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Welcome Note

At MakeMyTrip, we believe people are our greatest asset, and their growth is integral to our success.

This guide is designed to help you progress in your career, whether through vertical growth or by exploring new and challenging domains. Our goal is to empower you with clear pathways, actionable insights, and tools to take charge of your professional development.

Explore opportunities, embrace challenges, and unlock your full potential at MakeMyTrip.

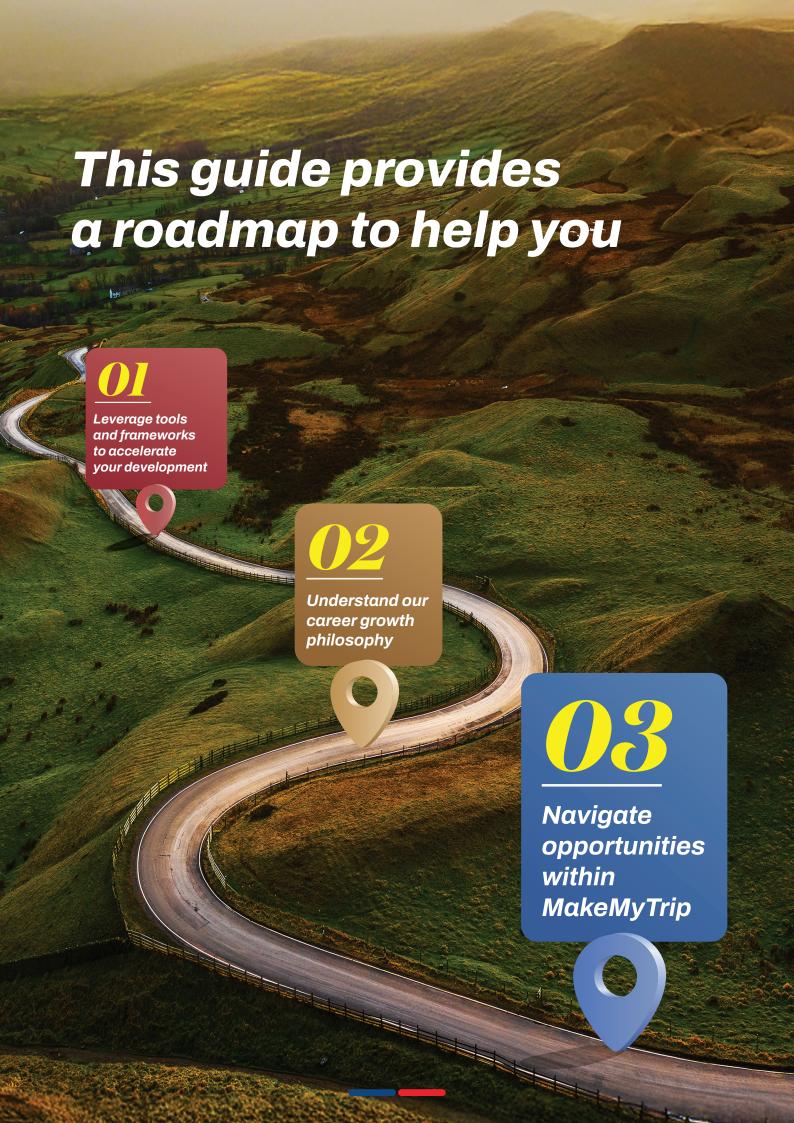


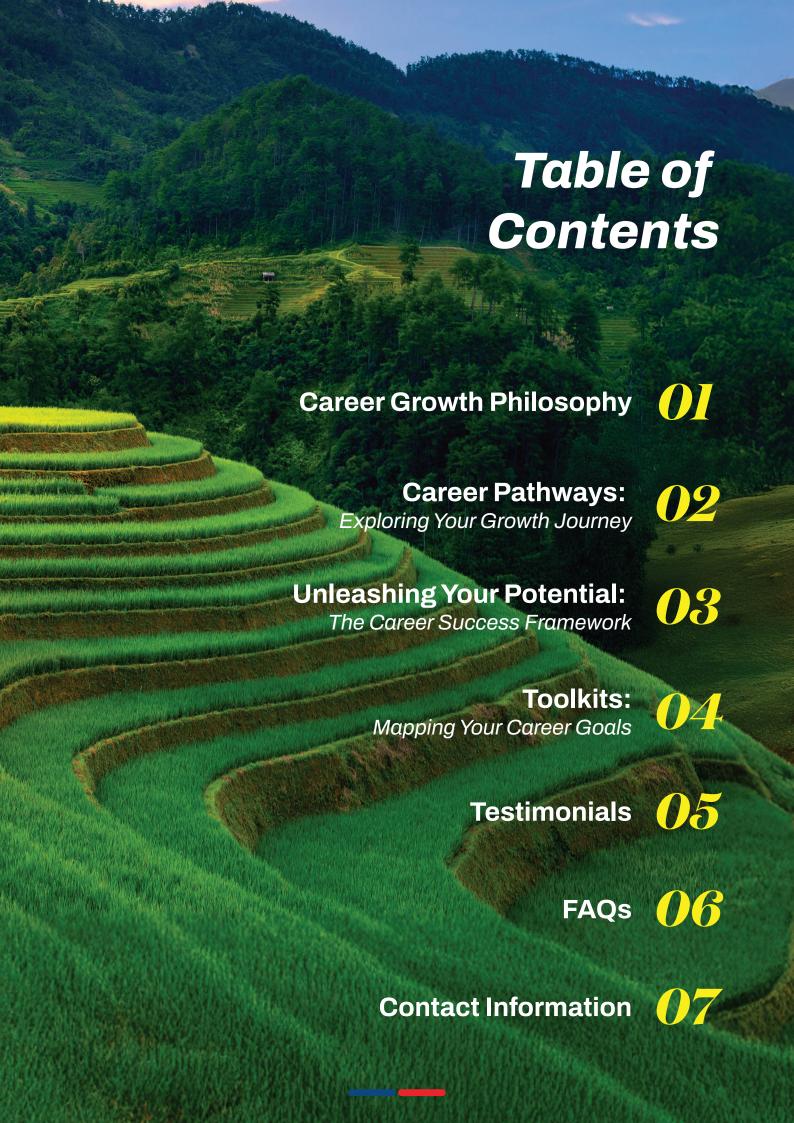
Why Career Development Matters?

When you thrive, so does MakeMyTrip. Your growth unlocks opportunities, fuels innovation, and fosters a shared journey of achievement for both you and the organization.

Career progression is a journey we embark on together. While MakeMyTrip provides you with the tools, resources, and support, your active ownership and drive are what truly steer this exciting journey forward.









Our Commitment to Your Growth

At MakeMyTrip, we prioritize creating an environment where you can innovate, thrive, and achieve your aspirations. The same is reflected in our Employee Value Proposition.



You and Us, **Limitless Together**

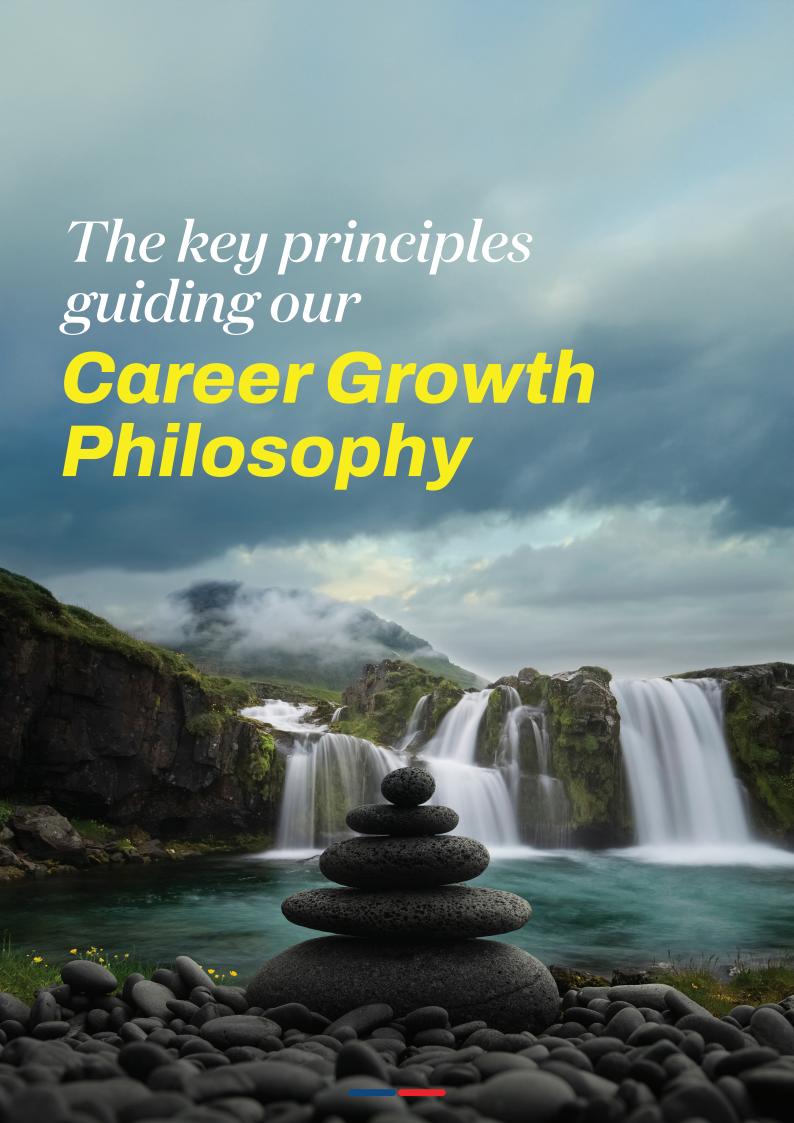
Our Employee Value Proposition

With Us You Get

- Perfectly Sculpted **Career Trajectories**
- Inclusive &
 - **Caring Culture**
 - Innovative & Entrepreneurial

- Phenomenal Pace, Flexibility & Agility
- Inspirational Leadership & Peer Set
- Purposeful Perks And Fun at Work
- Impressive Technology & **Product Platforms**







Clarity & Transparency

Clear expectations for roles, career paths, and skills.



Equal Opportunities

Fair access to roles, projects, and experiences for all.



Support & Development

Continuous learning through training, mentorship, and resources.



Recognition & Collaboration

Celebrating contributions and encouraging teamwork across departments.

Career Pathways

Exploring Your Growth Journey

At MakeMyTrip, we believe that every tripper's growth fuels the success of our organization. This section highlights the diverse career opportunities available, empowering you to take charge of your professional development and unlock your potential.

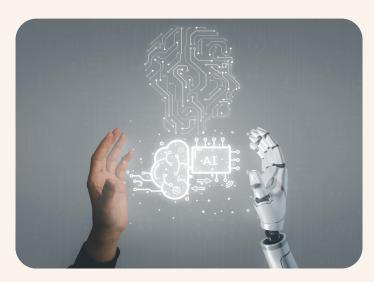


Growth Beyond the Ladder

Growth at MakeMyTrip can take many forms—vertical, horizontal, or cross-functional. The traditional vertical ladder model no longer fits the dynamic nature of today's workplaces, where:



Organisational hierarchies shift regularly



Technology and digital transformation reshape industries



Market volatility demands agility



Trippers seek diverse development opportunities

Career Movement Opportunities



Advancing through the organizational hierarchy with demonstrated performance and taking on roles with increasing responsibilities.

Examples

Promotions within Supply roles

Moving from Key Account Manager or Business Development Manager to Zonal Manager, reflecting strong leadership and revenue management capabilities.

Product Management Progression

Transitioning from a Lead Product Manager to Senior Product Manager, showcasing expertise in driving impactful product initiatives and team mentorship.

Technical Career Path

Progressing from SSE 1 (Software Engineer Level 1) to SSE 2, demonstrating enhanced technical skills, ownership, and project delivery excellence.

2 Horizontal Growth

Cross-functional movement allow trippers to broaden their skill sets, expand their expertise and gain a holistic understanding of the organization.

Examples

Transitioning from a Supply Role or Marketing Role to a Revenue or Category Management Role

to develop business strategy and P&L management expertise.

Shifting from a Technology Role to Product Management

to leverage technical expertise in defining product roadmaps.

Growth Based Roles

Acquiring expertise in a different role/ Cross Geographical role while gaining more responsibility.

Examples

Moving from a Tier 2/3 market to a Tier 1 market,

Stepping into a highly competitive market with larger sales volumes, demanding clients, and aggressive competition.





Transitioning from backend development role to data science role

For extracting insights, and enabling intelligent, data-driven decision-making.



Stretch assignments and shadowing opportunities enable trippers to explore new functions, build Based Roles enable trippers to explore new functions, build expertise, and enhance their readiness for transitions.

Examples



Leading a cross-functional project

To optimize customer experience, involving collaboration with Tech, Operations, and Revenue/category teams.



Shadowing a Product Manager

During a new feature development cycle to understand end-to-end product lifecycle management.



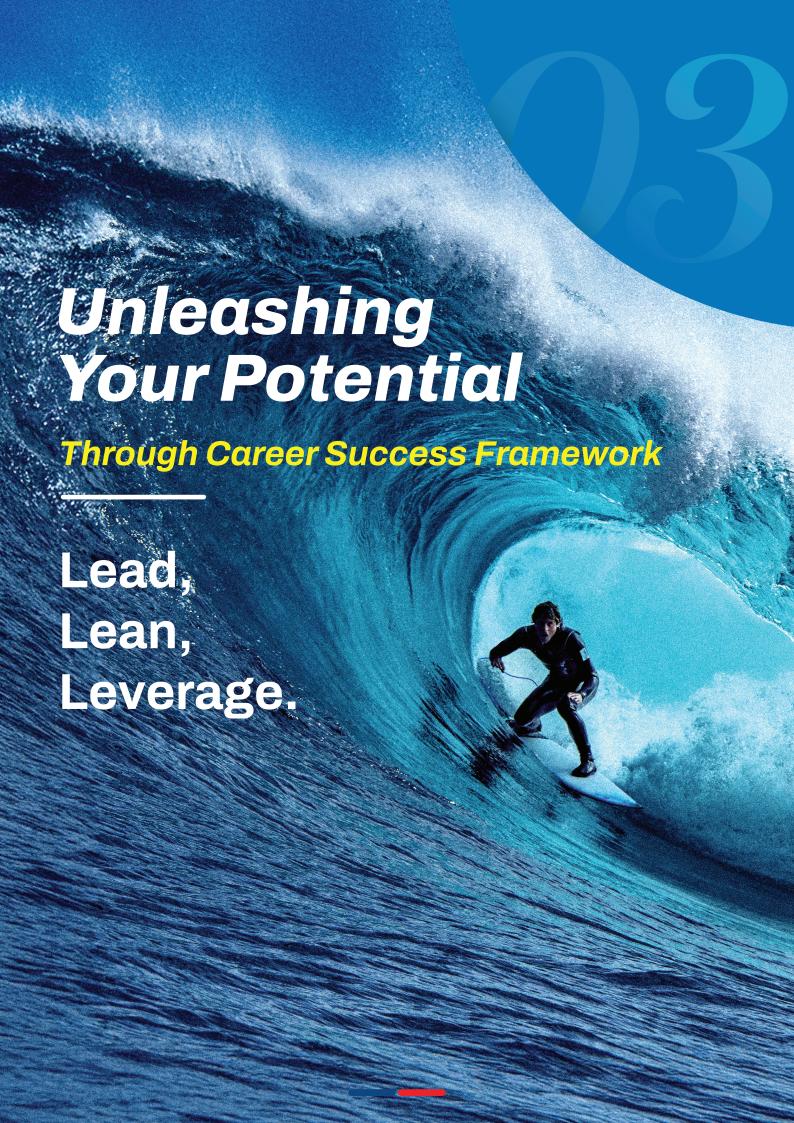
Participating in a special assignment

To launch a new market initiative, combining insights into Supply, Marketing, and Category Management.



Agentic Projects

To work on Gen AI projects within the organisation for engineering excellence.



The Career Success Framework comprises of three key elements

LEAD: Taking Charge

- Proven Performance: Achieve and exceed goals in your current role.
- Exhibit Leadership Behaviours: Demonstrate initiative, adaptability, and accountability.
- Take Initiatives: Lead projects and drive innovation.
- Mentor New Joiners: Support colleagues to integrate and thrive.

LEAN: Building Support Systems

- Managers: Engage in career conversations and seek feedback.
- Leaders: Learn from senior leaders and apply their strategies.
- Mentors & Coaches: Gain insights and guidance for career choices.

LEVERAGE: Utilizing Resources

- Internal Mobility: Explore opportunities through Internal Job Postings (IJPs).
- Learning Programs: Participate in workshops, certifications, and upskilling.
- Networks: Build connections across teams and geographies.
- Critical Experiences: Gain exposure through stretch assignments & cross-functional collabs.

Bringing it all together

SI No.	Element	What It Means		
LEAD				
01	Proven Performance	Showcasing consistent high performance in your role to build credibility and trust within the organization.		
02	Exhibit Leadership Behaviours	Taking ownership, staying adaptable in dynamic situations, and leading by example in all tasks.		
03	Take Initiatives	Voluntarily stepping up to work on projects, bringing innovative ideas, and improving existing processes.		
04	Leverage Internal Mobility	Take advantage of Internal Job Postings (IJP) to explore opportunities that align with your aspirations and skills.		
05	Cross Functional Projects	Building relationships and contributing to projects that require inputs from multiple teams or functions.		
06	Mentor New Joiners	Helping new team members adapt to the organization's culture and processes by offering guidance and mentorship.		
	L	EAN		
07	Manager	Actively discussing career goals, progress, and feedback with your manager to align efforts with aspirations.		
08	Leaders	Observing how leaders make decisions, manage challenges, and drive results, and applying those insights.		
09	Mentors	Building a mentor-mentee relationship for career advice, industry insights, and strategic guidance.		
10	Coaches	Engaging in formal coaching programs to enhance specific skills or capabilities essential for career growth.		
	LEV	ERAGE		
11	Internal Mobility	Applying for internal job postings (IJPs) to explore new roles or functions within the organization.		
12	Learning Programs	Taking advantage of learning resources, upskilling programs, certifications, and workshops provided by the organization to build new skills and grow professionally.		
13	Exposure to Critical Experiences	Gain valuable exposure through stretch assignments, Tier 2 market roles, roles across the MMT group and locations, and cross-functional collaborations.		
14	Network	Expanding your professional network within the organization to collaborate, share ideas, and gain new insights.		
15	Prepare for Career Conversations	Document your achievements, align your goals with organizational objectives, and proactively discuss your growth plans.		

Your Career Success Framework: Actionable Components

To support you in navigating and achieving your career goals, we've broken down the Career Success Framework into actionable components where needed. Each section offers detailed insights into how to utilize these opportunities for your growth.



1 Leverage Internal Mobility

What It Means:

Explore opportunities through Internal Job Postings (IJP) to align with your aspirations and skills.

How It Works:

• Stay Informed: Monitor IJPs via email and the Careers Website.

• Eligibility Criteria:

- 1. Minimum tenure of 18 months in your current role.
- 2. Completion of relevant learning programs, workshops, or certifications aligned with the desired role.
- 3. Educational and functional qualifications matching the job requirements.
- 4. Critical Experiences as recommended.
- 5. Availability of the desired role.

Application Process:

- 1. Submit Your Application: Apply with an updated resume.
- 2. Manager Approval: Inform / align your manager if required.
- 3. Timely Feedback: Receive feedback within two weeks.

2 Continuous Learning

What It Means:

Engage in upskilling programs, certifications, and workshops to stay ahead in your career.

How It Works:

Participate in curated Skills Development & Support Programs such as:

Program	Objective	Key Benefits
Managerial Effectiveness	To objectively identify and leverage people's abilities.	Improved team management and enhanced evaluation skills.
Academies	Hands-on learning for your role.	Role-specific expertise and real world applications.
Communication & Soft Skills	Refine communication styles for diverse audiences.	Better customer engagement and relationship management.
Org-Wide Trainings	Develop organizational skills and competencies.	Alignment with organizational goals and cross-functional understanding.
MMT Learning Portal	On-demand resources like e-learning and podcasts.	Self-paced learning with access to a wide range of topics.
Mentorship & Coaching	One-on-one guidance from colleagues and leaders	Personalized support and best practice sharing.
Higher Education Support	Opportunities for advanced studies (e.g., MBA).	Enhanced strategic thinking and global business perspective.
Tech Astra	Opportunities to discuss and showcase upcoming projects.	Provides a platform for knowledge sharing and idea exchange, fostering collaboration across teams.
Tech Inquisitive	Internal forum to highlight special projects	Promotes cross-functional brainstorming and engages employees in innovative problem-solving

3 Build Critical Experiences

What It Means:

Gain exposure through challenging assignments, diverse roles, and collaborations.

Key Experiences:

- Stretch Assignments: Take on challenging projects beyond your core responsibilities.
- **Tier 2/3 City Exposure:** Gain hands-on experience in diverse markets, adapting to unique customer needs.
- Mobility Across MMT Group: Be open to moving across
 MakeMyTrip Group organizations or locations to pursue suitable
 opportunities and gain exposure to different business environments.
- Cross-Functional Collaboration: Work with teams outside your department to broaden your perspective and skills.
- Mentoring New Joiners: Develop leadership capabilities by guiding others.
- Customer-Centric Roles: Engage directly with customers to enhance empathy and problem-solving.
- **Hackathon:** Participate in building groundbreaking solutions that help the organization, while enhancing your learning and growth.

Exhibit Leadership Behaviors

What It Means:

Demonstrate initiative, adaptability, and accountability to showcase readiness for senior roles.

How It Works:

- Display ownership in your current role.
- Take the lead in cross-functional collaborations and stretch assignments.
- Adopt MakeMyTrip's Leadership Behaviors, fostering trust and collaboration.

GO-MMT Leadership Behaviours

- Build Trust-Take Everyone Along
- Give & Take Honest Feedback
- Think Big, Take Risks

- Nurture Talent; Help Others Succeed
- Race with Self, Set High Standards
- Be a Customer
 Centric Innovator

- Bias for Action, Take Initiative
- Leverage Diversity, Build Teams
- Learn Quick,Go Deep

- Connect the Dots
- Agree- Disagree-Commit

Preparing for Career Conversations

What It Means:

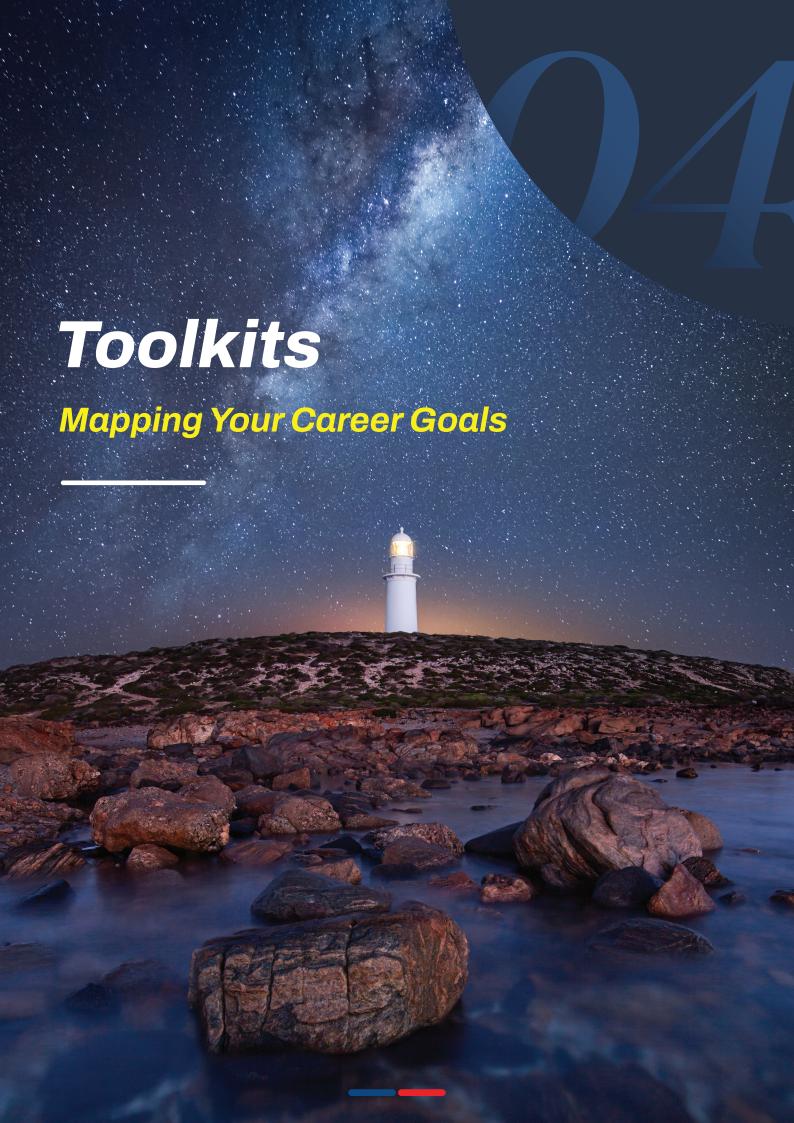
Be proactive in discussing your aspirations and achievements with your manager.

How It Works:

- Showcase Your Achievements: Document milestones and quantify successes.
- **Highlight Your Efforts:** Discuss initiatives led and challenges overcome.
- Align Goals: Share your vision for growth and seek actionable feedback.

Each element of the framework is designed to empower you in your career journey. By leveraging internal mobility, investing in continuous learning, gaining critical experiences, demonstrating leadership, and engaging in career conversations, you are equipped to achieve your professional aspirations.

This structured approach aligns individual growth with organizational success, ensuring a mutually beneficial journey at MakeMyTrip.



Resources Tool Kits

Intent of the Tool Kits

The tool kits are designed to empower you to take control of your career progression by providing actionable steps and self-assessment tools. These frameworks and resources help you evaluate your readiness for growth, identify areas for improvement, and align your next steps with your personal and professional goals.

Each tool kit offers a unique perspective:

1. Aspiration Toolkit:

A structured approach to mapping your future career moves.

2. The 5 Growth Readiness Questions:

A quick self-assessment to determine if you're prepared for the next step in your career.

3. Am I Ready for Growth? Toolkit:

A deeper dive into understanding your current position, aspirations, and the timing for a career move.

4. The 6L Framework:

A detailed analysis to evaluate the suitability of a potential role.

1 The Aspiration Toolkit

Helps you align your ambitions with actionable steps to create a roadmap for success.

Follow these five steps:



1. Discover Your Core Values

- Identify what truly matters to you in life and work.
- Activity: Choose 3–5 values (e.g., Innovation, Stability, Challenge) and reflect on how they influence your career choices.



2. Define Your Vision

- Envision your ideal career 5-10 years from now.
- Activity: Write a vision statement. Example: "In 5 years, I see myself leading a team that values creativity and impact."



3. Set SMART Goals

- Translate your vision into actionable goals: Specific, Measurable, Achievable, Relevant, Time-bound.
- Example: "Complete a data analytics certification by March 2025."



4. Identify Skills and Resources

- List skills, certifications, and experiences you need.
- Activity: Explore online courses, mentors, or workshops.



5. Create Your Career Map

- Visualize your career roadmap using a timeline or flowchart.
- Include milestones, resources, and checkpoints for progress.

2

The 5 Growth Readiness Questions

1. Tenure Check:

Have I completed at least 18 months in my current role?

✓ Yes | X No

2. Contribution Consistency:

Have I been a steady and reliable contributor for the last 1-2 years?

Yes | X No

3. Critical Deliverables:

Have I successfully delivered any critical project(s) in the last 12 months that created measurable impact?

✓ Yes |

X No

4. Learning Saturation:

Have I maximized all the learnings & growth opportunities available in my current role?

Yes | X No

(Optional: Highlight areas of expertise or mastery.)

5. Readiness for the Next Level:

Do I have the time, energy, effort, and skills required to take on additional responsibilities or a new role?

Yes | X No

How to Use the Toolkit:

Scoring:

Assign 1 point for every "Yes" answer. Total Score: 5 = Fully Ready 4 = Partially Ready <4 = Not Yet Ready

Reflection:

For areas marked "No," identify action steps to address gaps or build readiness.

Action Plan:

If you score 5, consider initiating conversations with your manager or mentor about growth opportunities.

If below 3, outline a roadmap to strengthen weak areas before revisiting career progression discussions.

3 Am I Ready for Growth? Toolkit

Step 1: Reality Check – Where Are You Now?

SI. No.	Question	Rating Scale	Quote an Example
1	I consistently meet or exceed expectations in my current role.		
2	I've taken on extra responsibilities beyond my job description.		
3	My contributions are recognized by peers and leaders.		

Total Points for Step 1: __/15

Step 2: Growth Radar – What Do You Want Next?

SI. No.	Question	Rating Scale	Quote an Example
1	I have a clear vision of what my next career move looks like.		
2	This move aligns with my long-term career goals.		
3	I feel genuinely excited and motivated about this opportunity.		

Total Points for Step 2: __/15

Step 3: Skill Gap Analysis – Are You Ready for It?

SI. No.	Question	Rating Scale	Quote an Example
1	I have the skills and experience required for the role I want.		
2	I'm aware of my gaps and have a plan to fill them.		
3	I've demonstrated leadership or problem-solving abilities in my current role.		

Total Points for Step 3: __/15

Step 4: Timing Test – Is Now the Right Time?

SI. No.	Question	Rating Scale	Quote an Example
1	My personal circumstances allow me to take on more responsibility.		
2	The organization is in a good place to support my growth.		
3	Waiting longer could mean missing out on this opportunity.		

Total Points for Step 4: __/15

Step 5: Gut Check – What's Your Intuition Saying?

SI. No.	Question	Rating Scale	Quote an Example
1	If I don't take this step, I'll regret it later.		
2	This move feels right for me at this stage of my career.		
3	I'm willing to embrace challenges and uncertainties for this growth.		

Total Points for Step 5: __ /15

Final Growth-Readiness Score:

Add up your points from all steps: ___/75

Score Interpretation:

- Points Interpretation
- 60–75 Growth-Ready! You're primed to level up and embrace the next challenge.
- 45–59 Almost There! Address a few gaps, and you'll be ready to make your move.
- <45 Build Your Base. Focus on strengthening your foundation before taking the leap.

Your Next Steps:

- 60–75 Points: Speak to your manager about career opportunities or apply for that dream role.
- 45–59 Points: Work on closing skill gaps or seeking mentorship.
- <45 Points: Reflect, improve your skills, and clarify your goals.

Your Guide to Assessing the Right Career Move: The 6L Framework

Making a career move is a pivotal decision, and the 6L Framework offers a clear, structured approach to ensure your next step aligns with your personal and professional goals. Use this toolkit to evaluate the critical factors objectively and subjectively, empowering you to make an informed decision.

The 6L Framework Rating Scale:

1 to 5 (1 = Unfavorable, 5 = Ideal)

1. Location

- Does the role align with your preferred geographic location?
- Is relocation feasible for your personal and professional life?

2. Level

- Does the position reflect upward mobility or match your career aspirations?
- Are the responsibilities and expectations in line with your growth trajectory?

3. Launch

 Will this movement launch you into the next phase of your career growth?

4. Learning

- Will this role challenge you and help you acquire new skills?
- Are there opportunities for professional skill development?

5. Leadership

- Does this opportunity allow you to influence decisions or lead teams?
- Will you work under leaders who inspire and mentor you?

6. Longevity

- Is this role sustainable and aligned with your long-term goals?
- Does the organization provide a stable and growth-oriented environment?

How to Use the 6L Toolkit:

- 1. Rate each "L" on a scale of 1 to 5.
- 2. Add the scores to calculate your 6L Readiness Score (out of 30):
 - 22–26: Ideal match! The role is worth pursuing.
 - 15–22: Consider the gaps before making a decision.
 - <15: It might not be the right fit for now.
- 3. Reflect on your top priorities. Which factors matter most to you at this stage of your career?

Why Choose the 6L Framework?

This framework ensures you assess both the immediate rewards and long-term implications of a career move, giving you a balanced view of whether the opportunity is right for you.





Akshay Tomar Supply

- My journey at MakeMyTrip has been one of growth, transformation, and invaluable experiences.
- Started in the Gurgaon office, where I was entrusted with managing the Dubai market. This role allowed me to refine my skills in problem-solving, innovative thinking, and risk-taking.
- Now, I am thrilled to transition to the Bangkok office.
 MMT has empowered me to explore new markets, develop professionally, and expand my horizons. I look forward to continuing this incredible journey!



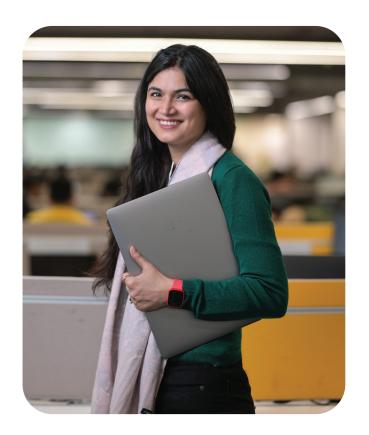
Aditi Bhuchar Supply

- I began my journey at MakeMyTrip in 2014 as an intern, learning the fundamentals of onboarding hotels and understanding MMT's business model. In 2015, I transitioned to the Hotel Supply Chains team, managing 10-12 chain accounts across India and contributing to expanding the company's market share and strengthening hotel partnerships.
- Building on domestic success, I later managed international accounts in Hong Kong, Macau, and Kuala Lumpur, gaining global travel industry insights and honing my data analysis skills.
- During the pandemic in 2020, I pivoted to rebuilding domestic business and joined the Global Chains team, managing key global accounts with a focus on growth.
- Over my decade-long journey, I've grown from an individual contributor to a team leader, earning life changing experiences and opportunities.



Abhinav Vashistha Supply

- Extremely grateful to the HR Team and management for supporting my location transition from Goa to the NCR team. The transition allowed me to embrace the dynamic and fast-paced NCR market, which has been both challenging and rewarding.
- Within a year, my dedication and hard work was recognized, leading to my promotion to Assistant Manager.



Shweta Singh Technology

- I started my journey with MakeMyTrip as an intern in 2012, and over the years, I've grown into a leadership role, taking on impactful tech initiatives and shaping scalable solutions. The journey has been filled with learning, challenges, and countless growth opportunities.
- One of the most empowering aspects of my journey has been MMT's unwavering support during my maternity breaks. The organization gave me the time and space I needed for my personal milestones while ensuring that my growth trajectory remained intact. I returned each time to find the same trust, respect, and exciting opportunities waiting for me.



Sandeep Kumar Technology

- Being a part of MakeMyTrip for the last 11.5 years has been an incredible journey of both professional and personal growth. The culture here fosters continuous learning, encourages experimentation with the latest technologies, and truly empowers individuals to take ownership and drive impact.
- I've always had the freedom to execute ideas, backed by strong support from inspiring leaders. The collaborative environment, coupled with a sense of fun and purpose, makes every day fulfilling.
- At MakeMyTrip, you're not just an employee you're part of a community that genuinely cares for you and believes in your potential.



Amulya Mahajan Product Management

- been a rewarding journey of cross-functional growth and continuous learning. I started in marketing, where I honed my skills in understanding user behaviour and driving growth strategies, and later transitioned into product management to lead impactful initiatives across UX, loyalty, and monetization.
- What sets MMT apart is the freedom to experiment, the trust in ownership, and the collaborative spirit that runs across teams. It's a place that nurtures talent, supports bold ideas, and truly invests in your growth – both as a professional and as an individual.

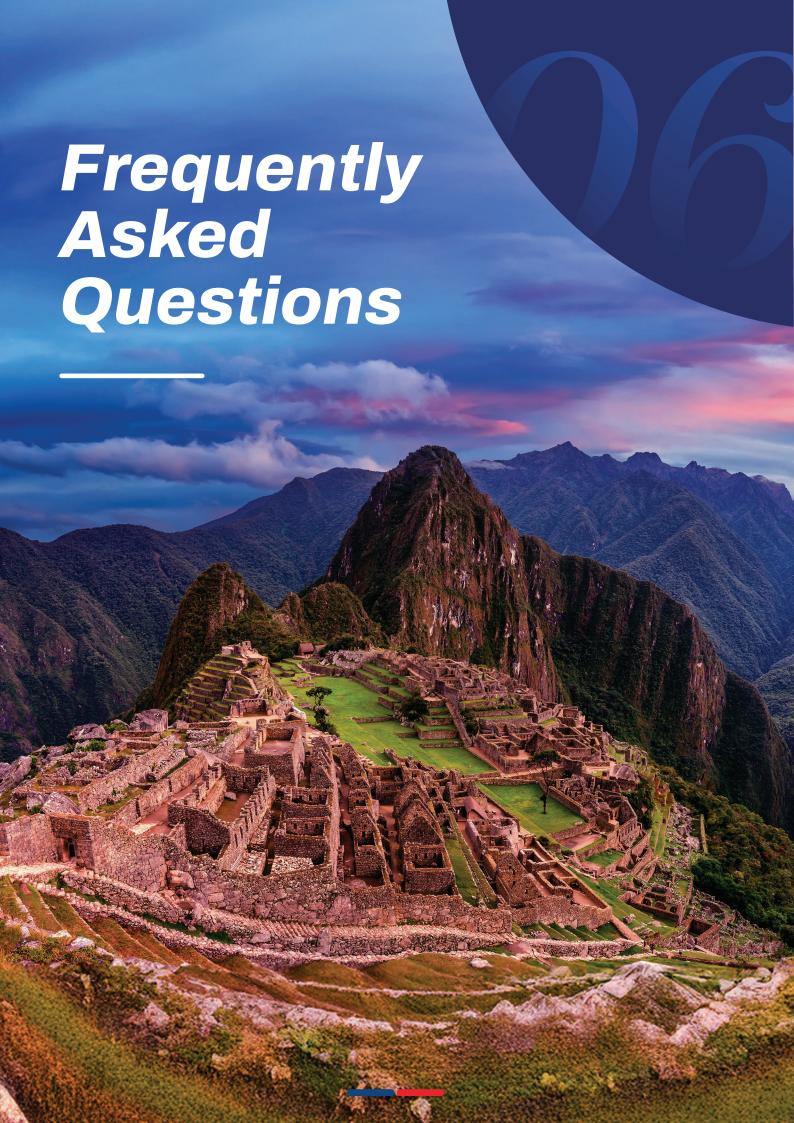


Anshika HR

- I began my journey with MakeMyTrip in March 2022 as part of the Talent Acquisition team within the Business Function. Over the past three years, I've had the opportunity to work across a wide range of business roles, collaborating closely with leaders across the organization. This exposure has played a key role in my growth—from being an individual contributor to stepping into a people management role.
- My transition from recruitment to an HR Business Partner role has allowed me to broaden my scope from talent acquisition to a strategic, business-aligned HR function. The experience I gained in recruitment laid a strong foundation in understanding both people and organizational needs, which now supports my work across various pillars of HR and organizational development.

Your journey starts today!

Explore our resources, speak with your manager, and take the first step toward achieving your goals.



1. What if I don't meet all criteria for a new role?

• Focus on closing skill gaps through training and feedback.

2. Can I apply for roles in other locations?

• Yes, provided you meet eligibility criteria.

How is internal mobility different from external hiring?

 Internal candidates are prioritized and evaluated based on performance, tenure, and alignment with the new role

4. What should I do if I'm not selected for an internal role?

 Request feedback from HR or the hiring manager, refine your skills, and prepare for future opportunities.

5. Are training programs mandatory for career growth?

While not mandatory, they significantly enhance skills and opportunities.

6. Can I apply for multiple roles simultaneously?

• Yes, if you meet the eligibility criteria for each position.

7. Can I transition to a role in a different department without prior experience?

Yes, if you demonstrate transferable skills and a willingness to learn.
 Career conversations with your manager can help build a transition plan.

8. How often should I have career conversations with my manager?

 At least twice a year during formal performance reviews. However, you are encouraged to schedule additional one-on-one meetings to discuss your career growth.

How do performance reviews affect internal mobility?

• Performance reviews provide a clear assessment of your achievements and readiness for new roles. Consistent high performance increases your chances of being selected for internal opportunities.



Get in Touch: We're Here to Help!

Have questions about your career journey?

HRBP Support: Connect with your HRBP for guidance.

Online Resources: Explore the Learning Portal and Career Website.