

# AJVC SLACK CHANNEL

**AMA#3** WITH **ABHIJEET KUMAR** DATED 11TH  
JULY

**I was a subscriber of BB Daily when the Lockdown period started, could see a lot of surge for orders, new users who are using the product than they were before. How did you make sure to retain the new consumers for long time ?**

Yeah lockdown meant a lot of orders coming on our way milk and other products too. City wise response have been varied based on how strict lockdown was or even how much panic it created for hoarding etc.

**What was the most important learning for BB in the first 2 months of COVID situation? Also, how BB managed to hire people for delivery of the high volume in lockdown? Were there new processes set ?**

We had our own share of learnings during last few months. In few cities we went up to 20% of our regular manpower and then we bounced back slowly. Now things are looking good.

**Would be interested to understand your thoughts on what recent reforms in agriculture means for grocery delivery?**

We have been delivering milk followed by fruits and vegetables a lot. State wise implementation of reforms helps the cause of procuring good from farmers. The biggest one is taking directly from farmers. It helped both ways as in customer gets better price and farmers get better realization.

**Understood. Also, wanted to ask you, are you pushing for more and more bundles (e.g. Milk + Dahi combo) now on the platform to save on logistics cost?**

This one is relevant. Raincan is always ops optimized model due to working with sheer low margin of milk. We were always unit economics positive and only investment we have done is in growth ...so answer to your question. products and services offerings are part of raincan on top of milk...it does not end at some particular product. It will keep growing...

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**Do you see the momentum increasing in online deliveries of groceries even after things are normal?**

Post a lockdown announcement panic buying happens but after that too we see demand holding.

**People in rural areas are still habituated to buy from local vendors and also the distance between their homes and local vendors is not that much. Additionally, they have dedicated people who take care of groceries. So how does BB Daily convince them to change their habits and give BB a chance in case you already have the infrastructure ready?**

This habit is true for urban consumers also in large. This change is slow but it picks up based on social situation, one needs to make enough customers in any geography where this base start influencing others to adapt.

**Given a shift in buying pattern to online due to the lockdown do you think the semi urban areas will also switch to online soon. Are you planning to expand to these areas to meet this new demand?**

We are present in many tier 2 cities and yes, we get decent acceptance from those cities, also for bigger cities we expand in outskirts too.

**What is your take on post Pandemic in terms of consumer behaviour. Do think we are heading towards an era where home delivery for all grocery items will be a compulsion or it's going to change?**

Lot of customers have moved to online platforms during pandemic and certainly it has long lasting effect.

**Your podcast with JuniorVC was really great! As an entrepreneur, it was really relatable. We also focussed on developing operations well and now in a stage where we have to get from x to 10x. How you started building the software suite for operations. What kind of people you hired. How you managed your focus during this transition?**

For us we did first excel and even accounting registers to start with prototype. Then in second stage we outsourced dev work followed by our own team hiring and building everything inhouse.

**How do you create a differentiation in such a category where Swiggy has Supr daily with a very similar offering?**

India is big :- ) space for everyone who can work hard and deliver.

**I am a user of BB daily since 2019 start. I have seen people in our society and pushing the product. I want to understand your idea for Marketing it in the initial years? How it transformed and what other approaches have you adopted over the period with surge in demand?**

We have been milk subscription and first followed by fresh products and other products as top up to milk orders. Like bread, fruits vegetables etc.

Subscription is long term commitment as in someone has to move away from current supplier or option. So, it needs little bit of sales push...there is lot of organic demand and then inorganic based on sales.

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**Yeah, I believe cross selling has really helped here. But initially when the inertia was high and adoption level were low. What can a startup provide that creates value to the customer. Because more often than not it becomes difficult to let the customer understand the product utility. In that case, what do you think has helped BB daily?**

So Raincan is first model of its kind where people subscribe for milk on app ,inertia is there to download a app for milk where it was coming to doorstep anyways..but slowly its hockey stick model where enough people know the product that it markets itself as an option for milk. We see that effect in many cities. We are bound by our own service levels not by demand.

**If given a chance to restart, what one thing would you do differently during the initial days of BB daily?**

I will repeat the same thing. :) .Maybe from a new place..

**Were you always interested in entrepreneurship or did you just stumble upon this by chance?**

Earlier as well I worked on couple of start-ups in different formats.

**How do you keep such a large team motivated and working towards the same goals?**

Customer happiness is one thing which can drive a large team together, where everyone aims to just make customer happy not the peers or managers.

**I'm really curious to know what difference you have observed post integration as BBdaily (now), vs Raincan (previously) ?**

Bigbasket has similar journey as ours, we relate to each other well. So hardly any difference between Raincan and BBdaily. We continue to do same thing as Raincan.

**You've I believe you've worked ~7/8 years before starting. How did you decide initially to take off? I mean were you preparing the financial stability or you jumped in seeing the opportunity. What's your mantra for risk taking/deep plunge?**

I tried few start-ups earlier also where I had my own set of learning. The first one when I left job. I did not do any planning. I just moved in. We figured out our way through hustle, Raincan was not the first idea...it came after lot of pivots and learning.

**On a follow up, it's a cliché but I have to ask you, what do you think is the best time to jump in. Because I believe it becomes really tricky for someone who isn't financially stable to jump in leaving behind a well-paying job and life?**

The best time is always now :-)) I mean it.

**Been a regular customer for like a year now! Given that BBdaily deals with such a huge volume of fresh vegetables/perishables, how have you designed the supply chain for zero wastage and automated inventory tracking?**

Zero wastage is difficult. But near zero is the term I will use, we have enough predictions on demand specially in bbdaily. It leads to very low wastage,inventory tracking is automated needless to say.