Support Contact Rate**  
Industry avg for food delivery platforms  
~8%
- 3 Daily Support Queries**  
 $2.5M \times 8\% = 200,000$  queries/day  
~200K
- 4 Queries per Agent/Day**  
10 min avg handling × 8hr shift = 48 queries  
~50
- 5 Agents Required**  
 $200K \div 50 = 4,000$  agents minimum  
~4,000

### Final Estimate

**4,000 — 5,000**

Customer Support Agents

### Cost Breakdown

Avg salary/agent: ₹15K/month

Annual cost per agent: ₹1.8 Lakh

Total annual cost: ₹60-80 Crore/year

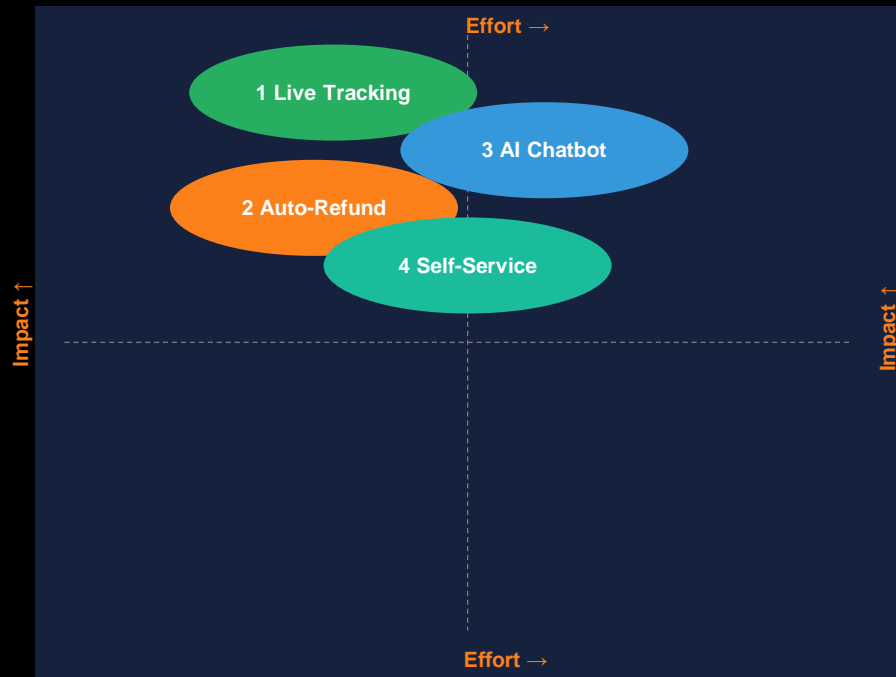
+ Infrastructure & training overhead



With product solutions, we can reduce to ~2,500 agents — saving ₹27+ Crore annually

# SOLUTION PRIORITIZATION

## Top 4 Solutions — Impact/Effort Matrix



### 1 Enhanced Live Order Tracking

Real-time GPS, precise ETAs, proactive delay alerts

**50% tracking query reduction**

### 2 Auto-Refund Under ₹300

Instant automated refund for orders below ₹300 — no agent needed. Triggered by wrong item/missing item report.

**70% refund queries auto-resolved**

### 3 AI-Powered Smart Chatbot

Context-aware bot processes refunds, understands order state, smart escalation to agents

**60% queries resolved w/o agent**

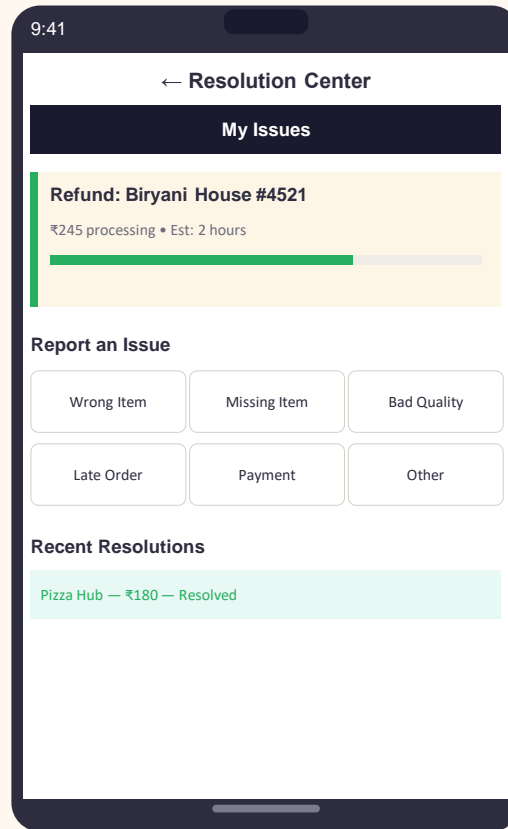
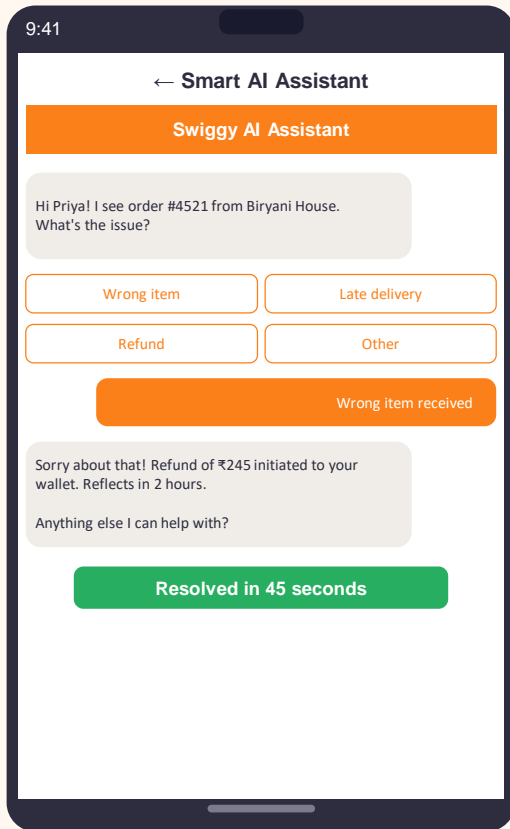
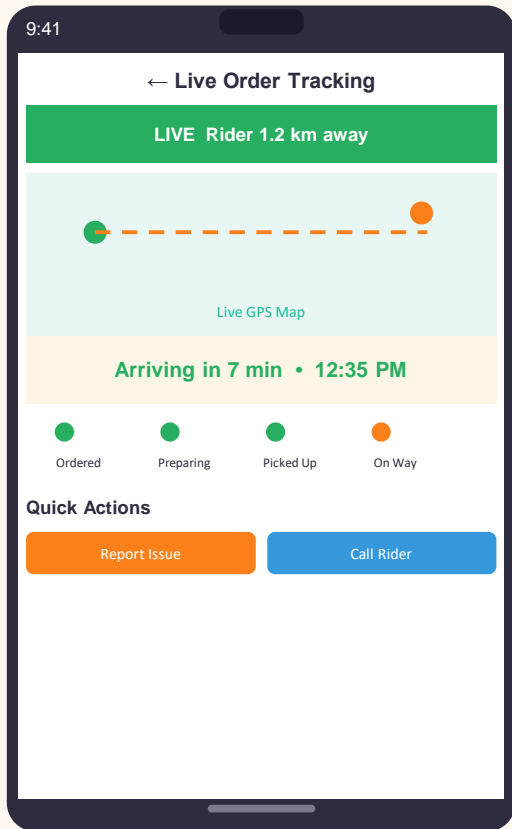
### 4 Self-Service Resolution Hub

In-app center to report issues, track resolution, request refunds — one-stop support

**45% fewer agent contacts**

# PROPOSED SOLUTION – UX EXPERIENCE

## Redesigned Experience – 3 Key Screens



# AGENT ESTIMATION – DETAILED BREAKDOWN

## Why from 4,000 → 2,500 Agents?

### CURRENT STATE — 4,000 Agents Needed

<b>A</b>	<b>Daily Orders</b> 500+ cities × ~5000 avg	<b>2.5 Mn</b>
<b>B</b>	<b>Contact Rate</b> Industry benchmark	<b>8%</b>
<b>C</b>	<b>Daily Queries (A×B)</b> 2.5M × 8%	<b>200,000</b>
<b>D</b>	<b>Queries/Agent/Day</b> 10 min handling × 8hr shift	<b>50</b>
<b>E</b>	<b>Agents Needed (C÷D)</b> 200K ÷ 50	<b>4,000</b>

### AFTER PRODUCT SOLUTIONS — 2,500 Agents

Solution	Queries	Deflection	Saved/Day
Live Tracking	60K	50%	30,000
Auto-Refund <₹300	30K	70%	21,000
AI Chatbot	40K	60%	24,000
Self-Service Hub	20K	45%	9,000
<b>TOTAL DEFLECTED</b>			<b>84,000</b>

### FINAL CALCULATION

Remaining Queries  
200,000 total – 84,000 = **116,000/day**  
(After Deflected Queries)

Agents Needed  
**2,320** 116,000 ÷ 50 per queries/agent/day  
= 2,320 base agents needed

With 10% Buffer  
**~2,500** 2,320 + 10% peak buffer  
= ~2,500 total agents

SAVINGS: 4,000 → 2,500 agents | 1,500 agents × ₹1.8 Lakh/yr = ₹27 Crore/year saved

# Q2 - HOW WOULD BE THE PRODUCT OUTCOME ROADMAP?

## 12-Month Implementation Plan

### Phase 1

0-3 Month

- ✓ Enhanced real-time order tracking with live GPS map
- ✓ AI chatbot for top 10 common query categories
- ✓ Self-service refund for orders under ₹300



### Phase 2

3-6 Month

- ✓ Proactive delay notifications with updated ETAs
- ✓ Smart FAQ with contextual help based on order state
- ✓ Automated payment failure resolution flow



### Phase 3

6-12 Month

- ✓ Predictive issue detection (flag at-risk orders)
- ✓ Full in-app resolution center for all query types
- ✓ NPS-driven feedback loop for continuous improvement

## SUCCESS METRICS

# Tracking Framework & North Star



North Star: % of orders completed with zero support contact

Metric	Current	6-Month	12-Month
Self-service resolution	15%	40%	60%
Chatbot deflection	10%	35%	55%
Avg resolution time	15 min	5 min	< 2 min
Queries per 1K orders	80	55	48
CSAT score	3.5/5	4.0/5	4.5/5
First contact resolution	45%	65%	80%

### Measurement Approach

#### A/B Testing

10% cohort rollout, measure vs control

#### Funnel Analytics

Track self-service completion & drop-off

#### User Surveys

Monthly CSAT & NPS sentiment tracking

## EXPECTED IMPACT

# Before vs After — Projected Business Outcomes



40%

Query  
Reduction



₹27 Cr

Annual  
Savings



< 2 min

Resolution  
Time



4.5/5

Target  
CSAT

Metric	Before	After	Change
Daily Queries	200K	120K	↓ 40%
Avg Wait Time	15 min	2 min	↓ 87%
Agents Required	4,000+	2,500	↓ 38%
Cost/Query	₹35	₹12	↓ 66%
Self-Service Rate	15%	60%	↑ 300%

# KPI SUCCESS METRICS FRAMEWORK



## Self-Service Resolution

In-app tools for independent issue resolution

60% queries self-resolved



## Proactive Communication

Real-time alerts before users need to ask

50% fewer tracking queries



## Process Automation

AI chatbot and automated refund workflows

70% auto-refund resolution

Revenue

Cost of Saving

Agent Cost

#of Agents

Avg. Salary Per Agent

Query Reduction Rate  $\frac{\text{\#Self Resolved Query}}{\text{\#Total Queries}}$

ChatBot Deflection Rate  $\frac{\text{\#of Chatbot Resolved Query}}{\text{\#of Total Queries}}$

Proactive Alert Rate  $\frac{\text{\#of Altered}}{\text{\#of Delayed order}}$

Auto-Refund Rate  $\frac{\text{\#of Auto-Refunds}}{\text{\#of Refund Requests}}$

Customer LTV

Avg. Order Value X #of Order X Retention Rate

FEEDBACK LOOP: Better Product → Fewer Queries → Lower Cost → Reinvest in Product → Even Better Experience → More Revenue

## Reducing Queries = Better UX + Lower Costs

- ★ NEW: Auto-refund under ₹300 eliminates 70% of refund queries instantly
- ✓ 75% of support queries addressable through 4 product solutions
- ✓ AI chatbot + self-service = 60% query deflection potential
- ✓ Proactive communication eliminates #1 query category (tracking — 30%)
- ✓ ₹27 Crore annual savings with 40% query reduction (4,000 → 2,500 agents)
- ✓ KPI flow: Product Outcomes → Business Outcomes → Revenue Impact
- ✓ Better support experience → Higher retention → Increased lifetime value