

PayPal → Razorpay: Director-Level Product Knowledge Guide

1. RAZORPAY — COMPANY OVERVIEW

Attribute	Detail
Founded	2014 by Shashank Kumar & Harshil Mathur (IIT Roorkee alumni)
HQ	Bengaluru, India (re-domiciling from US to India)
Valuation	~\$7.5B (as of last funding)
Funding	\$740M+ raised (Tiger Global, Peak XV, Lightspeed)
Merchants	8M+ businesses
TPV	~\$180B annualized
Revenue Growth	24% YoY increase
Employees	1,500+ engineers in Bengaluru alone
International	Malaysia (Curlec), Singapore, US operations
IPO	Actively preparing to go public

2. RAZORPAY FULL PRODUCT SUITE (What You'll Support)

A. Payment Acceptance (Core)

- **Payment Gateway** — Online payment processing; 100+ payment methods (cards, UPI, netbanking, wallets, EMI, BNPL)
- **Magic Checkout** — Pre-filled, 1-click checkout; reduces cart abandonment; COD management
- **Payment Links** — No-code payment collection via shareable links
- **Payment Pages** — Hosted payment pages (no website needed)
- **Payment Buttons** — Embeddable buy/donate buttons
- **QR Codes** — Static/dynamic QR for UPI and card payments
- **Subscriptions** — Recurring billing for SaaS, memberships, etc.
- **UPI AutoPay** — Recurring mandates on UPI
- **Smart Collect** — Virtual accounts for automated bank transfer reconciliation (NEFT/RTGS/IMPS)
- **Invoices** — Generate and collect payments via digital invoices

- **Instant Settlement** — Same-day or on-demand fund settlement (vs. T+2 standard)
- **International Payments** — Accept in 130+ currencies; 95% success rate on cross-border
- **TokenHQ** — Card tokenization (RBI compliance for card-on-file)
- **Optimizer** — Dynamic payment routing across multiple gateways; 99.99% uptime
- **Razorpay POS** — In-store payments via mPOS, smart POS, soundboxes, pin-on-mobile

B. Checkout Enhancements (New in 2025)

- **Buyer Protection** — Money-back guarantee at checkout; +30% completed orders
- **Biometric Authentication (ACS)** — OTP-free, biometric-based payment approval
- **OTP Assist** — Automated OTP retrieval/submission
- **QuickBuy** — 1-click reorder for returning customers
- **Copilot** — Saved card migration from other gateways
- **Brand Wallets** — White-label closed wallets with cashback automation
- **Engage Gift Cards** — Customizable digital gift card platform

C. RazorpayX — Business Banking Suite

- **Current Accounts** — Supercharged business accounts (partners: RBL, Yes Bank, Axis)
- **Payouts** — Bulk payouts via IMPS/NEFT/RTGS/UPI/Amazon Pay
- **Payout Links** — Pay without knowing bank details
- **Vendor Payments (Source to Pay)** — Purchase orders, invoices, cost centers, auto TDS
- **Escrow+ Accounts** — For NBFCs, gaming, lending platforms
- **Tax Payments** — Automated TDS/tax filing with pre-filled forms
- **Bank Account Verification** — Instant penny-drop verification
- **Forex/FDI Transfers** — International fund movement
- **Corporate Cards** — With Yes Bank; AI-driven expense tracking
- **RazorpayX Payroll** — Salary, PF, TDS, ESI, PT, attendance, reimbursements

D. Razorpay Capital — Lending

- **Line of Credit** — Instant working capital for merchants
- **Merchant Loans** — \$850M+ disbursed
- **Digital Lending 2.0** — Credit underwriting and disbursement

E. Route — Marketplace Payments

- Automatic payment splitting for marketplaces and platforms
- Multi-party settlement management

F. AI & Developer Tools (2025 Launches)

- **RAY Agentic-AI Toolkit** — Automated onboarding, integration, real-time financial intelligence
- **MCP Server** — AI-native payment flows; connect any AI assistant to trigger payments
- **DataSync** — Real-time data streaming to warehouses
- **Razorpay Insights** — Real-time analytics on success rates, drop-offs, failures

G. Razorpay Banking Stack (R2B2M2C)

- Enterprise infrastructure sold TO banks (not merchants)
- Modular: PG for banks, POS stack, recurring flows, merchant experience
- Model: Razorpay → Bank → Merchant → Customer

3. PAYPAL — YOUR EXISTING KNOWLEDGE (Key Strengths to Leverage)

PayPal Strength	How It Maps to Razorpay
Global reach (200+ markets, 100+ currencies)	Razorpay is India-first but expanding; 130+ currencies for exports
Buyer/Seller Protection	Razorpay just launched Buyer Protection in 2025
PayPal Wallet / Balance	Razorpay has Brand Wallets (merchant-specific)
Venmo / P2P	Not applicable — Razorpay is B2B2C only
PayPal Credit / BNPL (Pay in 4)	Razorpay partners with ICICI PayLater, FlexiPay, LazyPay, Simpl
Braintree (developer platform)	Razorpay APIs are REST-based, developer-friendly (comparable)
Hyperwallet (mass payouts)	RazorpayX Payouts (\$1B+ monthly)
Zettle (POS)	Razorpay POS (acquired Ezetap in 2022)
PayPal Checkout / Fastlane	Magic Checkout + QuickBuy
Dispute Resolution	Razorpay Investigation team (3-5 day resolution)
Chargeback management	Razorpay has chargeback guides + dashboard tools

4. CRITICAL DIFFERENCES YOU MUST UNDERSTAND

Regulatory Environment

- **PayPal:** Regulated by multiple jurisdictions (FCA, FinCEN, MAS, etc.)
- **Razorpay:** Regulated by **RBI (Reserve Bank of India)**
 - Now holds ALL 3 key RBI licenses (as of Jan 2026):
 1. **PA-Online** — Online payment aggregator
 2. **PA-CB** — Cross-border payment aggregator (Dec 2025)
 3. **PA-P (Physical)** — Offline payment aggregator (Jan 2026)
 - PCI DSS Level 1 compliant
 - Data localization: All data stored within India
 - RBI card tokenization mandate (TokenHQ)
 - SEBI compliance for BFSI merchants (Third-Party Validation)

Payment Rails

PayPal	Razorpay
Card networks (Visa/MC/Amex)	Card networks + UPI (dominant in India)
ACH/Wire transfers	IMPS/NEFT/RTGS
PayPal balance	No consumer wallet
Apple Pay, Google Pay (as methods)	UPI apps (PhonePe, GPay, Paytm), Apple Pay (new for intl)
N/A	Netbanking (direct bank login for payments)
N/A	EMI (card & cardless) — huge in India
N/A	BNPL via multiple Indian providers

Settlement

- **PayPal:** Instant to PayPal balance; 1-5 days to bank
- **Razorpay:** Standard T+2 working days; **Instant Settlement** available on-demand

UPI — The Most Important Thing to Learn

UPI (Unified Payments Interface by NPCI) is India's real-time payment system. It dominates Indian payments:

- ~12-14 billion transactions/month

- Free for most consumers
 - Common failure reasons: incorrect PIN, bank downtimes, daily limits (₹25K-₹1L), expired collect requests
 - **NPCI error codes** (U69, Z9, etc.) — your support team will deal with these daily
 - UPI AutoPay for recurring mandates
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5. TOP TECHNICAL SUPPORT ISSUES AT RAZORPAY

Payment Failures (Most Common)

- UPI: Bank downtimes, incorrect PIN, daily limits, expired requests, delayed responses
- Cards: Authentication failures, OTP issues, issuer declines, tokenization problems
- Netbanking: Session timeouts, bank maintenance windows
- Gateway: 500 errors, API misconfigurations, feature not enabled on MID

Settlement Issues

- Delayed settlements, stuck funds, account holds/suspensions
- KYC/compliance documentation pending
- Chargeback-related holds

Integration Issues

- API errors (authentication, incorrect parameters)
- Webhook failures/delays
- Checkout modal issues (overflow, timeout 3-15 min)
- SDK compatibility (mobile/web)
- Plugin issues (Shopify, WooCommerce, etc.)

Account & Onboarding

- Slow KYC activation / live mode enablement
- Business category restrictions
- International payment enablement
- Documentation requirements

Refund Issues

- Refund delays (especially UPI → can take 5-7 business days)

- Partial refunds
- Money debited but not credited to merchant

Dispute/Chargeback

- Customer disputes where Razorpay mediates between merchant and buyer
 - 3-5 working days investigation cycle
 - Merchant fund holds during disputes
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6. KEY METRICS & TALKING POINTS FOR YOUR INTERVIEW

What Makes Razorpay Unique (vs. PayPal)

1. **Full-stack platform:** Payments + Banking + Lending + Payroll under one roof
2. **India-deep:** 100+ payment methods specific to India; 65% of Indian e-commerce uses Razorpay PG
3. **Developer-first:** REST APIs, SDKs, comprehensive docs, fast integration (<1 hour claimed)
4. **SMB to Enterprise:** Micro-businesses (46% of customers) to unicorns (70% of India's unicorns use RazorpayX)
5. **Offline + Online:** Unified omnichannel with POS acquisition
6. **AI-forward:** 60+ new products in 2025; AI cut infra costs by 30%
7. **Banking Stack:** Selling infrastructure TO banks (B2B2B play)
8. **Regulatory completeness:** Only company with all 3 RBI PA licenses

Your PayPal Experience — How to Position It

- **Global scale thinking** → Razorpay is preparing for IPO and international expansion
- **Enterprise support operations** → Razorpay needs to mature its enterprise support (current rating is 1.6/5 on some review sites)
- **Dispute resolution expertise** → Buyer Protection is brand new; needs robust support framework
- **Cross-border complexity** → PA-CB license just received; cross-border support is nascent
- **Compliance-first mindset** → RBI regulations are complex and constantly evolving
- **Customer success at scale** → Razorpay has 8M merchants but support quality complaints are frequent

What to Highlight in Your Interview

1. **Support is Razorpay's biggest weakness** — Trustpilot rating is 1.6/5; common complaints: unresponsive support, delayed fund releases, poor dispute handling. You can position yourself as the person to fix this.

2. **Your PayPal experience with chargebacks/disputes** directly maps to their new Buyer Protection product.
 3. **Enterprise support playbooks** — 6% of Razorpay's customers are large enterprises; they need white-glove support.
 4. **Cross-border support complexity** — You've handled multi-currency, multi-regulatory support at PayPal.
 5. **AI/automation in support** — Razorpay is heavily investing in AI; bring ideas on AI-driven support.
 6. **SLA-driven operations** — Bring frameworks for measuring and improving CSAT, FRT, resolution time.
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7. INDIA PAYMENT ECOSYSTEM — QUICK PRIMER

- **RBI** — Central bank; regulates all payment aggregators
 - **NPCI** — National Payments Corporation of India; operates UPI, RuPay, IMPS
 - **SEBI** — Securities regulator (relevant for BFSI merchant compliance)
 - **Key competitors:** PayU, Paytm Payment Gateway, Pine Labs, Cashfree, PhonePe (for PG), Stripe India
 - **Digital India push:** Government actively promoting digital payments
 - **Data localization:** Payment data must be stored in India (RBI mandate)
 - **Card tokenization mandate:** RBI requires tokenization of card-on-file data (no raw card storage)
 - **MDR on UPI:** Currently zero for consumers; ongoing debate on merchant charges
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8. QUESTIONS YOU SHOULD ASK IN THE INTERVIEW

1. What's the current support team structure (L1/L2/L3)? What's the headcount?
2. What are the top 3 pain points merchants report today?
3. How is support measured — CSAT, NPS, FRT, resolution time?
4. What's the split between self-serve vs. agent-handled tickets?
5. How does support differ for SMB vs. enterprise merchants?
6. What role does the support team play in the Buyer Protection dispute process?
7. How integrated is RAY (AI) into support workflows today?
8. What's the cross-border support strategy as Razorpay expands internationally?
9. What's the relationship between support and product/engineering for escalations?
10. What's the biggest organizational challenge the support team faces today?