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# Product Management Certification Program

Industry Project - I

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After completing all the parts of the project, you will have to submit your responses in the following manner.

- Submit the following parts of the project in this "Presentation" file
  - Part 1 Understanding the market
  - Part 2 User research
  - Part 5 MVP Creation
  - Part 6 Sketching
  - Part 7 Wireframing & Prototyping
- Submit the following part of the project in the template document provided on the platform.
  - Part 3 Business Model Canvas
  - Part 4 Product Artifacts
    - User Persona
    - User Journey Map

**Note**: Finally you have to add this **Presentation & other submission documents** in a ZIP folder and upload it in the submission section on the platform. More details in slides to follow

## Part 1: Understanding the Market

#### **Based on Top Down Approach**

#### Possible Approach:

The Total Population of India is approximate to 1.3 Billion

- The Urban Population of India is 30%, approximately 0.4 Billion
- The Rural Population of India is 70%, approximately 0.9 Billion

Assume, Mostly Urban Population will use food delivery applications. So, we will proceed further with the calculation of urban population only.

#### Case 1:

Assuming that the population over 18 years of age are very prone to order food online. Assume <18yrs = 25% of population

So, For balance the Population divide will be

## Target Market Identification

Age-Group	Urban Population	
18-59	67%	268 million
60+	8%	32 million

#### Case 2:

Further, the Urban population in these age groups can be categorised under various classes:

• Upper-middle class, Middle class and lower-middle class

The Population division according to various classes:

Category Class	Percentage Divide	18-59	60+
Lower-Middle Class	30%	80.4 million	9.6 million
Middle Class	30%	80.4 million	9.6 million
Upper-Middle Class	10%	26.8 million	2.6 million

## Target Market Identification

Case 3:

Considering that a certain population across each category class segment will order food online.

Age Groups	Will Order Food Online
18-59	<ul> <li>Lower-Middle Class: 5% of 80.4 million ~ 4 million</li> <li>Middle Class: 15% of 80.4 million ~ 13 million</li> <li>Upper-Middle Class: 10% of 26.8 million ~ 2.7 million</li> </ul>
60+	<ul> <li>Lower-Middle Class: 2% of 9.6 million ~ 0.2 million</li> <li>Middle Class: 5% of 9.6 million ~ 0.5 million</li> <li>Upper-Middle Class: 5% of 2.6 million ~ 0.1 million</li> </ul>

## Porter's Five Forces Analysis

#### Threat Of New Entrants

This factor varies from Low to High, depending on the category of the product. If the infrastructure cost is high, it will be low. And if Operational costs are low, it becomes high. In this case threat is very high

#### 2. Bargaining Power of Customers/Buyer

This factor varies from medium to high rane. As a higher number of options are available to the buyer, bargaining power increases. Promotional offers, a variety of products gives the buyer a lot of options.

#### 3. Threat Of Substitution

This factor becomes high, due to the nature of the product. Easy availability of similar products makes it higher. Having a different product with distinguishing properties can reduce the threat level of substitution.

#### 4. Bargaining Power of Supplier

This factor varies between medium to high range. Mostly in raw materials, suppliers have the upper hand. To ensure the uninterrupted supply to the planned production, annual contracts become critical. To raise in the bargaining power Of supplier may result in the increased production cost.

#### 5. Competitive Rivalry

The intensity of competitive Rivalry is more. The growing potential of Indian market attracts many domestic and international players in each of the food categories.

## Porter's Five Forces Template

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#### **Threat Of New Entrants**

- 1. Very few barriers for new entrants in the market.
- Cheaper to start up a restaurant than other businesses. Individuals can Easily acquire their own funds as compared to starting any other business.
- Compared to other major player in the food tech Industry, e.g. Swiggy, Zomato had acquired most of the market, because of which new entrants might take time to set up their own business.

#### **Bargaining Power of Supplier**

- 1. It is medium.
- Due to low switching cost for buyers suppliers don't have much power
- 3. High number of suppliers for similar Products.
- 4. Customers expect the same taste of the particular food product irrespective of geographies.
- 5. Raw materials are easy to obtain in tier1 cities, it might get difficult in other cities.

#### **Competitive Rivalry**

- Larger growth of food tech Industry in India. Due to which competitions are arising and resulting into various competitive rivalries.
- 2. Increase in E-commerce business increasing the rivalry.
- Growing potential of India leading investment / entry by foreign players in Indian market leading rivalry among domestic & foreign players.
- 4. Continuous innovation in product to sustain bring rivalry to bring competitive edge.

#### **Bargaining Power of Customers/Buyer**

- High bargaining power due to high number of options available in the market choose other service
- 2. User have choice to switch
- 3. Cost of switching is low
- 4. Business is more due to the availability of similar products.
- 5. With similar conditions, Organizations need to provide more and more offers to the customer, But once the offer ends, the customers leave.

#### **Threat Of Substitution**

- Food delivery apps are available on the same platform for users, having low switching cost from one product to another.
- Local restaurants opening up their own delivery services
- Online availability of ready to make foods through other services such as amazon, flipkart etc

#### **Food Tech Market Leaders:**

- Zomato
- Swiggy
- Box-8
- Subway
- KFC
- Dominos
- Mc-Donalds

## **Direct and Indirect Competitor**

Direct	In-Direct
Zomato Swiggy	<ul> <li>Restaurants Own online food delivery service</li> <li>Box-8</li> <li>Subway</li> <li>KFC</li> <li>Dominos</li> <li>McDonalds</li> </ul>
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## Competitor Analysis

#### **Zomato Introduction**

Founded in 2008 by Deepinder Goyal and Pankaj Chaddah. The brand was originally known as Foodiebay till November 2010.

**Geographical Reach:** Zomato has proven to be a phenomenal foodie platform, providing a convenient way to review restaurants, feedbacks, listings in (now) over 24 different countries.

**Profile of founders:** Deepinder Goyal and Pankaj Chaddah both are graduated from IIT Delhi. Both are Engineer by background.

**Vision:** To be the global platform when someone is looking for food locally. And to be the 'Google' of food. Better food for more people.

**Goal:** To change what you eat –

- Changing how you eat is just a means to an end.
- Improving quality of food

No. Of employees: 5000+

Revenue: ₹2,486 crore (2020)

**Investment Funding:** Zomato is funded by 24 investors. Zomato has raised a total of \$2.1B in funding.

Their latest funding was raised on Feb 22, 2021 from a Venture - Series Unknown round.

Fidelity Management and Research Company and Tiger Global Management are the most recent investors

## Competitor Analysis

## **Swiggy Introduction**

Founded in 2014 by Nandan Reddy and Sriharsha Majety, Rahul Jaimini.

Rebranded from an e-commerce website called Bundl to facilitate courier service and shipping within India to enter the food delivery market.

**Geographical Reach:** 500+cities PAN India

**Profile of founders:** Nandan Reddy, BITS Pilani pass-out degree in MSC physics, Founded Galla (cloud based tablet point of sale systems for restaurants for managing billing, inventory for restaurants.), Zurna (Hyderabadi restaurant)

Sriharsha Majety: BITS Pilani pass-out – Electrical & Electronics Engg, MBA-IIM C

Rahul Jaimini: IIT KGP Computer Eng.,

**Vision:** To be India's most loved hyper local player,

**Goal:** It aims to be the most accessible platform on the network - hyperlocal, horizontal and across categories.

No. Of employees: 5000+

**Revenue:** ₹2,776 crore(2020)

**Investment Funding:** Swiggy is funded by 18 investors. ARK Impact and Tencent Holdings are the most recent investors.

Swiggy has raised a total of \$1.6B in funding

## **Zomato Vs Swiggy Comparative Analysis:-**

	Revenue Gen	eration	
	Zomato		Swiggy
	Collects commissions from restaurants  Dine-out Membership  Advertisements(Promotional deals)  Affiliate Income  Consultation(provides consulting services to new restaurant owners by delivering data and information )  Delivery Services		Collects commissions from restaurants  Swiggy Super (offers unlimited free delivery on all orders )  Advertisements (Banner, Promotions, Priority listing )  Affiliate Income  Delivery Services  Swiggy GO: Pick-Up and Drop Service  Swiggy Store -currently being offered to customers only in Gurgaon, to Bangalore and Hyderabad
	Value Added Se	rvices	
[	□ Food at Work service		"Opt in for No-contact Delivery "option  Swiggy Diaries: Official Blog of the Swiggy Design Team- Achieves on swiggy engineering.

### **Zomato Vs Swiggy Comparative Analysis:-**

#### **Value Proposition Swiggy Zomato** No-restriction order policy. No-restriction order policy. Zomato Piggy Bank (it's a reward points program for Efficient online payment system. loyal users of the food delivery service on Zomato) **Super Swiggy** Efficient online payment system. Order Delivery tracking **Zomato Gold** Swiggy Stores deliver groceries, flowers, medicines, Dine Out option and other things to the doorstep of its customers within an hour. Table booking facility in restaurant Order Delivery tracking **Swiggy Go** – It offers instant pick & drop services used by customers to send packages, lunch boxes to their kids, documents to the office, and parcels anywhere across the city.

## Zomato Vs Swiggy Comparative Analysis:-

Target Market	
Zomato	Swiggy
<ul> <li>People who want to order food online and want to get it delivered at their doorsteps</li> </ul>	<ul> <li>People who do not wish to go out to restaurants and eateries to buy food. People who want to order food online and want to get it delivered at their doorsteps</li> </ul>

<u>Finance</u>	
Zomato	Swiggy
☐ Funded by 18 Investors in which 6 lead Investors	☐ Funded by 24 Investors in which 12 lead Investors

## Competitor Analysis

## **SWOT ANALYSIS-**

#### **Z**omato

Strength	Weakness	
<ul> <li>Collaboration with more payment gateways to attract customer for cashback while order payment</li> <li>Presence in 24 countries</li> <li>Efficient payment gateways</li> </ul>	<ul> <li>Customer Complaints fast resolve</li> <li>Delivery services and reach to target segment present in Remote and industrial area is not available</li> </ul>	
Opportunities	Threat	
Opportunities	Imeat	

#### **Swiggy**

Strength	Weakness
<ul> <li>Collaboration with more payment gateways to attract customer for cashback while order payment</li> <li>Presence in 500+ cities PAN India</li> <li>Efficient payment gateways</li> </ul>	<ul> <li>Customer Complaints fast resolve</li> <li>Delivery services and reach to target segment present in Remote and industrial area is not available</li> <li>Less Investors</li> </ul>
Opportunities	Threat
Expansion in other geographical areas	<ul> <li>Competition from direct competitor</li> <li>Decrease in purchases due to indirect competitors' entry</li> </ul>

## **APP users Feedback:**

Zomato	Swiggy
<ul> <li>Order Placed/day is 3000</li> <li>21M+ users downloaded</li> <li>4.0* rating</li> <li>Major customer complaints on quality and quantity of food, wrong restaurant rating, and delayed delivery or delivery issues</li> <li>Complaints resolution is not fast</li> </ul>	<ul> <li>30M+ users downloaded</li> <li>4.2* rating</li> <li>Major customer complaints on customer service, Payment issues, additional charges</li> <li>Payment gateway glitch</li> <li>Discounts glitches</li> </ul>
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## Competitor Analysis

#### Shifts in the business model

#### Shifts in the business model

#### **Zomato**

#### **Gold Subscription** program by Zomato:

It didn't turn up as expected by the founders. The offering was meant to be a win-win for restaurant partners along with Zomato but it didn't go as planned. Later it has upgraded Gold subscription to Zomato pro having facility of more delivery offers & lesser delivery time for pro members.

#### Swiggy

#### **Drying of Funds:**

Due to not have its own fleet and relied on its restaurant partners for deliveries, neither did it enjoy loyalty with the restaurants, Swiggy was losing on funds, so to minimize it,

Swiggy started outsourcing some deliveries by tying up with third-party logistics players. Later It increased the delivery cost and surge pricing during peak hours.

## Competitor Analysis

#### **Business Expansion Strategy**

#### **Merger & Acquisitions**

#### **Zomato**

- Zomato has acquired <u>14</u> organizations. Their most recent acquisition was FITSO on Jan 20, 2021. They acquired FITSO for ₹1B.
- Future: Zomato Pvt, an Indian food delivery startup, will file for an initial public offering in the first half of 2021.

#### **Suggestion**

- Tie Up with Airport for food delivery at airport.
- Can go for grocery delivery
- Can for advance facility in Food delivery who reaches home late and miss food delivery due to order time restriction

#### **Swiggy**

- In August 2020, the company launched their groceries delivery platform called InstaMart
- <u>Swiggy</u> has acquired <u>4</u> organizations. Their most recent acquisition was <u>Kint.io</u> on Feb 4, 2019.
- To expand the service swiggy is expanding in other delivery services such as books delivery, grocery, medicines etc.
- Swiggy Genie is a services which is making Swiggy expanding in diverse portfolio of products but keeping its service of delivery option as prime (pickup-drop).

#### **Suggestion**

- Tie Up with Airport for food delivery at airport.
- Table booking facility

## Part 2: User Research

<u>Objective</u>		
	To develop a food delivery app based on the user goals, pain points & motivation.	

#### **Hypothesis**

1	Time saving is the biggest motivation while ordering food online
2	Quality is the biggest pain point for users while ordering food online
3	Users only want to use the app for food delivery

Total No. of Respondents: 68
Link for survey questionnaire and response link is,

Google form Link for questions: <a href="https://docs.google.com/forms/d/1KKztE3-03Xk3udE4">https://docs.google.com/forms/d/1KKztE3-03Xk3udE4</a> jIU42GJWahBlBkYsoq4 z6gRis/edit

Responses Link: <a href="https://docs.google.com/forms/d/1KKztE3-03Xk3udE4">https://docs.google.com/forms/d/1KKztE3-03Xk3udE4</a> jIU42GJWahBlBkYsoq4 z6gRis/edit#responses

- 1.Age
- 2.Location
- 3. Marital Status
- 4. Occupation Status
- 5.Gender
- 6.Annual Income
- 7.Impact of discount on online food delivery
- 8. Delivery occasions
- 9. What are your motivations to order food online Ranking
- 10. When ordering food online, what is your biggest concern or pain point
- 11. Which app you prefer while ordering
- 12. What is your preferred method of ordering?
- 13. How many times do you order each week on average?
- 14. If given the option, would you order delivery in advance?
- 15. If given the option, would you order from multiple restaurants at the same time?
- 16. Which payment mode you would prefer for payment
- 17. Would restaurant ratings matter to you while ordering online
- What would you use the app for
- 18. What options would you want for delivery

#### **Insights:**

- □ People ordering more than thrice in a week are all unmarried and employed with various salary ranges and multiple cities. All of them use app for ordering. Most of them prefer UPI Payments
- □ For Bachelors, the impact of discount is high irrespective of their salary
- □ 50% of the respondents want to use the app for both delivery and dining discounts hence **proving the hypothesis 3** incorrect
- □ 73.5% of the respondents said yes/maybe to advance delivery options
- □ 75% of the respondents would like to order from multiple restaurants at the same time
- More than Time Savings, Food variety and hygiene are the biggest motivators while ordering food online hence
   proving the hypothesis 1 incorrect
- 75% of the users say that quality is the biggest pain point for them while ordering food online hence proving hypothesis 2 incorrect

<b>Objective</b>	To understand product features based on User feedback

#### **Hypothesis**

1	Users prefer to have advance restaurant table booking features in the app
2	Users don't care about the covid related features considering the pandemic
3	Users want Cuisine based filtering option

□Age		
□Location		
☐Marital Stauts		
□Occupation Status		
☐ How often do you order from outside in a week on average?		
☐What kind of food do you prefer while ordering		
☐ How do you decide the menu while ordering food online		
☐What is your past experience while ordering		
☐What improvement or features you want to add on		
☐What all filters would you prefer to add		
☐ Do you prefer to have customised food while ordeing food based on your taste		
☐Add-on features considering covid safety?		
☐ How do you use dine out feature in app		
☐ How would you opt for advance booking before going to restaurant		

Note: User Responses are in the attached word doc in the zip file along with this PPT

#### **Insights:**

- □ To decide on what to eat, most of the users rely on the app to provide menu options while ordering food online
- All the Users want to have restaurant table booking features in the app itself through which they can book table in advance thereby proving hypotheses 1 correct
- All the Users want to have covid related features in the app itself like rider's temperature, kitchen and rider's covid free confirmation thereby proving hypotheses 2 incorrect
- Almost all the users want cuisine based filtering option in some or other form like Veg/Non Veg, south Indian, Italian,
   Bengali, Burger, healthy food etc thereby proving hypotheses 3 correct
- □ Due to Surge, users are bound to order a minimum value of food items to be eligible for deliveries leading to bad experiences

## Part 3: Business Model Canvas

## **Business Model Analysis**

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#### **Key Partner**

- **1.** Restaurants and street food shops.
- **2. Logistics services** (Delivery providers).
- 3. Financial partners( for payment of order)

#### **Key Activities**

- **1.** Partners with local restaurants and street shops.
- **2.**Hiring delivery providers and suppliers.
- **3.**Managing delivery & payment process

#### **Key Resources**

- 1.Investor partners
- 2.TECH Partners are required to develop the app
- 3.Local Restaurants & street food shops.
- **4.**Delivery providers or logistic services
- **5.**Payment gateways.

#### Value propositions

- **1.**Food delivery with no restriction order Policy
- **2.**Efficient online payment system.
- **3.**COVID19 related safety measures
- **4.**Different payment method for seamless payment
- 5. Smooth order tracking
- 6. Provision of Oder schedule later
- 7. Restaurant table booking feature

#### **Customer Relationships**

- 1.24/7 active customer support
- 2.Customer support chat
- 3. Social media pages

#### Channels

- 1.Through advertisements in TV, social Media channels, newspaper.2.Partnerships with
- restaurants, payment partners
- 3.Word of Mouth

#### **Customer Segments**

- Customer living in urban cities
   People who do not wish to go out to restaurants.
- **3.**People who want to order food online and want to get it delivered.
- **4.**People who do not have time to cook or eat out and order online.

#### **Cost Structure**

- 1. Administrative cost, Operation cost which includes salary of staff also etc.
- 2. Sales & Marketing cost.
- 3. R & D or product development cost
- 4. Costs of application & website development.
- 5. Running cost & maintenance charges

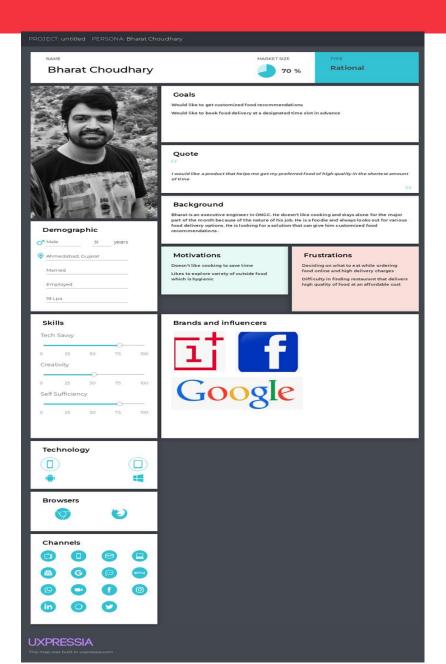
#### **Revenue Streams**

- Delivery charges
- 2. Commissions
- 3. Advertising
- 4. Affiliate Income ( Pro services)

## Part 4: Product Artefacts

**User Persona** 





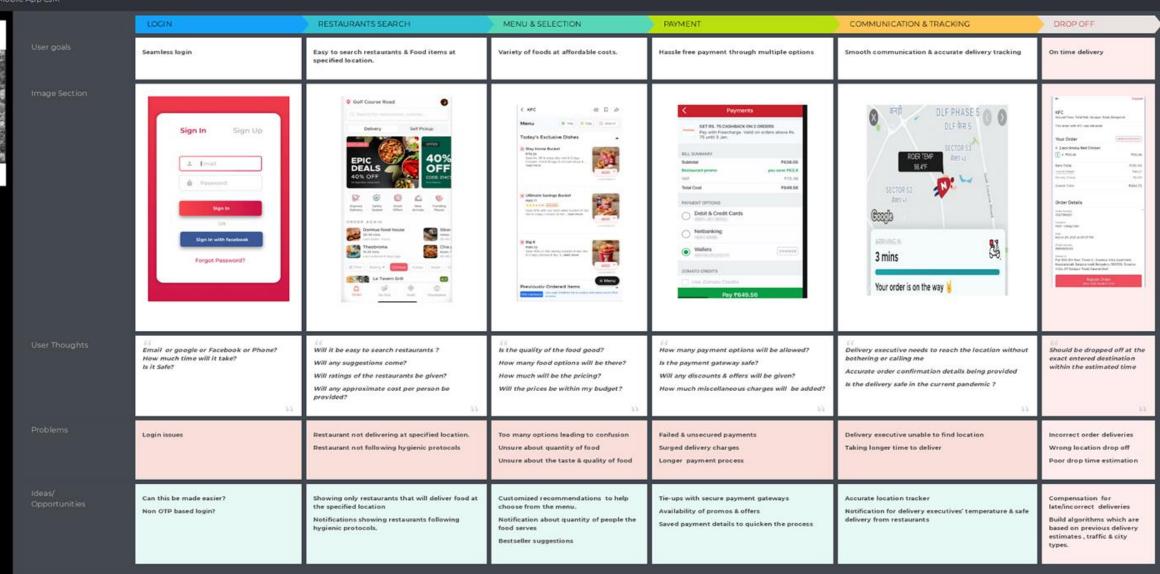
## **User Journey Map**

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PROJECT: untitled MAP: Mobile App CJN



31 yrs old Works in Oil Industry



# Part 5: Minimum Viable Product Creation

- 1. User Sign Up/ Sign In
- 2. Setting up the Account with relevant details
- 3. Current Location Setting
- 4. Restaurant Search and Listing
- 5. Restaurant Ratings, Delivery time indication, Approx. Cost per Person, Offers present for Restaurant
- 6. Restaurant Safety Standards, number of Deliveries done
- 7. Food Listing, Prices and Selection in the restaurant
- 8. Adding to the Cart and checkout features
- 9. Multiple Payment options on the checkout Page
- 10. Adding delivery instructions on the checkout page
- 11. Confirmation Notification and estimated time notification after payment
- 12. Ride Tracking after restaurant confirms the order/ option to call
- 13. Delivery confirmation and feedback
- 14. Dine out features like booking table, becoming member for add on discounts
- 15. Pro features for becoming member
- Bestseller features
- 17. Recommendation features
- 18. Rider's/ Restaurant COVID safety features
- 19. Multiple filters for cuisines, ratings, delivery time, hygiene etc
- 20. Booking deliveries in advance

Feature	Reason behind choosing this as a 'Must Have Feature'
User Sign Up/ Sign In , Account Setup	To set up the account & login details
Current Location Setting	To show nearby restaurant available for deliveries
Restaurant Search and Listing, other Info	To find restaurant details
Restaurant Safety Standards, number of Deliveries done	Covid19 safety measures & precautions
Food Listing, Prices and Selection in the restaurant	To explore variety and choose menu
Adding to the Cart and checkout features	To add food items and go to payment page
Multiple Payment options on the checkout Page	Flexible payment option
Confirmation Notification and estimated time notification after payment	Need for order status updates

Feature	Reason behind choosing this as a 'Must Have Feature'
Ride Tracking after restaurant confirms the order/option to call	Need for order status updates
Delivery confirmation and feedback	Need for order status updates and improvements
Dine out features like booking table, becoming member for add on discounts	To book tables and become premium members. App is for delivery and dine out both
Rider's/ Restaurant COVID safety features	Covid19 safety measures & precautions
Multiple filters for cuisines, ratings, delivery time, hygiene etc	To help ease the preferred search

Feature	Reason behind choosing this as a 'Nice to Have Feature'
Restaurant Ratings, Delivery time indication, Approx. Cost per Person, Offers present for Restaurant	Gives customers clear advance view on additional details
Adding delivery instructions on the checkout page	Gives add on flexibility to getting deliveries
Pro features for becoming member	Add on benefits to premium members
Bestseller features	To help choose from best selling menu
Recommendation features	Customization based on past orders to help choose menu
Booking deliveries in advance	For those who like to order in advance to avoid last minute rushes and closure of restaurant to take accept orders

# Part 6: Sketching

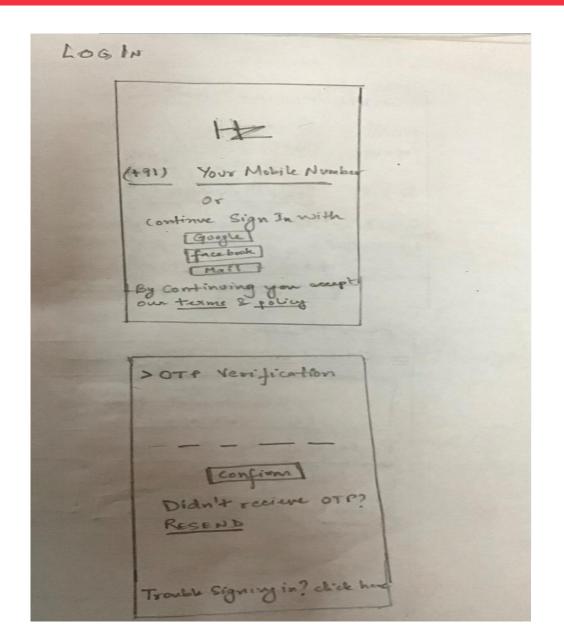
Features



Page Name	It's Features/Functionalities
Log-In	To sign-In or Register into the application
Profile Page	To keep track on the basic details of the user
Home Page	To provide all the basic details of the app is offering to a user
Menu Page	To show the dishes and cuisines offered by each restaurant
Cart page	To add the items user want to order so that user can know the details
Order later Page	If in case user want to schedule his/her order for a future timing
Book a Table Page	For Dine-in Option, If User want to have food in the restaurant itself
Payment Page	For payment of orders User will make
Tracker Page	To keep track of User's food and timing of delivery

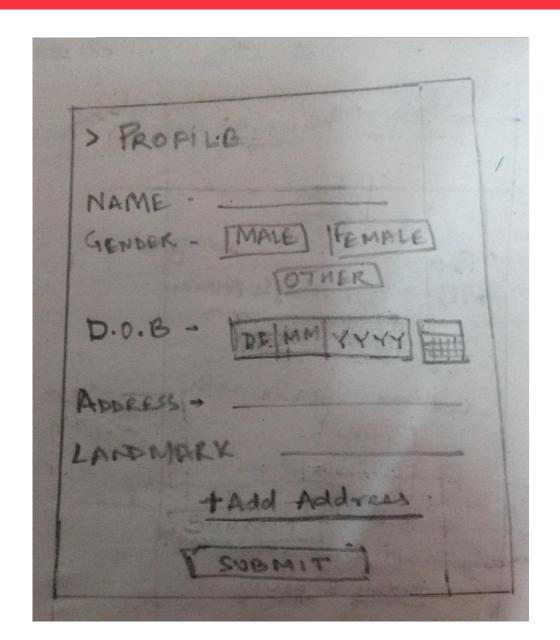
#### LogIn Page

 Sign up via mobile OTP or other social media account



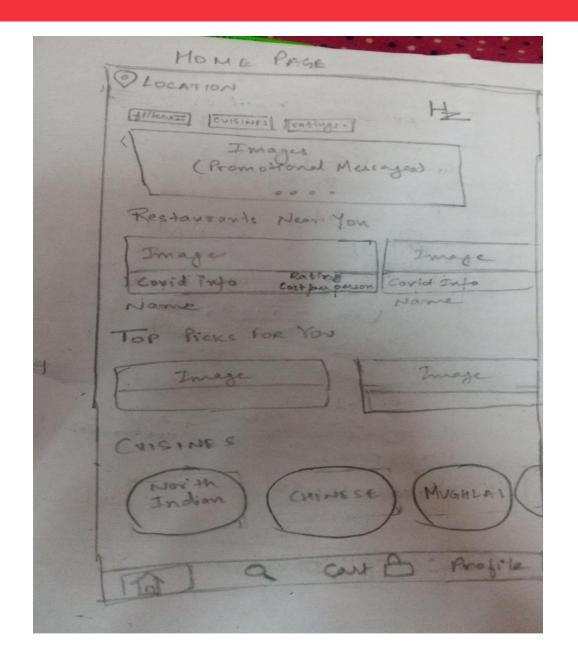
#### Profile Page

 Personal Information/Details to be filled by the user after signing in.



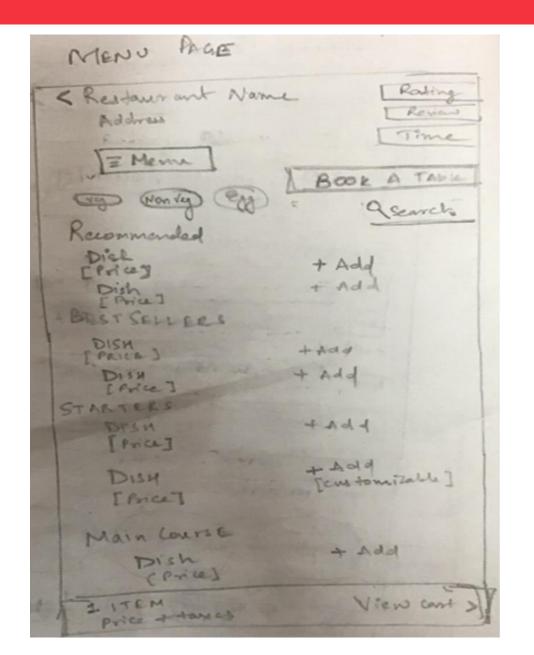
#### Home Page

- Contains all Nearby & Recommended Restaurants
- Will show ratings and important COVID related information
- It also flashes Promotional messages, offers, discounts etc.



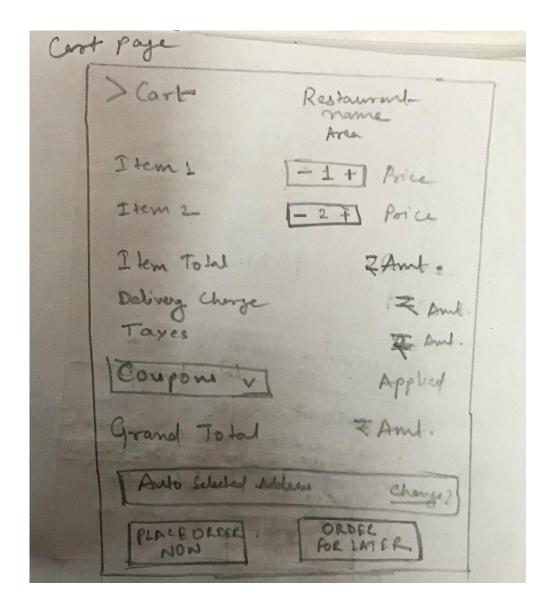
#### Menu Page

- Contains all bestsellers & Recommended dishes.
- Will show Prices of each item
- User can add dishes to its cart & then order



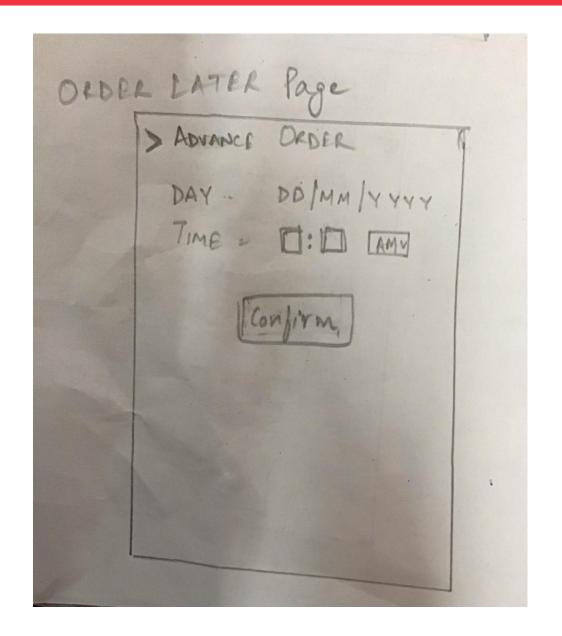
#### Cart Page

- Shows selected items in the cart
- Available coupon applied
- Post coupon application total amount
- Option of "Order Now" and "Order schedule for later"



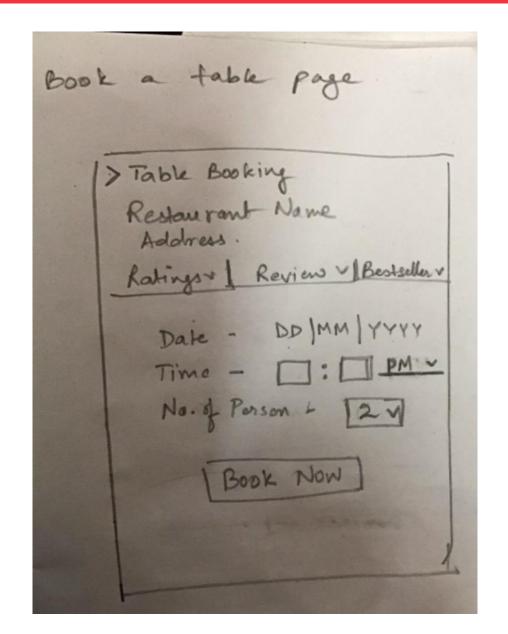
#### Order Later Page

- Fill
- Details filling if selected "order later" option



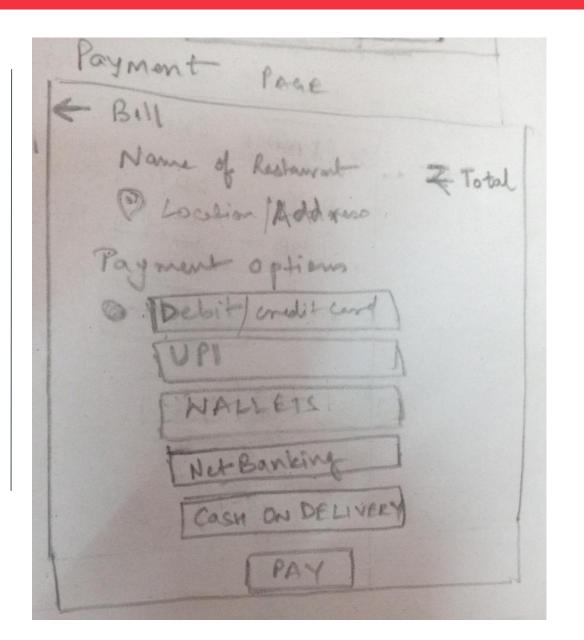
#### **Book Table Page**

- Fill
- Filling of details required for booking a table
- Mentions the ratings & reviews of selected restaurant



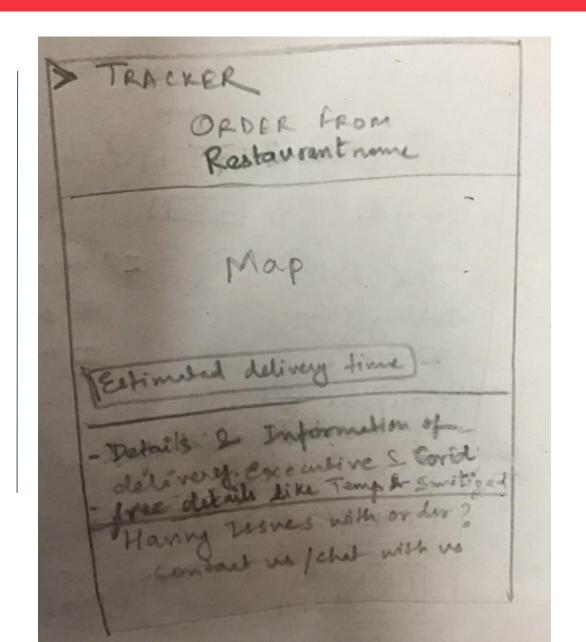
#### Payment Page

- Shows Final amount to be paid
- Provision of various payment option for paying the final ordered amount

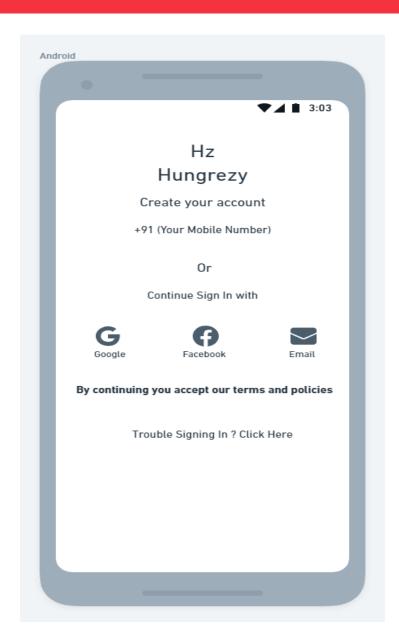


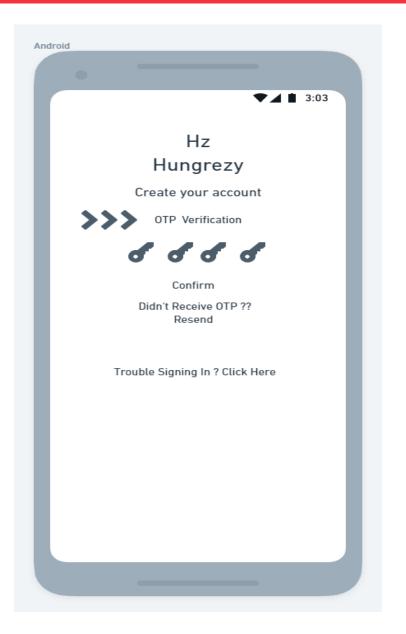
#### Tracker Page

- Order tracking page, showing current status/location of your ordered item
- Information about the drivers health concerned with COVID19 safety measures.
- At the bottom contact/ chat option for any query.



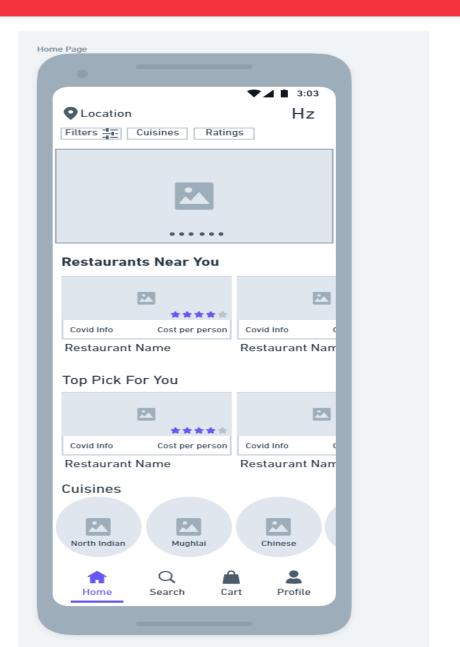
## Part 7: Wireframing and Prototyping

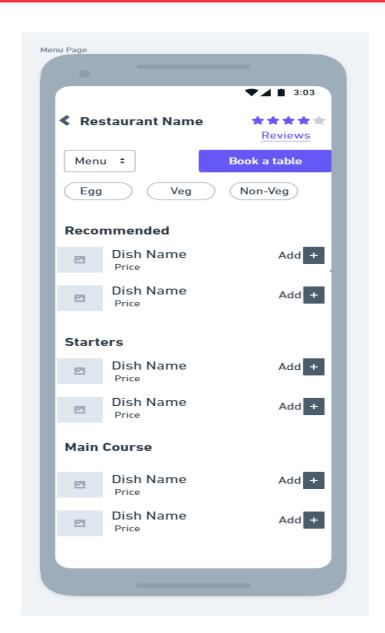


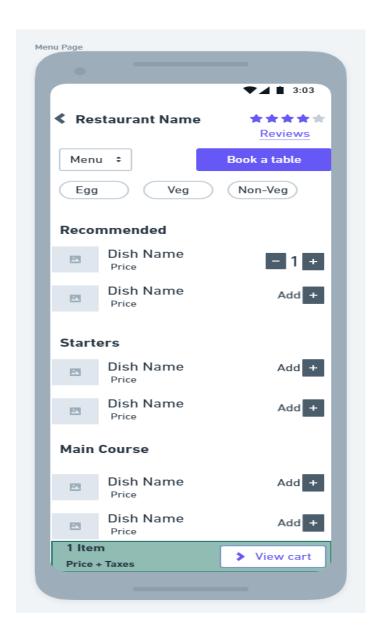


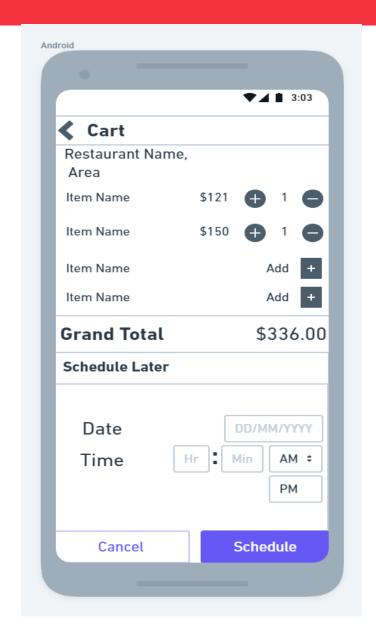
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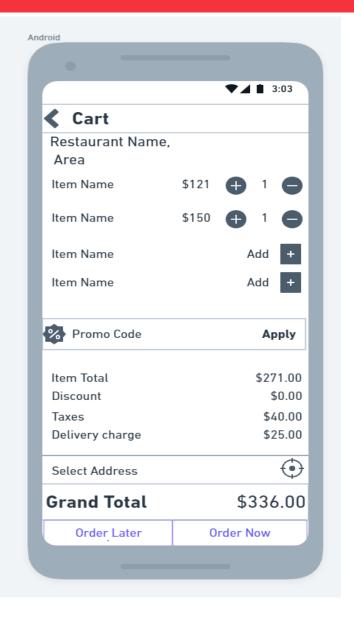


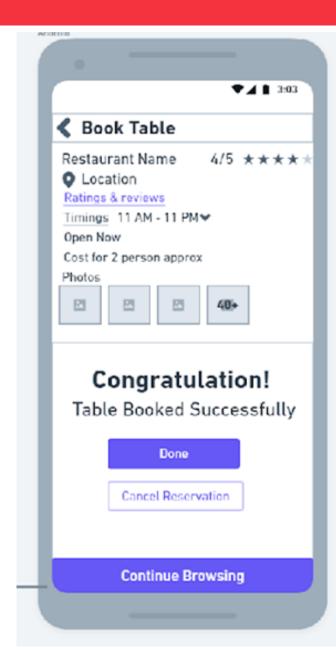


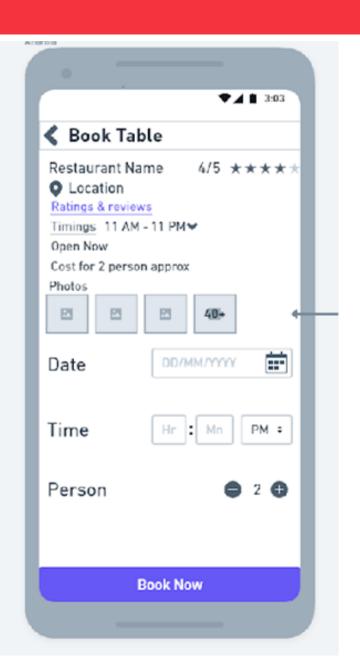




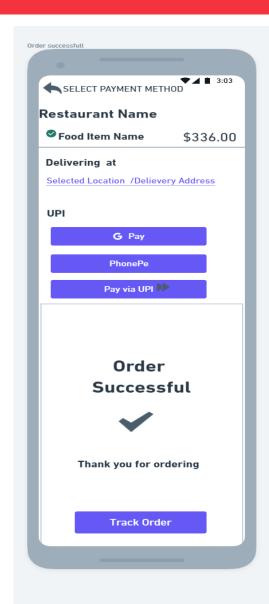


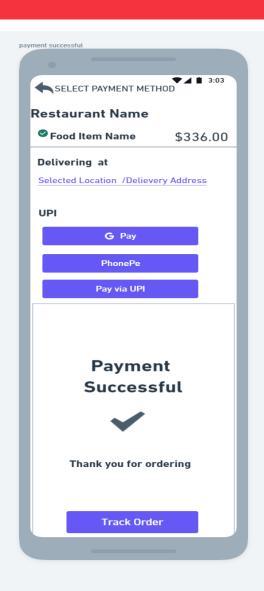


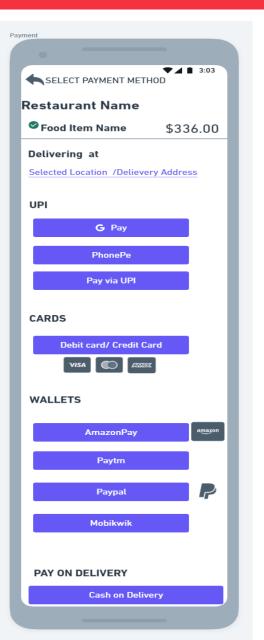


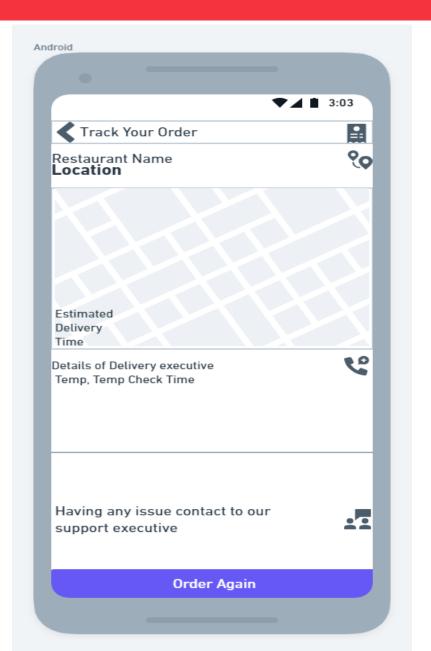




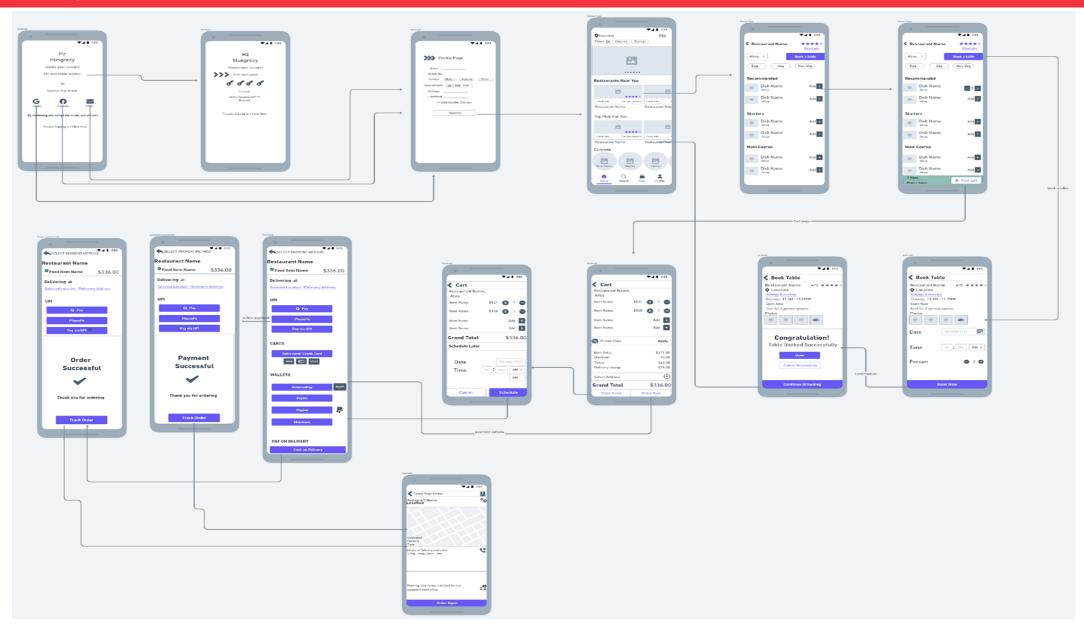








## Navigational Flow



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### Tools used

Wireframing	Whimsical
Prototyping	MarvelApp

## Prototyping

Prototyping <a href="https://marvelapp.com/prototype/c5c8dg1">https://marvelapp.com/prototype/c5c8dg1</a>

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