

A STUDY OF PROCESS IMPLEMENTATION OF 5-S IN FLIPKART

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INTRODUCTION

In this changing business it is important to win hearts of customer though quality and cost of the product or service. It is also required to have productive production with continuous improvement. The present need of the organization is to deliver high quality product through continuous improvement. To fulfill these requirement, 5S technique emerged for better production in the industries. 5S is a technique originated from Japan and it was first developed by Hiroyuki Hirano. It include five words of S i.e. Seiri, Seiton, Seiso, Seiketsu and Shitsuke, which means Sort, Set in order, Shine, Standardize and Sustain respectively. The 5S technique is derived from "Kaizen" which means "change for the better". It allows the enhancement of efficiency and productivity in the industry. The 5S technique is a program to achieve total organization cleanliness, and standardization in the workplace for better productivity. The benefit of 5S technique is improvement in productivity, quality, health and safety. Term of 5S given as:

SEIRI(sort): Removal of all unwanted & unnecessary materials in the workplace.

SEITON(set in order): Putting everything in an assigned place so that it can be accessed quickly as well as

returned in that same place quickly.

SEISO(shine or clean): Cleaning up the workplace and giving it a 'shine'.

SEIKETSU(standardize): Defining the standards by which one must measure and maintain cleanliness.

SHITSUKE(sustain): Maintain orderliness and to practice the first 4S on regular basis.

5S is a systematic technique used by organizations come from five Japanese words; Seiri (Sort), Seiton (Set in order), Seiso (Shine), Seiketsu(standardize) and Shitsuke (sustain). This system helps to organize a workplace for efficiency and decrease non value added activities and optimize quality and productivity through monitoring an organized environment. This paper aims to review previous studies about benefits of 5S Implementation and its efficiency in organizations. The results show that 5S is an effective tool for improvement of organizational performance, regardless of organization type, size, its production or its service. Consequently, 5S technique would strongly support the objectives of organization to achieve continuous improvement in performance and productivity.

Nowadays, in this dynamic and technological world, the secret of surviving for any kind of organization is to be competitive and pioneer in its products or services. Normally, this improvement has been achieved through implementation of best practices, which are chosen to meet a particular objective. With increasing of the competition in the world, two major challenges are in front of organizations' managers:

First, in this competitive environment, managers have to make the best decisions and choose the best methods to achieve their objectives and not to lose very finite opportunities. Second, lack of knowledge is one of the most important problems of managers about familiarity with an appropriate method to improve the performance of organization, successfully.

In addition, the quality of performance also is vital to be evaluated and recognized. Such an evaluation can help managers identify the improvement of performance. 5S is a way to improve the performance and to organize the whole system, which has been used first time by Japanese. It comes from five Japanese words start with S, which is translated into English words to give the best explanation for them

The 5S's are:

Seiri: Separating. Refers to the practice of going through all the tools, materials, etc., in the work area and keeping only essential items. Everything else is stored or discarded. This leads to fewer hazards and less clutter to interfere with productive work.

Seiton : Sorting. Focuses on the need for an orderly workplace. "Orderly" in this sense means arranging the tools and equipment in an order that promotes work flow. Tools and equipment should be kept where they will be used, and the process should be ordered in a manner that eliminates extra motion.

Seisō: Shine. Indicates the need to keep the workplace clean as well as neat. Cleaning in Japanese companies is a daily activity. At the end of each shift, the work area is cleaned up and everything is restored to its place. The key point is that maintaining cleanliness should be part of the daily work - not an occasional activity initiated when things get too messy.

Seiketsu: Standardizing. This refers to standardized work practices. It refers to more than standardized cleanliness (otherwise this would mean essentially the same as "systemized cleanliness"). This means operating in a consistent and standardized fashion. Everyone knows exactly what his or her responsibilities are.

Shitsuke : Sustaining. Refers to maintaining standards. Once the previous 4S's have been established they become the new way to operate. Maintain the focus on this new way of operating, and do not allow a gradual decline back to the old ways of operating.

STUDY AND IMPLEMENTATION OF 5S

5s-Astrategyforperformanceexcellence-

4.1 Introduction

5S is a reference to a list of five Japanese words which 'start' with S. This list is an mnemonic for a methodology that is often incorrectly characterized as "standardized cleanup",

however it is much more than cleanup.

5S is a philosophy and a way of organizing and managing the workspace and work flow with the intent to improve efficiency by eliminating waste.

4.2 What is 5S?

The key targets of 5S are workplace morale and efficiency. The assertion of 5S is, by assigning everything a location, time is not wasted by looking for things. Additionally, it is quickly obvious when something is missing from its designated location. 5S advocates believe the benefits of this methodology come from deciding *what* should be kept, *where* it should be kept, and *how* it should be stored. This decision making process should lead to a dialog which can build a clear understanding, between employees, of how work should be done. It also instills ownership of the process in each employee.

In addition to the above, another key distinction between 5S and "standardized cleanup" is *Seiton*. *Seiton* is often misunderstood, perhaps due to efforts to translate into an English word beginning with "S" (such as "sort" or "straighten"). The key concept here is to order items or activities in a manner to promote work flow. For example, tools should be kept at the point of use, workers should not have to repetitively bend to access materials, flow paths can be altered to improve efficiency, etc. The 5S's are:

- **Seiri**: Separating. Refers to the practice of going through all the tools, materials, etc., in the work area and keeping only essential items. Everything else is stored or discarded. This leads to fewer hazards and less clutter to interfere with productive work.
- **Seiton**: Sorting. Focuses on the need for an orderly workplace. "Orderly" in this sense means arranging the tools and equipment in an order that promotes work flow. Tools and equipment should be kept where they will be used, and the process should be ordered in a manner that eliminates extra motion.
- **Seisō**: Shine. Indicates the need to keep the workplace clean as well as neat and cleaning in

Japanese companies is a daily activity. At the end of each shift, the work area is cleaned up and everything is restored to its place. The key point is that maintaining cleanliness should be part of the daily work - not an occasional activity initiated when things get too messy.

- **Seiketsu:** Standardizing. This refers to standardized work practices. It refers to more than standardized cleanliness (otherwise this would mean essentially the same as "systemized cleanliness"). This means operating in a consistent and standardized fashion. Everyone knows exactly what his or her responsibilities are.

Shitsuke: Sustaining. Refers to maintaining standards. Once the previous 4S's have been established they become the new way to operate. Maintain the focus on this new way of operating, and do not allow a gradual decline back to the old ways of operating.

4.3 Translations and modifications-

Often in the west, alternative terms are used for the five S's. These are "Sort, Straighten, Shine, Systemize and Sustain". "Standardize" is also used as an alternative for "Systemize". Sometimes "Safety" is included as 6th S. Similarly 5Cs aim at same goal but without the strength of maintaining the 5S name.

- Clear out and Classify
 - Clearing items no longer required
 - Tagging items that may be required and storing away from workplace
- Configure
 - A specific place for specific items
 - "A place for everything & everything in its place"
- Clean and check
 - Identify cleaning zones, establish cleaning routines
- Conformity

- Consolidate the previous 3C's by standardizing the new process and use of 'Visual Management'
- Custom and practice
- Monitor process adherence
- Continually validate process
- Make further improvements using the PDCA cycle, otherwise known as the Deming cycle.

The 5S methodology has been adopted into a variety of organizations from small business to Fortune 500 companies. All implement the 5S's in the hope to improve productivity and performance.

LITERATURE REVIEW

5S is a useful method for founding an organization and spread out a design and can improve communication and help employees to develop their characteristics to decrease downtime, lead time, inventory, defect and associated cost (Van Patten, 2006).. Result of the study indicates that 5S technique is an effective way to improve health and safety standards, environmental performance and housekeeping (Rahman, et al., 2010). 5S is a method for development of companies, change and training. Hirano in 1995 regards 5S as an industrial practice that distinguishes an organization from the others (Osada, 1991).

According to the Japanese organizations.5S have two components, a high level of management and organizational system with complexity meaning and it translates to perfect performance and the other one is management provision tools position (Gapp et al., 2008). Even though the 5S housekeeping program aids production (Eckhardt, 2001) but the 5S technique is one of the most known in industrial and business environment and there are few proofs about its adoption in organizations (Bayo-Moriones et al., 2010). Other studies still accept 5S as a method of housekeeping (Eckhardt, 2001; Becker, 2001; Ahmed & Hassan, 2003; Chin & Pun, 2002). However, there are other ideas that believe 5S is a supportive way for Lean and TQM (Kumar et al., 2006).

From the quality management point of view, order and cleanliness have been considered as a part for continuous improvement (Yusof & Aspinwall, 2001) and a point to start continuous improvement and more advancement in organizations. 5S can link with total productive maintenance (TPM) (Ahuja & Khamba, 2008) and Japanese management approaches such as TPM, JIT and TQM (Gapp et al., 2008).

Generally, the success of 5S implementation depends on organizational characteristics (Sousa & Voss, 2008) as this mentioned in many surveys (Bayo Moriones et al., 2008). Survey of one factory in Iran supports pervious findings in this field and indicates that 5S execution provides better condition for implementation of TPM (Moradi et al., 2011). As it is mentioned in several studies, the 5S method is recorded as a way for improving health and safety standard and performance in a holistic operation with high level of efficiency (Khamis, et al., 2009) and also helps improving data management system in factories (Ananthanarayanan, 2006). On the other hand, there is correlation between the 5S and TQM, which further approve the role of 5S as a training tool for TQM and also the need for a sound approach towards TQM (Ho et al., 1995). There is a considerable decreasing in the rate of injuries in the companies

where the objective is improving safety through the 5S practice.

(Ansari & Modarress, 1997). The 5S practice is beneficial for every organization, because it helps everyone having a better life (da Silveira, 2006). In fact, many successful organizations in the world have already included some aspects of the 5S in their daily activities without complete awareness of its benefits (Ho, S.K.M; 1999).

Indian companies are informed about the quality improvement requirements, although disciplined approach is not yet in place and improvement efforts are not enough to remove weaknesses specially in term of quality (Khanna, 2009).

More investigation is needed on implementation of the 5S as an improving tools in a business section and some items like company size and structure could affect application of the 5S and its effectiveness (Eocha, 2000). Actually, there is not much difference between ISO 9001 requirements for implementing quality management system and 5S rules which can be joined by extending the ISO 9000 pattern to combine related 5S rules (Pheng, 2001).

This system is beneficial for any workplace to make high quality products and services (Sui PPheng & Khoo, 2001). 5S is applied in most of the factories in manufacturing sections with priority compare to other sections with different ways which can be attributed to the maturity of the 5S program (Warwood & Knowles, 2004). Mixing lean manufacturing initiatives through 5S with safety yield safety results that are well aligned with the rest of the organization (Becker, 2001). Ho in 1998 says the 5S practice is the key to productivity and quality and he also determines the 5S audit methods and reports to adapt and adopt to the business environment via the training sessions and case studies carried out by the industry department. Furthermore, he realized that the 5S practice is very beneficial due to its helps for everybody to have a better lifestyle in the organization (Ho, 1998).

Hamzah and Ho (1994) believe that the 5S is not new and we have had it for long time. We need the 5S at our workplace because many people do their things without thinking about it. In addition, 5S can be a reflection of our behavior. If we have a consideration to 5S, the majority of our routine problems that we

face in everyday works could be solved. Hubbard (1999) showed that orderliness which is one of the five pillars of the visual workplace, intends to eliminate three types of waste: searching waste, difficulty-of-use waste, and the waste of returning items to their proper place. Ho (1997) presents Audit Worksheet for 5S, which is a practical tool for 5S implementation. He also believes Japanese 5S fundamentals that must be used for continuous quality improvement. A useful environmental tool for organization management is 5S, which comes from lean manufacturing process.

The 5S practice simplifies the workplace and maintenance system's procedures, decrease waste and non-value added activities. It also improves quality, efficiency and safety. It is the most effective tool of control, which at least reduce or totally avoid different types of pollutions (Nilipour&Jamshidian, 2005).

The most important barrier for implementation of 5S effectively is poor communication. Techniques of communication and their efficiency are seldom evaluated and communication faults rarely addressed in an industrial workplace. Poor communication can cause wasting resources, time and money, and lowering moral amongst employees. The results of evolving communication systems in an uncontrolled fashion in industries or business could be confusing and complex. There must be an applicable way for using 5S as an improvement tool for communication system. It is concluded that 5S key of success is training. 5S implementation is not possible without proper training and employees are not capable to actively standardize the 5S (Ho, S.K.M; 1999). Organization should pay attention to this fact that resistance to change is one issue, which will be occurring during 5S implementation. Therefore, it is believed that continuous training is the key applying to change the organization culture, and assessment should focus on improvement and progress regarding all input from the organization until complete establishment of 5S system (Nilipour&Jamshidi**Keys to successful implementation of 5S-**

- Get everyone involved – 5S is not be the responsibility of a concerned few. It is a concern of everyone to act. All levels of management should take part in decision making required to ensure 5S implementation. Incorporate 5S activities as part of company's small group activities.
- Get company authorization–5S activities should not be performed in a secretor disguised such as overtime work. Get management approval for all 5S activities. Make signs and posters as means to promote 5S to everyone. Conduct a general monthly meeting where company

and managers can address 5S issues and themes.

- Final responsibility rests with the president—The 5S's will not be taken seriously until the managers and even the company president take personal responsibility and interest in its implementation. Nothing could be worse for the success of 5S implementation than to have managers who “pass the 5S implementation buck” to their subordinates. Company managers must take a strong leadership role in 5S promotional meetings and other 5S events.
- Make yourselves understood and aware of -Don't leave people wondering “Why are we sticking red tags on things?” or “Is all this 5S stuff really necessary before we can make any improvements?”. Hold 5S promotional meetings to explain 5S and to entertain all questions from all participants. Present actual examples from successful 5S implementation, or take participants on tour on successful 5S workplaces.
- Do it all the way – When establishing proper arrangement, make sure to carry out all the tag campaigns and use correct red tagging formats and procedures. When establishing orderliness, use signboards. Make sure that signboards have proper format, descriptions and locations. Prepare your company's own 5S manual, complete with all the necessary details.
- The president should inspect the shop floor personally -The president should personally inspect offices and point out their various positive and negative conditions.

- Don't stop halfway in establishing 5S -Don't do things halfway. Once the 5S promotional organization and methods have been established, get started and stick with it. When developing red tagging and signboards throughout the company, make sure everyone is involved. Once you have laid the foundation by establishing proper arrangement and orderliness, start developing discipline habit to keep the foundation strong.
- 5S is a half way towards other improvements – don't stop with 5S; follow through with zero defects, cost reduction and other productivity and quality improvements. Once the office has been cleaned up, start putting casters on drawer cases to make them easily movable. Eliminate defects as close to their source as possible and implement flow process.

By implementing 5S eventually productivity, efficiency and working spirit will be promoted. It is not only useful to manage workplace physically but also useful to develop employee's attitude and discipline.

NEED FOR THE STUDY

- + Less Waste (Improved Efficiency)
- + Reduced Space Used For Storage
- + Improved Maintenance
- + Improved Safety
- + Better, More Committed Employees
- + Improved Quality Improve operations efficiency
- + Increasing levels of outsourcing
- + Increasing transportation costs
- + Competitive pressures – lower prices and costs
- + Increasing globalization – suppliers & customers
- + Increasing importance of e-business

FLIPKART

Flipkart



Flipkart has launched its own product range under the name - digiflip. Flipkart also recently launched its own range of personal healthcare and home appliances under the brand - citron. During its initial years, Flipkart focused only on books, and soon as it expanded, it started offering other products like electronic goods, air conditioners, air coolers, stationery supplies and life style products and e-books. Legally, Flipkart is not an Indian company since it is registered in Singapore and majority of its shareholders are foreigners. Because foreign companies are not allowed to do multi-brand e-retailing in India, Flipkart sells goods in India through a company called ws retail. Other third-party sellers or companies can also sell goods through the Flipkart platform. Flipkart now employs more than 15000 people. Flipkart allows payment methods such as cash on delivery, credit or debit card transactions, net banking, e-gift voucher and card swipe on delivery. Flipkart is presently one of the largest online retailers in India, present across more than 14 product categories & with a reach in around 150 cities and delivering 5 million shipments per month.

ACHIEVEMENTS IN E-COMMERCE

In September 2015, Sachin Bansal and Binny Bansal entered Forbes India Rich List debuting at the 86th position with a net worth of \$1.3 billion each. Co-founder of Flipkart, Sachin Bansal, got Entrepreneur of the Year award 2012-2013 from Economic Times, leading Indian economic daily. Flipkart.com was awarded Young Turk of the Year at CNBC TV 18's 'India Business Leader Awards 2012' (IBLA). Flipkart.com - got nominated for India Mart Leaders of Tomorrow Awards 2011.

FLIPKART

Flipkart's business model is much deeper and much expansive that could possibly elaborate here. However, a few key points -

- Rationalized supply chain-inbound logistics
- Strategic warehousing and distribution capability-operations
- Well aligned fulfillment process -outbound logistics

All the three processes are extremely well integrated -first by a sound strategy, around which the organizational structure is built. So they have a strategy, and a complementing structure to support their strategy. The third critical success factor for Flipkart is the technology as an enabler. A strong information systems is at the core of the organization, which drives visibility and end-to-end integration across their supply chain processes (inbound - operations - outbound) resulting in a well lubricated efficient machine.

Flipkart, must be seen as a logistics company rather than a retail business. Although it sells products to consumers, and hence is academically classified as a b2c business, the core of the business lies in its efficient logistics, which allows it to sell products at attractive prices.

However, its competitive advantage is not in its retailing capabilities. In fact that aspect of the e-commerce business is easily imitable and hence not sustainable. The sustainable competitive advantage of Flipkart, lies in its logistics and operations infrastructure - which has a very high barrier to entry: owing to its extensive capital investment and difficult to replicate strategy-structure-culture mix.

It is important to reflect upon the fact that its founder members (the bansal's) have had an early stint with Amazon and have successfully modeled Flipkart's business on Amazon strategy. So, it would be fair to say that Flipkart imitated Amazon's model to an extent. However, owing to governmental

regulation and international trade barriers .

SWOT OF FLIPKART



SWOT Analysis: Flipkart

Strengths: <ul style="list-style-type: none">1. Supply chain2. Strong Brand value & Brand Awareness3. Advertisement & Promotion4. Strategic Acquisition	Weakness: <ul style="list-style-type: none">1. Late Delivery2. I.T. Infrastructure
Opportunities: <ul style="list-style-type: none">1. Growth in E-tail2. Growth in e-Book3. Mobile Apps4. Broadband Penetration	Threats: <ul style="list-style-type: none">1. Technology Up gradation by Competitors2. New Players3. Competitors catching up

RESEARCH METHODOLOGY :

Research Methodology is the systematic theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principle associated with a branch of knowledge. Research methods, covers various investigation techniques.

RESEARCH DESIGN

The methods and techniques involved in the study are as follows:

a) Research Type

Descriptive research has been used in the study. This type of research describes what exists and may help to uncover new facts and meaning through a questionnaire or a direct interview. By questionnaire , it helps company to know its drawbacks.

b) Population

The population of my research is the employees of the company (BPO services).

c) Sample Size

Sample Size for this research is 35 which was selected according to the time factor. Because of lack of time.

d) Sampling Technique

Convenience sampling has been used to collect the data from the respondents. A convenience sampling has is obtained by selecting a convenient population unit.

DATA COLLECTION RESOURCES

Data refers to information or facts . It includes numerical figures, non-numerical figures, descriptive facts and qualitative information. The task of data collection begins after research problem has been defined and research plan has been decided. The nature of the data is both Primary and Secondary data.

PRIMARY DATA

The primary data are those that are collected through questionnaire and direct personal interview.

The questionnaire was framed in such a manner to obtain correct information, graded suitably for the study.

SECONDARY DATA

The secondary data has been collected through various sources such as Internet, company website, Textbooks. Secondary data about the company profile and other details were collected from the company

website.

Data Analysis method

(a) Recording of Data

Each respondent records his or her answer by marking a particular response box. As such the data is recorded by each respondent. The researcher will retrieve all completed questionnaires from employees personally.

(b) Structuring of Data

After all completed questionnaires are in the researcher's possession the responses are tabulated on an Excel spreadsheet.

(c) Analysis of Information

We know that Microsoft Excel is a commercial spreadsheet application written and distributed by Microsoft for Microsoft Windows and Mac OS X. Its features include calculations, chart tools, pivot tables, and a macro programming language called Visual Basic for Applications. Excel is a part of Microsoft Office. In the project report, data was first posted into an Excel spreadsheet. The collected responses are analyzed by using algebraic tools like summation and percentage. The bar-charts are drawn on the basis of the responses collected.

RESEARCH APPROACH

▪ EXPLORATORY RESEARCH

- ✚ Exploratory research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subjects. It should draw definitive conclusions only with extreme caution. Exploratory research often relies on secondary research such as reviewing available literature and/or data, or qualitative approaches such as informal discussions with consumers, employees, management or competitors, and more formal approaches through in-depth interviews, focus groups and projective methods.

▪ **DESCRIPTIVE RESEARCH**

- ✚ The objective of descriptive research is to describe the characteristics of various aspects, such as the market potential for a product/company or the demographics and attitudes of consumers who buy the product with the help of primary data collected.

○ **DATA COLLECTION**

- ✚ The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed.

▪ **PRIMARY DATA**

- ✚ Primary data was collected from various people and their opinion and information for the specific purposes of study helped to run the analysis. In essence, the questions asked were tailored to elicit the data that will help for study. The data was collected through questionnaire to understand their experience and preference towards their loyal company.

▪ **SECONDARY DATA**

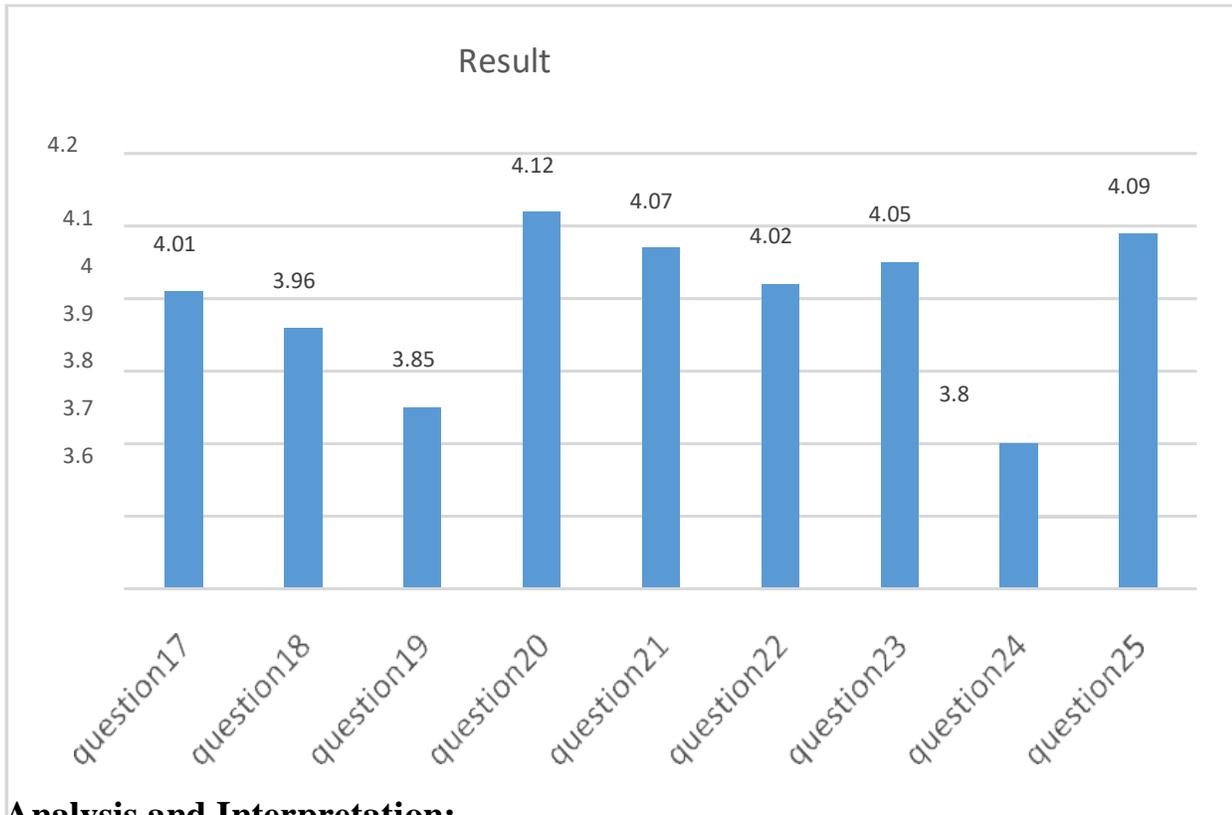
- ✚ To make primary data collection more specific, secondary data will help to make it more useful. It helps to improve the understanding of the problem. Secondary data was collected from various sources such as different business websites and published papers.

○ **LIMITATIONS**

- There was so much confidential data of companies that are not exposed.
- Survey was restricted to particular age group because respondents willing to fill are college students.
Analysis was done based upon personal opinion of respondents individually, not from any focus groups or experts.

DATA ANALYSIS & FINDINGS

Question	Mean	Result
5S training was enough for you	4.02	Agree
Management and worker commitment to implement 5S	3.96	Agree
Do you think that 5S in implementing in a right way	3.86	Agree
Do you think that your work place is sort	4.12	Agree
Do you think that in your workplace Everything set in order	4.07	Agree
Do you think that your work place is clean and worker care of this	4.02	Agree
Do you think that everything in your work Depend on stander	4.06	Agree
Do you think that your factory can sustaining good implementing and improvement	3.81	Agree
If 5S methodology did not implement in Your factory ,do you think it is possible in near future	4.09	Agree



Analysis and Interpretation:

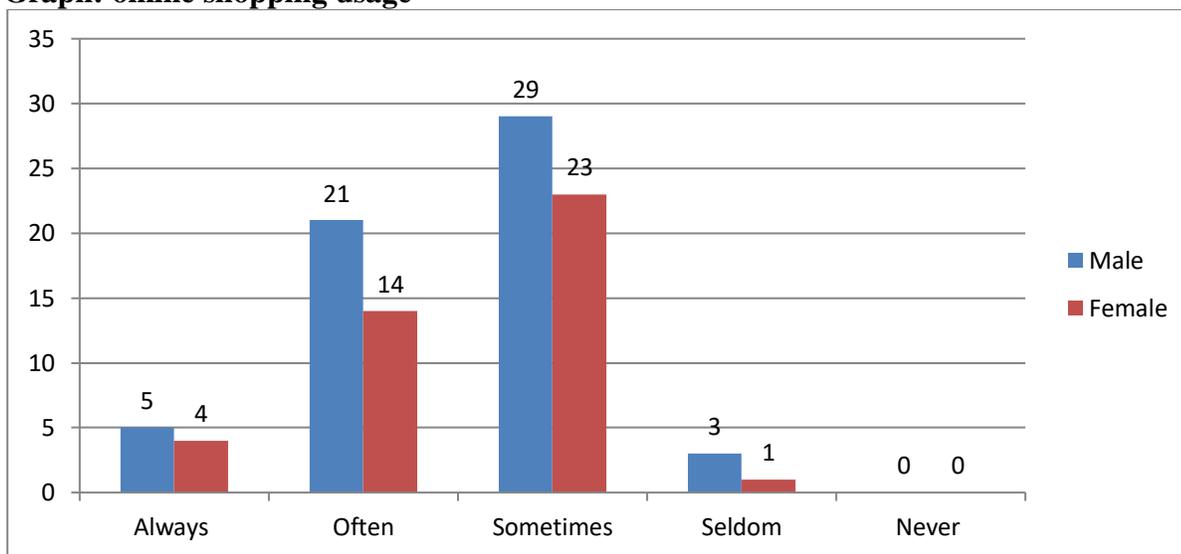
Above table and chart give details results about 5S implementation in your factory, and depend on previous result about 5S implementation frequency and percentage appear that all our results in agree rate. Which archives hypothesis that is positive relation between implementing 5S methodology and keep improvement in work place.

FREQUENCY OF PURCHASE FROM ONLINE

Table: online shopping usage

	Always	Often	Sometimes	Seldom	Never	Total
Male	5	21	29	3	0	58
Female	4	14	23	1	0	42
Total	9	35	52	4	0	100

Graph: online shopping usage



Analysis and Interpretation:

More than half of them use online shopping sometimes, ie 52%. People who always and mostly shop through online shopping are also good in number, 9 and 35, together 44%. And who use online shopping rarely is very less in number 4%. Since only 44% are mostly using this, there is a wide space to fill and to make online shopping a great success. And there is not much gender difference in online shopping, which means both males and females enjoying online shopping and its benefits.

FINDINGS

- There is not much difference in gender for using online shopping.
- Students and salaried persons are most frequent users of Flipkart.
- Frequency of purchase for electronics, books and music, apparels and accessories are more in Flipkart.
- Word of mouth was more influential in promotion as many people were made aware by their friends and family when customers recommend this website to them.
- Highly discounted products got out of stock quickly, since customers purchased it as soon as they could when they see high discount on good featured product.
- The services provided by Flipkart are good and even more scope of development is there for increasing the customer strength.
- Digital marketing techniques like search engine marketing, links providing other website and advertisement also functioned well for promotion of this website.
- Fast delivery is one of best service Flipkart is providing.
- Different payment options available in Flipkart made customers more satisfied and comfort for paying while purchasing product.
- Customers feeling more secured when purchasing through Flipkart because of different policies and services they have.
- In comparison with competitors, Flipkart is charging free shipping for the purchase of 300 plus rupees, while others free ship the service without any barrier.
- Out of stock is the main issue faced by Flipkart.
- Most of customers have good experience with Flipkart while purchasing products.
- Most of them are satisfied with the services of Flipkart and so that they succeed in retaining the customers.
- Advertising is an important way to have the brand and products familiar to consumers Convenience and time saving are two important factors that customer looking for while purchasing through online.

- They implement quality correct and in perfect way in a large extent, all documents are existent and complete, there have daily, weekly and monthly reports for productions and defects rate and work follow.
- Managers and supervisors use this data to follow production lines so having problems and making decision in quality meeting which done every month or twice a month if there is an urgent issues.
- According to questionnaire results Kaizen training was very effect and they started implement it in production lines.
- According to questionnaire researcher observe that employees did have complete idea about Kaizen and 5S.
- There is weak points like involve worker in decisions making and solving problems
- According to questionnaire results 5S training was effective for production sections and they start implement it.
- Employees have no any idea about 5S because they did not have training.
- There is a direct relation between implementing quality policy and developing work in manufacturing field.
- There is a direct relation between implementing kaizen and eliminate waste in manufacturing field.
- There is a direct relation between implementing kaizen and continues improvement in manufacturing field.
- There is a positive relation between implementing 5S (sort-set in order-shin-sustain-standardize) in workplace to keep improvement in work plan.
- We can say that analysis result compatible with research hypotheses, small data is incompatible put it can be points for planning improvement.

RECOMMENDATIONS

- Flipkart has successfully placed itself into the prospects mind making it the India's largest online store with huge range of products. But it still needs to work on their core competence that is books and stationery items.
- Delivery services can be improved mainly in rural areas by selecting appropriate courier service which has services in customer area for dispatching an item.
- Can make free delivery to all priced products.
- Can include more coupon codes and gift vouchers for increasing the traffic of the customers.
- Out of stock items can made available as soon as possible and intimate the needed customers.
- Should look for International/ Overseas markets or Neighbouring Countries.
- Critical mass of Internet users–Internet users in India is increasing at increasing rate, so Flipkart can target more & more cities i.e not only tier 1 & 2 but also tier 3 & 4cities, which will help generate stronger customer base & more revenues.
- Should clearing focus on the Growing Online Apparel business & it can diversify into apparel category either organically or inorganically by acquiring other portals.
- User Experience: Portal should continuously aim to work to improve the user experience by adding more & more innovative features in the website like virtually shopping basket, virtual trial rooms. In this competitive world to differentiate via user experience, the ultimate winner will be the Indian online consumer.
- Should comprehensively invest into E-CRM & online reputation management.
- Logistics & Supply Chain: can continuously aim to reduce the delivery time cycle.
- Price will still be a factor as amazon being a huge company will use its economies of scale to remove their competitors from the market; therefore they need to be more competitive on that aspect.
- Continues implement quality policy in factory and search for improvement points ,and put clear plan to implement it.

- Quality must be culture for all worker, employees and manager not just as a factory policy or order and it be possible by more quality training and give all work
- relative chance to be aware to factory policy and solving problems.
- Systemdevelopmentdepartmentcoordinatewithqualitydepartmenttocontinue training in quality to all factory sections to insure more understanding and implement for quality in factory.
- Employees need training in Kaizen and5Sandhowthey can keep work environment clean and comfortable.
- Use Kaizen methodology to eliminate wastes in work
- 5S methodology give good impact for work environment we need sustain and improvement
- Give worker in production lines chance in suggestion and solving problems.

CONCLUSION

The thorough study is based on the consumer behaviour analysis which serves a great idea regarding consumer perception when they go for online shopping. In order to satisfy themselves consumer perceive many things before buying products and they will be satisfied if the company meet their expectation. The Overall Brand Value of Flipkart is good, but it is facing some tough competition from its global competitors like Ebay and Amazon. Talking about domestic market i.e India, it is the most superior E-business portal which is aggressively expanding & planting its roots deep into the Indian market & at the same time shifting the mind-set of the people from going &shopping from physical store to online stores, which is magnificent!.Be very focused on consumers and build amazing experiences for the customers.

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