

IPP IMPROVEMENT AT PRIMARY AND SECONDARY SORTING STATION IN FLIPKART

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ABSTRACT

This research is conducted in order find out the reasons for hurdles in IPP improvement and ways to improve them.

IN each 8-hour shift in Motherhub people working on Primary and secondary stations for sorting purpose are supposed to segregate the shipments based on the destinations of the shipments for that they are using scanners, there IPP is a way to monitor their productivity.

The pre-existing methods which were in use in Flipkart (Motherhub_JKS) were not able to calculate individual IPP, they were using IPP calculation on average basis. This method was unable to track the individual IPP of each person, as management was unable to pin point the good performers and the bad performers.

As a part of this research a tracker was developed with help of a software named as Arkham to monitor the productivity of each individual.

Based on the IPP of each individual a Reward and recognition (R & R) program was introduced to motivate the good performers on weekly basis and for those who were not matching the bench mark were suggested to go through Learning and development program and if they are not improving warning letter can be issued to them.

The results indicated that this tracking of IPP and rewards & recognition results in IPP improvement.

Keywords: IPP, Motherhub, R&R, IPP Tracker, Arkham, Productivity

Chapter 1

INTRODUCTION

1.Introduction

Flipkart is an Indian e-commerce company, headquartered in Bangalore, Karnataka, India, and integrated into Singapore as a limited subsidiary company. The company first focused on online book sales before moving on to other product categories such as consumer electronics, fashion, household essentials, grocery, and lifestyle products.

The service competes primarily with Amazon India-owned company and domestic rival Snapdeal. As of March 2017, Flipkart holds 39.5% of the market share of India's e-commerce sector. [1] Flipkart holds a leading position in the clothing sector, strengthened by its acquisition of Myntra, and was described as "neck and neck" by Amazon in the sale of electronics and mobile phones.

In August 2018, a series of stores based in the U.S. Walmart acquired 77% of Flipkart control over \$ 16 billion, making Flipkart worth about \$ 20 billion. [2]

1.1 History

Flipkart was founded in October 2007 by Sachin Bansal and Binny Bansal, an alumni of IIT, Delhi and former Amazon employees. The company initially focused on the sale of online books by shipping nationwide. Flipkart grew slightly in popularity and was receiving 100 orders per day in 2008. [3] In 2010, Flipkart acquired Bangalore WeRead-based public acquisition service at Lulu.com.

1.2 Purchase

In 2011, Flipkart acquired the digital distribution business Mime360.com and the Bollywood portal Chakpak digital content library. Following this discovery, Flipkart launched their online non-DRM online music store Flyte in 2012. Due to competition from free streaming sites, the site was unsuccessful and closed in June 2013.

With its eyes on the Indian retail market, Flipkart bought Letsbuy, an online electronics retailer, in 2012, and Myntra, an online fashion retailer, for \$ 280 million in May 2014. Myntra continues to operate alongside Flipkart as an independent company focusing on various segments of the market. [4] In April 2015, Flipkart acquired Appiterate, a Delhi-based mobile operator. Flipkart said it would use Appiterate technology to improve its mobile applications. In December 2015, Flipkart acquired a small portion of MapmyIndia digital map provider. In 2016, Flipkart acquired online fashion retailer Jabong.com on Rocket Internet for \$ 70 million and the first UPI of mobile phone payments, PhonePe. In January 2017, Flipkart made a \$ 2 million investment in TinyStep, the launch of parent information. Flipkart has invested \$ 35 million in the newly formed Arvind Fashions Limited company Arvind Youth Brands with 27% of the company.

Flipkart Wholesale recently launched a digital platform for kirana and MSMEs. In October 2020, Flipkart acquired a 7.8% stake in Aditya Birla Fashion and Retail for \$ 204 million.[5]

1.3 Partnerships

In April 2017, eBay announced that it would sell its Indian subsidiary, eBay.in, to Flipkart and invest \$ 500 million in the company. Although eBay suggested that the partnership would eventually allow Flipkart to access the eBay network of international retailers, these plans did not materialize. In July 2017, Flipkart made a promise to acquire his main rival, Snapdeal, for \$ 700-800 million. Rejected by Snapdeal, who demanded at least \$ 1 billion.

In August 2019, Flipkart entered into a partnership with Authentic Brands to obtain a license and distribute Nautica in India. Flipkart has invested \$ 4 million in customer engagement with the EasyRewardz awards platform on November 19, 2019.

1.4 Acquisition by Walmart

On May 4, 2018, US shopping mall Walmart reportedly won a bidding war with Amazon to secure a majority of Flipkart for \$ 15 billion. On May 9, 2018, Walmart officially announced its intention to acquire a 77% control over Flipkart for \$ 16 billion. After the purchase, Flipkart founder Sachin Bansal left the company. The remaining management team now reports to Marc Lore, CEO of Walmart at Commerce US. Walmart president Doug McMillon cited the "attraction" of the market, explaining that their purchase "is an opportunity for partners and a company that is leading the transformation of the eCommerce market". Indian traders are protesting the agreement, viewing the agreement as a threat to domestic business.

On file with the U.S. Security and Trade Commission on May 11, 2018, Walmart said the terms of the agreement stipulated that a few Flipkart shareholders "may require Flipkart to make its first public contribution following the fourth year of closure of the contract.

Following the announcement of the Walmart agreement, eBay has announced that it will sell its stake in Flipkart back to the company for about \$ 1.1 billion and resume its operations in India. The company said "there is a great potential for the growth of e-commerce in India and an important opportunity for many players to succeed in the diverse Indian domestic market." for sale.

The acquisition was finalized on August 18, 2018. Walmart also donated \$ 2 billion equity to the company.

On November 13, 2018, Flipkart CEO Binny Bansal resigned following allegations of "personal misconduct". Walmart said that "although the investigation did not find any evidence to support the plaintiff's assertion against Binny, it did reveal some flaws in the verdict, particularly the lack of transparency, related to Binny's response to the case."

1.5 Flipkart Business Model

Under this section, we will include the Market Allocation, Product Delivery, Target customer, Investors and the Analysis of Competitor of Flipkart.

1. Flipkart Market Share

India's leading e-commerce platform, Walmart-owned Flipkart has merged with Amazon. Flipkart holds a market share of 31.9% - becoming the largest internet retailer in India according to a Forrester survey conducted in October 2020. At present, Amazon India lags far behind second, with a market share of 31.2%. But this past year, Flipkart saw a nearly 50% increase in new customers after the epidemic closed last year.

The platform also experienced a 35% growth in domestic retailers by 2020, compared to last year, according to a company announcement this is all due to the e-commerce explosion in the country, although most sales are still offline.

Now let's move on to the Flipkart product offering

2. Flipkart Products Offing

Next under Flipkart Business Model, we have its Offering Products. Becoming an outstanding Indian e-commerce market with over 80 million products in 80+ categories. Flipkart is one of the leading e-commerce sites which are the leading online web sites in India. The company has created a huge amount of customer satisfaction and loyalty with its services to customers such as cash for delivery options, fast delivery options, over discounts, refund policies, refund policies, etc. all of these factors have led to the success of Flipkart and the business is doing well in the market right now.

Consumers can easily find any type of product in one portal without many search problems; The company offers a wide range of products in a range that makes it easy for the customer to find the product they are looking for. Buy Flipkart for products like electronics such as cell phones, laptops, tablets, and all other gadgets. Modern furniture like sofa sets, wardrobe, dining tables, and electrical appliances that make your life easier like matching washes, mixer grinders, and everything.

Flipkart gets it all, you just need to name it and buy it. These components are aimed at improving the company's performance and the company seems to be looking forward to better and more successful markets.

So now that we've heard about the company, now let's learn more about Flipkart's business model and digital marketing strategies.

3. Flipkart Target Viewers

Flipkart is focused on anyone browsing the internet and having no time to shop. However, targeted audiences are still distributed across the various market segments as customers from all domains with potential domains can find products and Flipkart has a target audience of 75% of its audience between the ages of 16 - 55. Individuals want to shop online. at home without going out.

Flipkart therefore extends its marketing strategies where the area is completely indifferent and all the imported destinations are made. Flipkart goes from top to bottom with smart marketing strategies to capture its potential influences on purchasing power, promoting that online shopping is more profitable than regular shopping.

4. Funding and Investors

Flipkart has raised a total of \$ 12.6B funding for more than 25 rounds. Their latest \$ 3.6 Billion grant was raised on July 12, 2021, from the Corporate Round cycle led by GIC, Canada Pension Plan Investment Board, SoftBank Vision Fund 2, Walmart, and other investors.

Table 1.1 Fundings

Date	Stage	Amount	Investors
July 12, 2021	Private Equity Fund	\$3.6 billion	Softbank Vision Fund, Canada Pension Plan
September 16, 2020	Corporate Round	\$62.8 million	Tencent
July 14, 2020	Corporate Round	\$1.2 billion	Walmart
December 3, 2019	Corporate Round	\$28.4 million	-
September 10, 2019	Corporate Round	\$217 million	Flipkart
September 4, 2019	Secondary Market	\$14.5 million	-
January 16, 2019	Corporate Equity	\$200.8 million	Flipkart
October 25, 2017	Corporate Round	-	eBay
September 18, 2017	Debt Financing	\$133.9 million	SoftBank Vision Fund
August 10, 2017	Secondary Market	\$1 billion	SoftBank Vision Fund

Source: <https://iide.co/case-studies/business-model-of-flipkart/>

Flipkart started with an initial \$ 6000 price in 2007. Flipkart turned out to be a single start and Tec Major Naspers of South Africa announced a \$ 150 million grant in 2012. Next, Flipkart acquired Myntra in 2014, knew that. to bring in \$ 210 million.

5. Analysis of Flipkart Competitor

Finally, under Flipkart's Business Model, we will address its Competitive Analysis. The competitor is very competitive with the Indian subsidiary Amazon and a traditional competitor agreement. As of March 2017, Flipkart has maintained a market share of 39.5% of India's e-commerce business. Flipkart is a leading clothing retailer (a position strengthened by its acquisition by Myntra and Jabong.com) and has been listed as “neck and neck” with Amazon on the electronic and mobile scale scale.

With this, we come to the end of Flipkart Business Model. In the next section below we will delve into effective and exciting marketing campaigns and strategies that keep the company informed of the e-commerce shopping industry.

6. Flipkart Digital Marketing Strategy

Flipkart's outstanding marketing strategy is focused on wherever consumers are now. It operates as the majority of its costs in many digital channels that include paid and live marketing. Moreover, because India has recently experienced a digital revolution, Flipkart's efforts are paying off. Flipkart is considered one of the most reliable online shopping platforms. In addition, we discuss specific gadgets or clothing, and Flipkart regularly showcases their high quality service. Flipkart also makes extensive use of celebrity authorization and powerful advertising.

India is passionate about Bollywood and Flipkart uses this to raise awareness about their product and to advertise their services. Ranbir Kapoor, Alia Bhatt, Varun Dhawan, and Shraddha Kapoor all remained as brand ambassadors who have been heavily featured in Flipkart ads and digital marketing campaigns.

Flipkart has grown its business significantly through the use of digital marketing strategy. Let's consider, What is their strategy? How do they turn their former customers into loyal buyers? How can Flipkart improve its customer base? This piece of text will help analyze the tools Flipkart has acquired in their Digital Marketing Strategy.

Celebrity marketing partnerships

Flipkart is best known for its partnership. In addition it contributes significantly to the star's power and celebrity advertising. Flipkart keeps interacting with many popular statistics from time to time. The most notable collaboration "IndiaKaFashionCapital" was made with Alia Bhatt and Ranbir Kapoor. Under this campaign, the company encourages fashion lovers from all over the country to improve their style with new trends from Flipkart.

With a mix of purposeful media, with a quotient style sand direct communication with their customers, Flipkart Fashion brand ambassadors, Alia and Ranbir, are reviewing the public about their ever-present style in the game 'Dress the Next.' seen in a variety of engaging and interactive formats, from short digital content to regular TVCs that talk about the benefits of shopping at Flipkart Fashion.

2. Flipkart's Social Media Strategy

Flipkart works best on all social media platforms. As of August 2020, Flipkart still has,

- 2.4 million followers on Twitter.



- 1.7 million followers on Instagram



- **93,96,244 followers on Facebook**



Flipkart's YouTube marketing

As presently as it comes to Instagram, Flipkart has several accounts for many things, like a suitable account given to Tech, Clothing, and others. Once it reaches businesses, be it for a product or different services, the key highlight point for the customers is Feedback and Customer Reviews. Flipkart has certain special attention to that by having a separate account which just directs on Customer Story named as Flipkart Stories.

With YouTube being achieved as the world's second-largest search engine (behind Google) Flipkart entirely leveraged this platform to promote its marketing campaigns. Flipkart initiated a targeted marketing campaign for the fashion segment known as "India ka Fashion Capital", aimed at featuring video ads on YouTube as the majority of their audience are present here. Google was also capable to estimate the effect of traditional media vs digital policies, which caused clear that the brand had an existing all on digital platforms.

Flipkart's Twitter Strategy Campaign

You'll be shocked to realize that out of all the platforms Flipkart assigns special attention to Twitter. Flipkart is well-known to follow a fixed pattern for communication for all the platforms but once it comes to Twitter,

they maintain running mini-campaigns from time to time like #SareeTwitter. Apart from fun campaigns, Flipkart has 24*7 accessible Customer Support System on Twitter where they address complaints and queries of their consumers. Subsequently, if you face a problem with Flipkart, you know what to do.

Flipkart's Remarketing

Remarketing is any marketing and advertising strategy that re-establishes links with potential purchasers after they visit the store's website. Remarketing survived before the arrival of the Internet, yet its procedure has moved from offline to online and it is extremely beneficial and inbound. Generally, visitors visit the online portals and leave the site without finalizing the purchase. Remarketing is performed by showing ads to such potential consumers across the digital platforms advising them to convert.

Flipkart's Kidults

As expressed earlier, Flipkart's marketing campaign is incomplete without kids, this is done on YouTube ads or social media ads. This campaign was a blast and has been managed considerably until late 2019.

Chapter 2

Literature Review

Dr. Baskar¹, Prakash Rajkumar. k. R (2014), A study at the effect of Rewards and recognition on worker Motivation, ISSN (on line): 2319-7064, the general objective of the research become to study the effect of rewards and reputation on employee motivation. To become aware of if the inducement has an effect on individual and organizational growth and to observe if rewards and reputation outcomes in emotional conflicts between employees. Rewards and reputation provided to personnel were to be altered; there would be a corresponding exchange in work motivation and pride.

Vera Akafo Peter Agyekum Boateng, (2015), impact of praise and recognition on process delight and Motivation, ISSN 2222-1905. the main aim of the study was to take a look at the effect of reward and popularity on job pleasure and motivation. The look at found that rewards had a fine impact on paintings motivation however no enormous dating existed among reward and activity satisfaction¹¹.

Alam Zeb and Waseef Jamal, (2016), reward and popularity and its effect on teachers 'pleasure and Motivation at university stage, (ISSN: 2315-5132). The maximum preferred factors for instructors' motivation and process pleasure are identified as popularity, paintings contents and promotions. The study concluded that sure factors together with instructors' relationship with branch head and income are also fairly associated with employee motivation and process delight.

Ellis Idemobi¹ et al (2017), relationship among organization reward gadget and employees mindset to paintings, 2017; 2(4): 247-254, This research is to determine the relationship between groups reward system and workers mind-set to work; to decide the connection between corporations reward machine and task pleasure. It unearths that there is relationship among companies reward machine and activity satisfaction. The take a look at encouraged improving the reward device of companies so one can growth the level of pride amongst employees; and making the praise coverage of the agency in such a manner that it's going to compete favourably with those of other corporations within the industry.

Chapter 3

Working at Flipkart (Motherhub_JKS)

3. Working at Flipkart

Flipkart can be classified into 3 different units

1. Fulfillment Centre
2. Mother Hub
3. Delivery Hub

3.1 What are fulfillment centers?

Fulfillment center is the physical location from which a logistics provider (also known as a fulfillment provider) fulfills customer orders for eCommerce retailers. A fulfillment center exists to get online orders to customers in a timely fashion and relieve ecommerce companies of managing this crucial-yet-challenging process.

Having a reliable fulfillment center in different countries is the need of any order fulfillment service provider. Any eCommerce business expects its order fulfillment service provider to provide its customers a flawless order fulfillment experience. This can be a key competence for eCommerce businesses, which need to ship or distribute products and remain competitive in the current economic landscape.

Order fulfillment involves people working, often non-stop, processing, picking, packing, labeling, and shipping orders to customers. They also manage incoming inventory and customer returns. Some order fulfillment service providers also have fulfillment centers working with retailers, corporations, eCommerce businesses, and others to fulfill business-to-business and business-to-consumer orders.

Order fulfillment service providers play a very important role in streamlining all fulfillment processes, right from receiving orders from the customers, arranging for the ordered products, and finally delivering them to the customers.

3.2 Working at FC

Once an order is placed at flipkart:

1. If it is FA (Flipkart Assured) it means that product is available at fulfillment Centre and if not then it is available at seller registered with flipkart.
2. Pick list is generated and given to picker
3. Picker picks the product by matching item code.
4. Shipping label and bill is generated
5. Shipments are packed and send to Motherhub to connect nearest D H (Delivery Hub) for delivery.

Advantages of Fulfillment centers

1. It can be helpful in saving money because of storing inventory on your own
2. Because of inventory available at your warehouse, it saves time which can be focused on running your business
3. It Increases customer satisfaction because of better quality
4. It enables to customize your own analytical tools for inventory management.
5. Opens opportunity to scale your business with ease

3.3 Motherhub

Motherhub is place or warehouse where shipments from different parts of the country come for sorting or resorting purpose.

Different types of load or shipments packed in a bag comes at Motherhub from market place or fulfillment center (FC) for resorting or for cross docking with different codes written on it.

At Motherhub JKS different bags used to come from registered sellers or fulfillment center with different codes like B₁, B₂, B₃, B₄, B₅, B₆, B₇ & ZO.

At Motherhub_JKS we use to get bags with codes

1. ZO: Zonal Load (Ludhiana, Banaras, Lucknow & Jaipur)
2. B₅: National Load
3. B₂: Zonal from PH (PH means load from NCR region & SPH means Other than NCR)
4. B₁: Cross Dock Load (which do not requires resorting it simply transfers to other Motherhub).

In order to manage and process the orders at a Motherhub different tools and software are required like

1. HMS (Hub Management System)
2. TC
3. Arkham
4. TMS
5. GIGO

For loading and loading of shipments large numbers of trucks comes at a Motherhub on daily basis this takes place at DOCK.

There were 25 docks at Motherhub JKS for Inbound and Outbound.

Once trucks unload the shipment bags at docks, they have to follow TAT for each type of load.

3.4 Department in Mother Hub (MH)

- Inbound
- Primary and secondary sorting
- CBS
- IRT
- Outbound

Inbound Department

At inbound department daily trucks come with shipment F.C which contain shipments or load either zonal or national which may be either F.C load or market place load.

- As soon as trucks enters within 500m range of mother hub with the help of geofencing inbound team gets a notification. As soon as truck enters the gate security guards use GIGO for gate in process where he puts details like:
 1. Floor condition
 2. Seal condition
 3. Total distance travelled
 4. Door condition
 5. Left wall condition
 6. Lock condition
 7. Driver license
 8. Vehicle insurance
- After checking these, gate in process gets completed. Now they assign them by dock in process (dock number) in TC App.
- Once dock is assigned, shipments are unloaded from the trucks and are scanned one by one. Some of them are also passed through metal detector machine to check for the dangerous goods.
- After scanning all the shipments if numbers are matched than a POD (proof of delivery) is issued.

MH department:

It is divided into two parts

1. Primary sorting and
2. Secondary sorting.

Primary Sorting Station

- 8 persons are assigned at each primary station.
- Each shipment is scanned here on the basis of city.
- Each primary station has 20 boxes with marking 1 to 20 on it.
- 1 box for RTO, 1 box for orphan shipmen and 1 for any other issue.
- Each person scans a shipment and when they scan the shipment a number appears on HHD which depicts the box number of primary stations.
- Each of these boxes goes to the respective secondary station i.e., 18 number box's shipment goes to station number 18 of secondary station with the help of trolley.

Exception of Primary Station

- Damaged station
- Label issue / Orphan shipment's
- Misroute
- RTO
- Mapping not found (COC not there)
- Vendor not found
- Without data

Secondary Sorting Station

After primary scanning is done, each load is scanned at secondary station for further segregation. Each secondary station has 24 bins and on trolley are three for exception. Each bin is mapped according to COC i.e., courier operating code. Once a shipment is scanned HHD shows bin number then this pin contains bar code and QR code is also scanned and then shipment is put inside the bin. Sequence followed is scan, scan and put.

Once the bag is full to the prescribed level and is closed by using white color seal.

While closing click on close of that particular bin option of HMS and enter PTC code and seal number and closed and bar code is generated which is posted on seal.

Exception Handling

- Bag close pending
- Wrong station
- Confirm pending shipments
- Wrong bin bar code at bagging
- Wrong bin bar code at packaging
- Duplicate seal id
- Delete shipment from bag

Seal contains detail like

1. Weight of bag
2. Total shipments
3. Seal number

After sealing each bag is assigned one particular lane number depending upon the location where it is supposed to be dispatched from mother hub. These shipments are scanned and QR code on lane.

One picker from outbound team picks this bag and take to the mentioned lane number and place into the grid by FIFO i.e., first in first out

Outbound

- The outbound team depending upon the cutoff time of the load moves the load from staging area to dock where trucks are there.
- These shipments are again scanned one by one and placed inside the truck After E-Way bill is generated for all the orders above Rs. 50,000 values.
- Gate pass is issued to the driver and security check the gate pass at exit gate.
- Now security will also make it gate out in GIGO by putting details.

Chapter 4

Research Methodology

4.1 Purpose of the study:

The main purpose of the study was to find out reasons affecting IPP of Scanners working at primary and secondary sorting station in the Flipkart, Motherhub JKS and find out the exact numbers of shipments scanned on hourly basis by them and ways to improve them.

4.2 Research Objectives:

1. Identification of hurdles in IPP improvement.
2. Tracking of IPP of each individual on hourly basis.
3. Introduction of reward and recognition (R & R) program for motivation of persons working on Sortation stations.

Hurdles

- The biggest hurdle in IPP improvement was the Pre-existing System which operation team was using to monitor the performance of individuals

MH_Hourly processing				
Primary				
Hourly	Manpower	Shipment processd	IPP	Remarks
02:00-03:00	11	4284	389.45	
03:00-04:00	11	6321	574.64	
04:00-05:00	11	5790	526.36	
05:00-06:00	11	5307	482.45	
06:00-07:00	11	5028	457.09	Include tea time
07:00-08:00	11	4522	402.00	
08:00-09:00				
09:00-10:00				
Total		32252		
Average	11.00	5375.33	488.67	

Secondary				
Hourly	Manpower	Shipment processd	IPP	Remarks
02:00-03:00	21	5244	249.71	
03:00-04:00	21	8136	387.14	
04:00-05:00	21	7574	360.67	
05:00-06:00	21	6529	310.90	
06:00-07:00	21	4869	231.86	Include tea time
07:00-08:00	21	6629	324.76	
08:00-09:00				
09:00-10:00				
Total		39166		
Average	21.00	6527.67	310.84	

Fig 4.1 Calculation of IPP in primary and secondary stations on hourly basis



Fig 4.2: The notebook used to record the total Shipments scanned at each station.

- Picture 1 describes the average IPP calculation of primary and secondary stations in the given time periods.
- The notebook in picture 2 is used to record the total shipments processed by that particular station.

Drawbacks: Not being able to identify individual IPP.

Due to the lack of data on employee specific IPP, it is hard to identify ways to improve IPP as both these methods calculate IPP on average basis, in case of picture 4.1 average IPP is calculated on hourly basis but

for whole shift and for picture 4.2 IPP is again taken as average of two or three people working on a particular secondary station.

Data Requirements and Collection

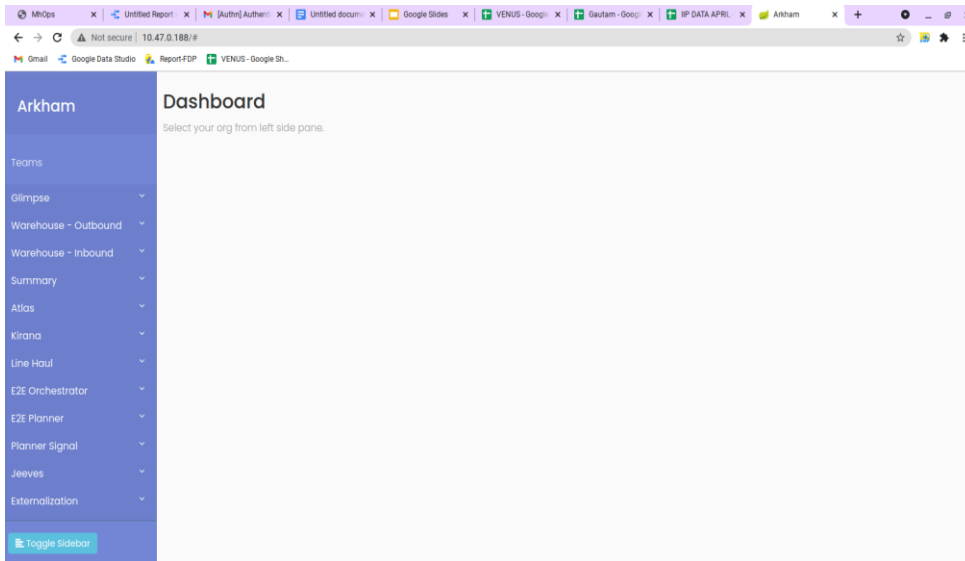
Primary Data

Primary data was collected with the help of software called Arkham they are using at Motherhub JKS for monitoring load pendency.

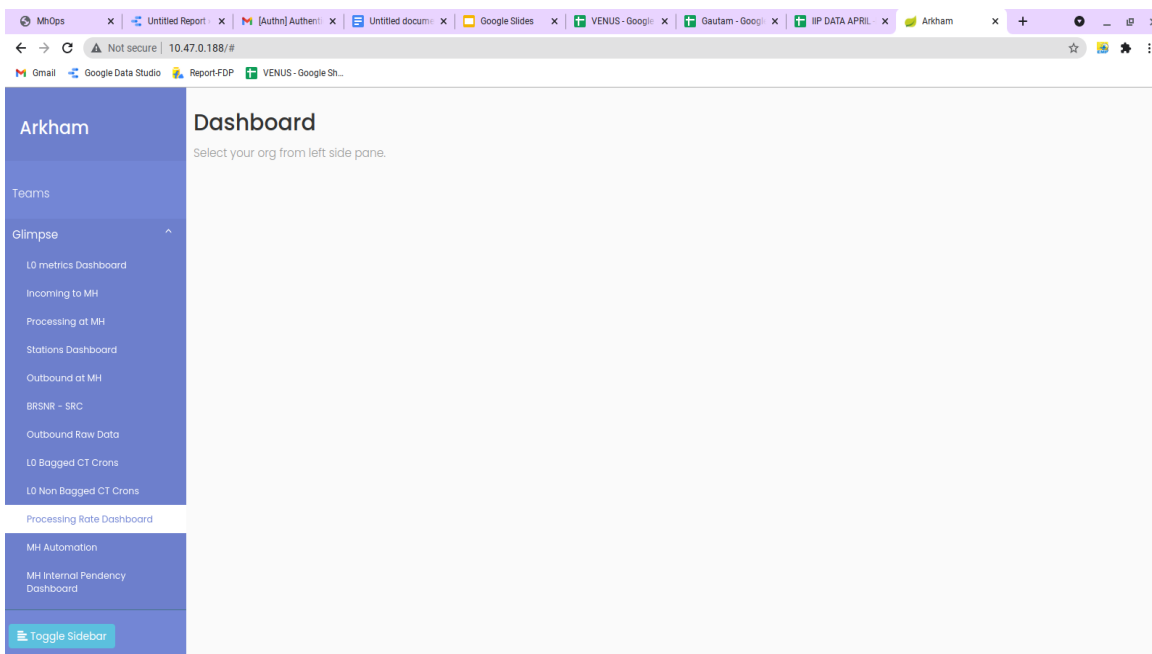
- The database in Arkham contains the scan data of primary, secondary, semi-large shipments.
- According to the SOP, the employees must enter their Casper ID when they scan so that data also gets recorded in Arkham.
- With the usage of filters, it was possible to identify each shipment scanned by the employees along with their exact number during their shift.
- Moreover, additional usage of filters provides us data specific to each employee during specific time periods.

On daily basis hourly data was recorded with help of different filters in Arkham as shown below

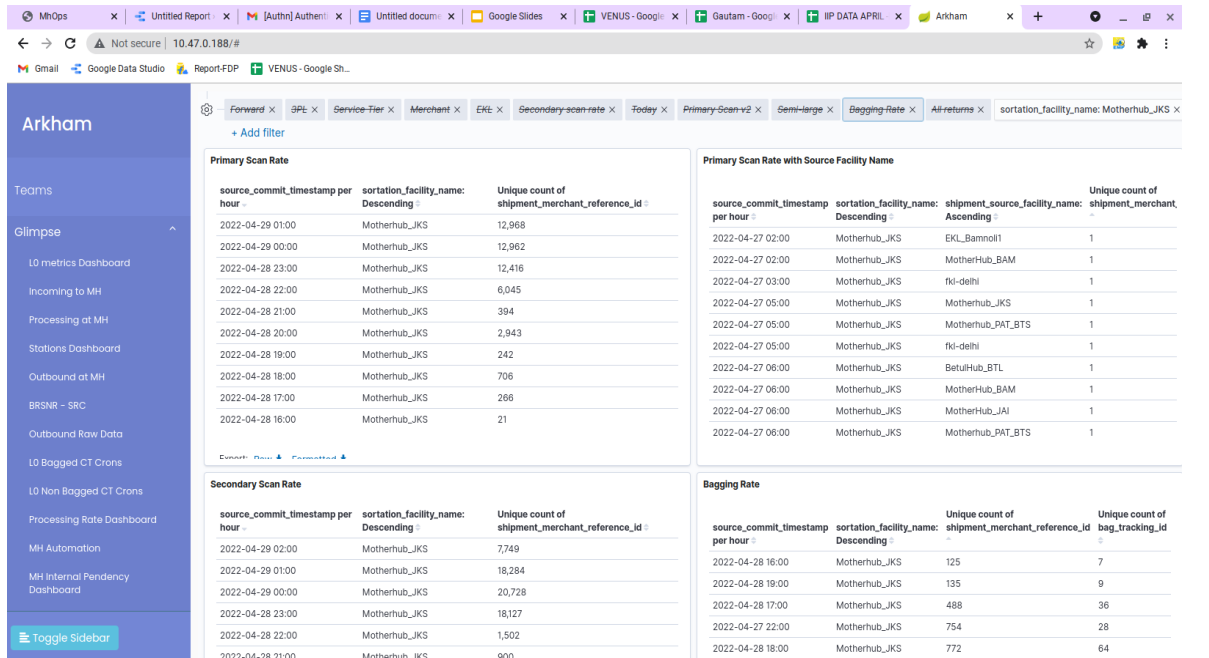
1. Open Arkham and select Glimpse



2. Select Processing rate Dashboard



3. Select Facility



The screenshot shows the Arkham dashboard with a sidebar on the left containing navigation links like 'Teams', 'Glimpse', 'L0 metrics Dashboard', 'Incoming to MH', 'Processing at MH', 'Stations Dashboard', 'Outbound at MH', 'BRSNR - SRC', 'Outbound Raw Data', 'L0 Bagged CT Crons', 'L0 Non Bagged CT Crons', 'Processing Rate Dashboard', 'MH Automation', and 'MH Internal Pendancy Dashboard'. The main area displays several data tables and filters.

Primary Scan Rate

source_commit_timestamp per hour	sortation_facility_name: Descending	Unique count of shipment_merchant_reference_id
2022-04-29 01:00	Motherhub_JKS	12,968
2022-04-29 00:00	Motherhub_JKS	12,962
2022-04-28 23:00	Motherhub_JKS	12,416
2022-04-28 22:00	Motherhub_JKS	6,045
2022-04-28 21:00	Motherhub_JKS	394
2022-04-28 20:00	Motherhub_JKS	2,943
2022-04-28 19:00	Motherhub_JKS	242
2022-04-28 18:00	Motherhub_JKS	706
2022-04-28 17:00	Motherhub_JKS	266
2022-04-28 16:00	Motherhub_JKS	21

Primary Scan Rate with Source Facility Name

source_commit_timestamp per hour	sortation_facility_name: Descending	shipment_source_facility_name: Ascending	Unique count of shipment_merchant
2022-04-27 02:00	Motherhub_JKS	EKL_Bamnoi1	1
2022-04-27 02:00	Motherhub_JKS	MotherHub_BAM	1
2022-04-27 03:00	Motherhub_JKS	fki-delhi	1
2022-04-27 05:00	Motherhub_JKS	Motherhub_JKS	1
2022-04-27 05:00	Motherhub_JKS	Motherhub_PAT_BTS	1
2022-04-27 05:00	Motherhub_JKS	fki-delhi	1
2022-04-27 06:00	Motherhub_JKS	BetuHub_BTL	1
2022-04-27 06:00	Motherhub_JKS	MotherHub_BAM	1
2022-04-27 06:00	Motherhub_JKS	MotherHub_JAI	1
2022-04-27 06:00	Motherhub_JKS	Motherhub_PAT_BTS	1

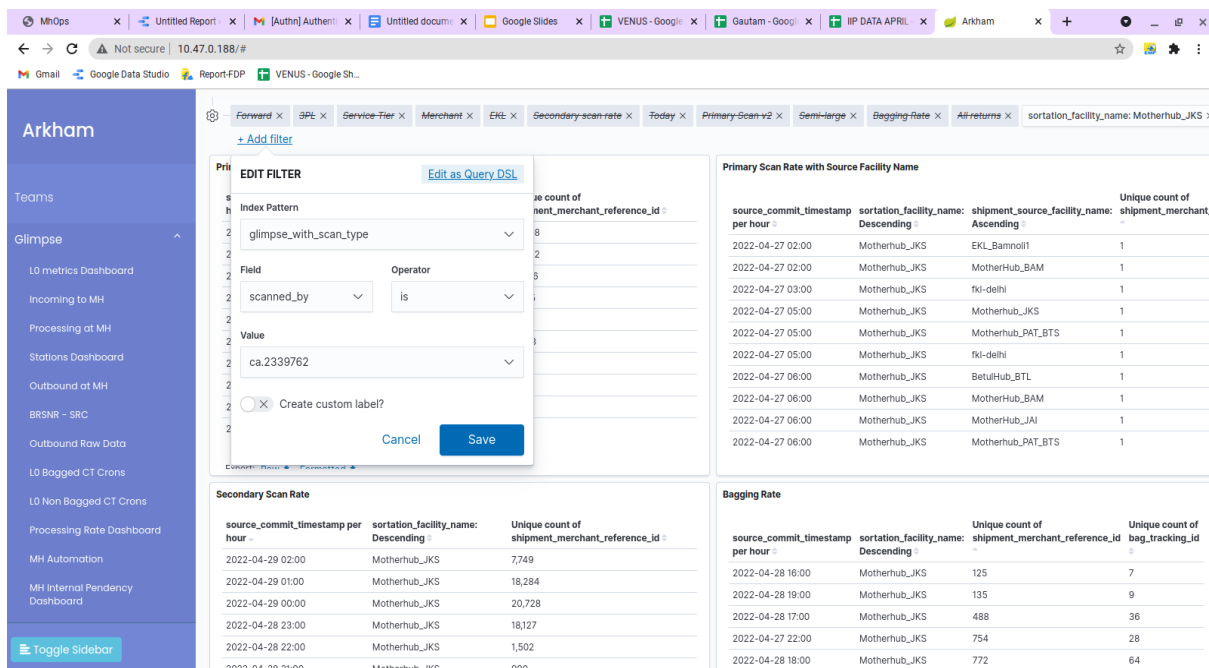
Secondary Scan Rate

source_commit_timestamp per hour	sortation_facility_name: Descending	Unique count of shipment_merchant_reference_id
2022-04-29 02:00	Motherhub_JKS	7,749
2022-04-29 01:00	Motherhub_JKS	18,284
2022-04-29 00:00	Motherhub_JKS	20,728
2022-04-28 23:00	Motherhub_JKS	18,127
2022-04-28 22:00	Motherhub_JKS	1,502
2022-04-28 21:00	Motherhub_JKS	900

Bagging Rate

source_commit_timestamp per hour	sortation_facility_name: Descending	Unique count of shipment_merchant_reference_id	Unique count of bag_tracking_id
2022-04-28 16:00	Motherhub_JKS	125	7
2022-04-28 19:00	Motherhub_JKS	135	9
2022-04-28 17:00	Motherhub_JKS	488	36
2022-04-27 22:00	Motherhub_JKS	754	28
2022-04-28 18:00	Motherhub_JKS	772	64

4.Add filter scan by



The screenshot shows the Arkham dashboard with the 'EDIT FILTER' dialog box open. The dialog box has a title 'EDIT FILTER' and a link 'Edit as Query DSL'. It contains a table with columns 'Index Pattern', 'Field', 'Operator', and 'Value'. The 'Index Pattern' is 'glimpse_with_scan_type'. The 'Field' is 'scanned_by'. The 'Operator' is 'is'. The 'Value' is 'ca.2339762'. There are 'Cancel' and 'Save' buttons at the bottom.

Primary Scan Rate with Source Facility Name

source_commit_timestamp per hour	sortation_facility_name: Descending	shipment_source_facility_name: Ascending	Unique count of shipment_merchant
2022-04-27 02:00	Motherhub_JKS	EKL_Bamnoi1	1
2022-04-27 02:00	Motherhub_JKS	MotherHub_BAM	1
2022-04-27 03:00	Motherhub_JKS	fki-delhi	1
2022-04-27 05:00	Motherhub_JKS	Motherhub_JKS	1
2022-04-27 05:00	Motherhub_JKS	Motherhub_PAT_BTS	1
2022-04-27 05:00	Motherhub_JKS	fki-delhi	1
2022-04-27 06:00	Motherhub_JKS	BetuHub_BTL	1
2022-04-27 06:00	Motherhub_JKS	MotherHub_BAM	1
2022-04-27 06:00	Motherhub_JKS	MotherHub_JAI	1
2022-04-27 06:00	Motherhub_JKS	Motherhub_PAT_BTS	1

Bagging Rate

source_commit_timestamp per hour	sortation_facility_name: Descending	Unique count of shipment_merchant_reference_id	Unique count of bag_tracking_id
2022-04-28 16:00	Motherhub_JKS	125	7
2022-04-28 19:00	Motherhub_JKS	135	9
2022-04-28 17:00	Motherhub_JKS	488	36
2022-04-27 22:00	Motherhub_JKS	754	28
2022-04-28 18:00	Motherhub_JKS	772	64

5. We can see the IPP for the selected employee in below case he/ She has scanned shipment on any type of station on hourly basis.

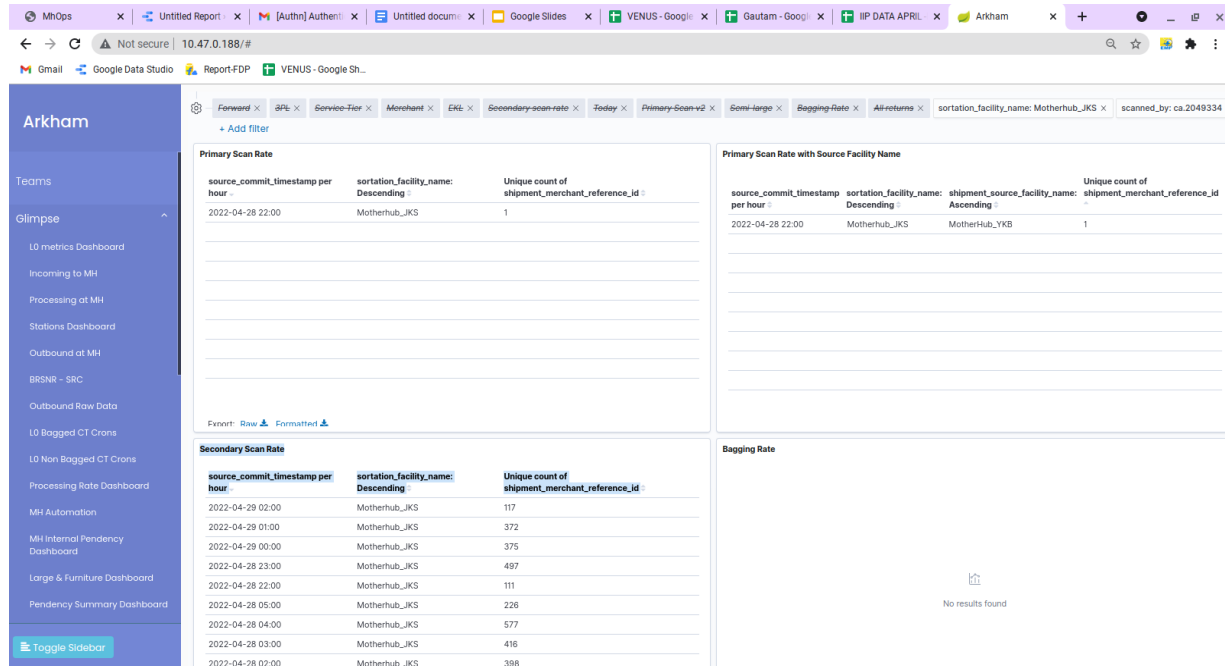


Table 4.1: IPP Data from 01/03/22 to 06/03/22 for Secondary and Primary Station

Name	IPP(1/3/22)	2/3/22	3/3/22	4/3/22	5/3/22	6/3/22
Aarif	239.25	180.5	200		203	
Bharat Lal	268.625	283	255			
Hitesh	486	377	319	425	493	
Nitin Kumar	225.875	216	228	114	452	
Riyaj Khan	250.25	181	228		234	
Dhara Singh	218.125	252		54	272	
Iklas	314.375	227	153	354	337	
Lalit Kumar						
Amar Singh Bairwa	256.5	231	238	177	385	
Anju Rani	170.125		183			
Aniket	239.625	222	212	316	237	
Prabhat Tripathi	269.75	271	273	282	289	
Rajak	111.25	212	103	108		

Subodh Kumar	282.25	383	292	385	401	
Rakesh Kumar	275		274	260	280	282
Sohrab	216.875	244	225		266	233
Mahender	235	172	266	212		418
Zuned	254.5	152	246		303	
Asir Khan	262	311	303	334		
Sunil	570	504		617		
Meera Devi	152.125		199	163	203	180
Sunny	255	353		421	503.75	
Manisha	342.375	211	270	322	407	
Neha Kumari	326.25	233	282	291	312	
Ramesh Kumar	204	268	249		381	
Priyanka	307.875	215		269		311
Asha Devi	250.875	131	210	311	261	
Rajvinder Kaur	255	306		362	343	
Sawan	461	421	490	462	504	
Mukesh Kumar	436.5		437	380		
Sonu Kumar	381.375	311	305	291	400	
Shobha Raj	270		248.62	338	293	295
Vikash Kumar	315	247	349		282	
Prem kumar	460.125		320		427	
Sangeeta		221		263	216	263
Rakesh	381.375	304	274			

4.2 IPP Data from 07/03/22 to 12/03/22

Name	IPP (7/3/22)	8/3/22	9/3/22	10/3/22	11/3/22	12/3/22
Aarif	230	388	370	424		482
Bharat Lal		263	368	330	177	
Hitesh	480	520	533	567		572
Nitin Kumar						
Riyaj Khan	215		504			438
Dhara Singh	192		184		325	235
Iklas	308	399	387	406	403	446
Lalit Kumar						
Amar Singh Bairwa	308	528	440	391	376	355
Anju Rani				178	244	246

Aniket		516	371		320	435
Prabhat Tripathi	372	497	344	345	303	287
Rajak	152	418	316	236		280
Subodh Kumar	326	280		474	429	393
Rakesh Kumar	313	385	316	294	326	411
Sohrab	234		351		354	282
Mahender	410					
Zuned	241	468	372	458		410
Asir Khan	330	345		383	384	370
Sunil	546		612	552	549	570
Meera Devi	195	186		142	182	245
Sunny	354		382	415		
Manisha	351		453	455	441	
Neha Kumari	347	266	294	252	272	
Ramesh Kumar						
Priyanka	265		325	306	293	280
Asha Devi	270		288	284	270	311
Rajvinder Kaur	301	318		322	290	
Sawan	508	512	388		370	366
Mukesh Kumar	209					
Sonu Kumar	401					
Shobha Raj	270	269		311	377	300.5
Vikash Kumar	201	252			434	
Amit Pal						
Prem kumar	428					
Sangeeta	294	229	267	299	299	328
Rakesh	331	390	352	325	373	

4.3 Table for IPP Data of Semi large Shipments for Inderjeet

Date	25/02/22	1/03/22	2/03/22	3/03/22	4/03/22	5/03/22	6/03/22
IPP	-	123	139	111	-	160	-

Date	7/03/22	8/03/22	9/03/22	10/03/22	11/03/22	12/03/22
IPP	184	184	188	202	221	215

With the help of data an IPP tracker was developed for monitoring the performance

Fig. 4.3 IPP Tracker

Casper ID	Employee ID	Name	Sortation	STATION	6-7 am	7-8	8-9	9-10	10-11	11-12	12-1	1-2 pm	Total	IPP	
2321439	e022264551	Prachi		13		3	201	123	79				406	50.75	
2080004	hnl75459	Shobha Raj		2			120	277	299	451	394	294	1903	237.875	
2037960	hnl01074	Manju Devi		3			299	519	281	433	533	493	2817	352.125	
2065327	hnl75695	Anju Rani		4			131	149	125	185	253	364	212	1419	177.375
2000486	e26477	Kumari Guddi		6			165	335	219	201	431	461	103	1915	239.375
1470593	hnl01067	Jayanti Patis		7			222	407	284	322	483	414	267	2399	299.875
2073265	e28875	Neha Kumari	8,2 & 7				106	300	206	323	475	363	240	2013	251.625
1471009	hnl01068	Asha Devi	9 & 7				209	298	243	309	408	291	194	1952	244
2298049	ek1318	IN/A		10			107	240	167	204	274	204	133	1329	166.125
1392587	e24051	Santosh		11			171	217	221	415	341	454	126	1945	243.125
2037963	hnl01075	Sangeeta Devi		12			342	420	284	415	337	464	133	2395	299.375
2167432	125093	Anita Mahaveer		13	3		245	296	73	210	371	451	211	1860	232.5
2321897	hnl011789	Pooja		14			45	161	7					213	26.625
1470702	hnl010746	Usha Devi	15 & 17				228	351	206	252	409	14		1460	182.5
2322061	e37484	Tananna Singh		16			124	54	153	144	146	156	19	796	99.5
2318065	e37259	Sushila		17			267	196	220	208	276	114	82	1363	170.375
2298011	hnl011656	Mantari		18			238	194	210	300	312	230	157	1641	205.125
2047321	Ars105801	RANI		19			129	129	104	210	300	223	62	1157	144.625
2321412	hnl011773	Neha		20			86	75	143	72	121	226	22	745	93.125
2106989	e29824	Rajak					441	348	196	445	162	168	134	1894	236.75
2322059	e37485	Mamta Yadav		19			123	205	168	114	302	234	118	1264	158
2317987	e37260	Anita												0	0
2167437	125095	Manisha					668	675	221	713	676	509	163	3625	453.125
2321896	hnl011788	Sinran								352	367	337	239	161.875	
2149473	hnl011429	Subodh Kumar			2		802	638	202	782	704	421	243	3794	474.25

Based on IPP data of previous day on daily basis, best performers were appreciated in team huddle which gave them a sense of recognition and worst performers were asked the reasons why they are unable to deliver the desired result.



Briefing in team meeting



Top Performers from Primary and secondary Sorting Stations

On weekly basis the best performers of the week were awarded with the help of HR team at Motherhub JKS.



Top Performers of the Week

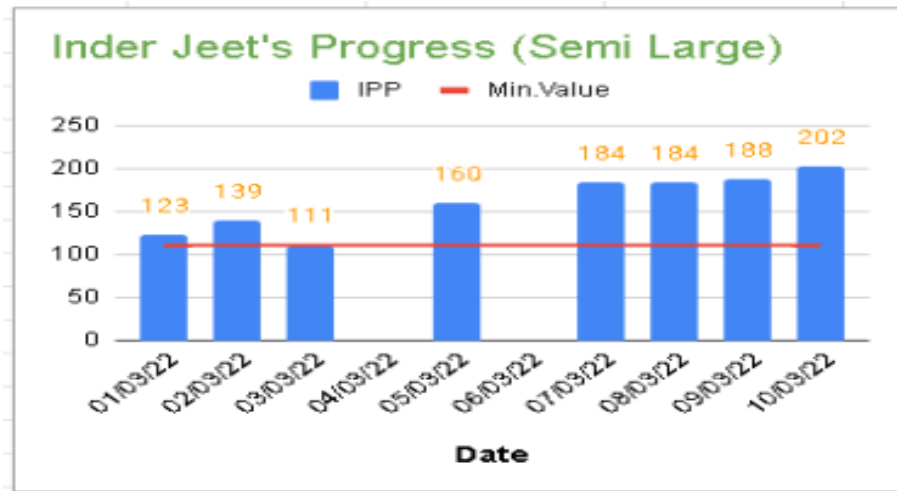
Chapter 5

Results and Conclusions

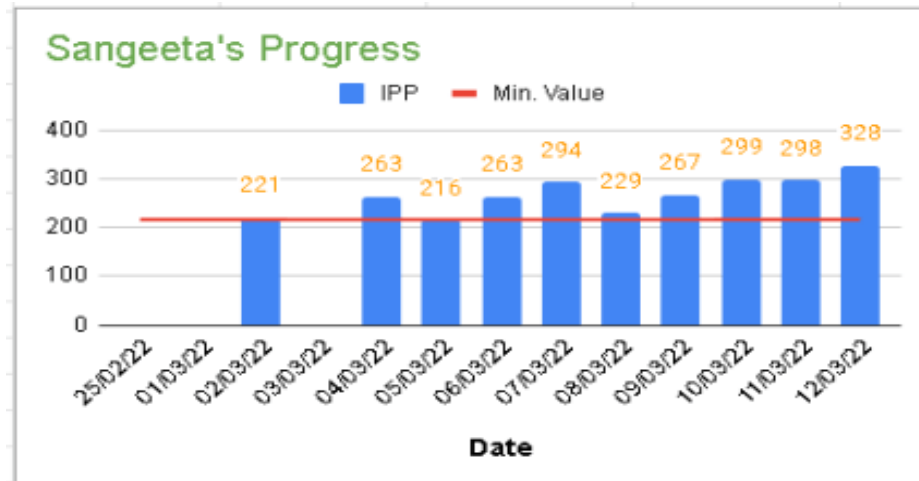
Table 5.1 Percentage IPP Improvement

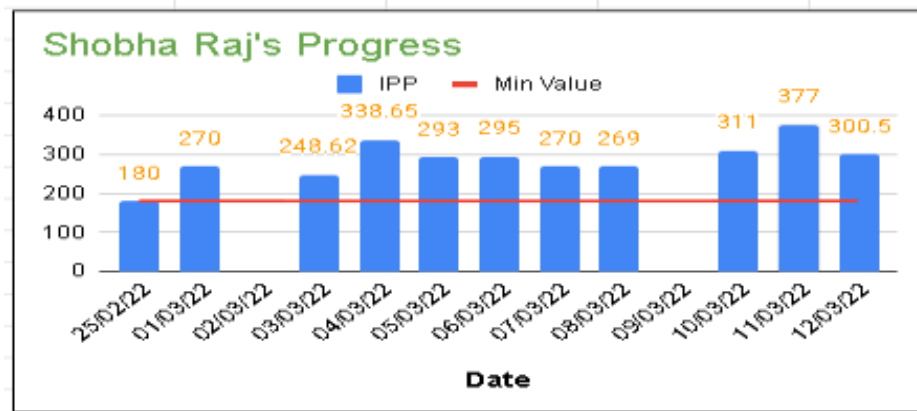
S.NO	NAME	Average IPP for first two days	Average IPP for remaining days	% Improvement
1	Hitesh (Primary)	431.5	489	13.32
2	Iklas (Secondary)	271	354	30.62
3	Prabhat Tripathi (Secondary)	271	326	20.29
4	Subodh (Primary)	303	364	20.13
5	Zuned (Primary)	204	364	78.43
6	Asir Khan (Secondary)	287	350	21.95
7	Sunil (Primary)	537	574	6.89
8	Sunny (Primary)	304	415	36.51
9	Neha Kumari (Secondary)	269	290	7.80
10	Priyanka (Secondary)	262	293	11.83
11	Asha Devi (Secondary)	191	275	43.97
12	Ravinder Kaur (Secondary)	281	323	14.94
13	Shobha Raj (Secondary)	270	305	12.96
14	Sangeeta	262	270	3.05
15	Sawan	440	450	2.27
16	Inderjeet (Semi Large)	131	184	40.45

For Semi Large



For Secondary Station





Benchmark

- For Secondary Station IPP is 250
- For Semi Large IPP is 130

From above results we observed that for all those employees who were getting sufficient load to process and if they are continuously assigned for scanning purpose only showed significant amount of improvement which ranging from 2 percent to almost 40% with matching the benchmark as well which is set by the operations team with the help of TMS (Time motion Studies).

Conclusions and suggestion

- Due to the availability of IPP of each employee, a reward-based incentive is proposed.
- The hard workers are rewarded for their work while also proving this as an incentive for others to also improve their IPP.
- Employees with low IPP could then be identified and if requiring special attention to some issues they have could be addressed and if the problem persists then we can issue warning letters to them.

Rewards Suggestion:

- a. Something practical like lunchboxes.
- b. Point or score system to grade for potential growth in the company.

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