Nurturing Process – Waterfall Deliverables – Part -1/2- V2D2 August 2024

**Waterfall Model Documents**

1. **Business Case Document**

**Project Title:** Structured Growth of Flipkart Furniture Category using Waterfall Model

**1. Executive Summary**

This business case outlines the need, approach, and expected benefits of implementing a structured, process-driven growth model for Flipkart’s Furniture category (Metal, Plastic, Kids, Outdoor). The initiative applied the Waterfall methodology to address delivery inefficiencies, catalog quality issues, inconsistent vendor onboarding, and advertising inefficiencies. The project achieved measurable success in reducing delivery SLA, improving Selection Design Score (SDS), enhancing ad spend compliance, and enabling Fulfilled by Flipkart (FBF) logistics.

**2. Why is This Project Initiated?**

Flipkart's Furniture category was underperforming in operational efficiency and customer experience. The project was initiated to standardize vendor onboarding, reduce SLA, improve SDS, and increase ad campaign efficiency, enabling Flipkart to scale value furniture verticals profitably and reliably.

**3. What Are the Current Problems?**

* Delivery SLA exceeded 10 days.
* SDS was below 55%, affecting discoverability and conversion.
* Vendor onboarding lacked structure and consistency.
* Ad spends were underutilized or misaligned.
* Operational silos existed between Catalog, Vendor Ops, Ads, and Logistics.

**4. Problems Solved Through This Project**

* Reduced SLA to under 5 days using FBF and logistic process enhancements.
* Improved SDS from 55% to 80%+ by catalog QC and SOP implementation.
* Standardized vendor onboarding with documented feasibility and training.
* Achieved 100% ad spend compliance using performance dashboards.
* Built cross-functional alignment using SOPs and shared metrics.

**5. Resources Required**

* **People:** Responsible for vendor evaluation, onboarding planning, and solution design. **Vendor Operations & Catalog Teams**: Executed onboarding workflows, catalog audits, and SOP adoption. **Business Analysts & Data Teams**: Supported dashboard creation, KPI definition, and reporting standardization. **Cross-functional SMEs**: Involved from Ads, Logistics, Finance, Legal, Designer, After Sales, Cataloguing, and Seller Support for alignment and feedback.
* **Tools:** Internal BI Dashboards, SUV, JIRA, FDP, Hermes, Omniture, Theia, Avenger, Vendor Hub
* **Budget:** Internally budget was allocated for vendor handbooks, onboarding modules, and team workshops. -- **Tooling and Reporting Setup**: Covered within internal Flipkart systems ( Avengers, Theia, SUV, Vendor Hub, FDP) — no incremental licensing cost. --**Dashboard & Process Automation Support**: Internal BI resources leveraged, reducing external dependency.
* **Time:** 12-week implementation cycle (requirement, design, pilot, rollout)

**6. Organizational Change Required**

Moderate organizational change was required. Key changes included:

* Adopting standardized SOPs across teams
* Enabling training across internal functions and vendors
* Shifting vendors from traditional fulfillment to FBF model
* Integrating siloed data views into centralized dashboards

**7. Time Frame to Recover ROI**

The ROI was projected to be recovered within 3 months post-rollout, considering:

* Increased order volume from improved SLA and SDS
* Better ad ROI from campaign alignment
* Reduced support costs due to better documentation and process control

**8. How to Identify Stakeholders**

Stakeholders were identified based on their role in the furniture category lifecycle and their ownership of KPIs affected by the project. The key stakeholders included:

* **Category Managers** – business targets, vendor performance
* **Vendor Operations** – onboarding, SLA adherence
* **Catalog Team** – SDS, product listing quality
* **Ad Specialists** – PLA/PCA performance
* **Logistics & Planning** – inventory movement, FBF execution
* **Business Analysts** – data tracking, dashboard reporting
* **Seller Support & After Sales** – customer satisfaction and returns
* **Legal Team –** GST, Some compliances & Govt. Ruls
* **Sell Side Team –** DP, FBF, Events, Discounting
* **Seller Central** – Seller Escalations
* **QC & Other 3rd party org**. for Seller support.

**9. Strategic Fit**

This project aligns with Flipkart’s goals to:

* Dominate the utility and affordable furniture space in India
* Enhance operational performance across seller lifecycle
* Prepare the category for scale events like Big Billion Days
* Improve NPS and reduce returns through better service levels

**10. Benefits**

**Tangible Benefits:**

* SLA reduced from 10 to 5 days
* SDS improved from 55% to 80%
* Onboarding time reduced by 30%
* 100% ad spend target compliance
* ₹150 Cr AOP achieved with 22% MoM growth
* FBF enabled across 4 zones, achieving 90%+ fill rate

**Intangible Benefits:**

* Better cross-functional alignment
* Standardized documentation for onboarding and ads
* Improved customer satisfaction through delivery and catalog enhancements
* Scalable frameworks for other Flipkart categories

**11. ROI Justification**

* Project leveraged internal tools (Vendor Hub, FDP, Hermes) with minimal cost
* Primary investment was time spent on SOPs, reviews, and training
* ROI visible in improved conversions, faster time-to-market, and ad profitability

**12. Risks and Mitigation**

* **Vendor resistance to change** – mitigated through phased onboarding and training
* **Tool integration issues** – managed via internal stakeholder syncs
* **Lack of immediate ROI on SDS and cataloging** – addressed through pilot results and visibility dashboards

**13. Success Criteria**

* SLA < 5 days for 90%+ of orders
* SDS score ≥ 80% across listings
* Vendor onboarding TAT reduced by 30%
* 100% ad budget utilization
* ₹150 Cr AOP target met
* Positive stakeholder feedback and repeatable SOPs created

**14. Recommendation**

Proceed with full-scale implementation of the Waterfall framework across all Furniture sub-verticals, and explore its application to other high-potential categories. Institutionalize SOPs, dashboards, and stakeholder governance models created in this project.

***2. Business Analyst Strategy Document***

**1. BA Approach Strategy**

As a Business Analyst for this project, I followed a structured Waterfall-based approach with clear sequential phases, each supported by defined BA activities, documentation, stakeholder engagement, and validation processes.

**2. Elicitation Techniques Applied**

* **Document Analysis**: Reviewed KRAs, historical SLA, SDS, ad spend reports, and onboarding SOPs.
* **Stakeholder Interviews**: Conducted one-on-one sessions with Catalog Team, Vendor Ops, Logistics, Ads, and Planning.
* **Workshops**: Held cross-functional meetings to align on SLA benchmarks, SDS targets, and vendor onboarding flows.
* **Observation**: Shadowed Vendor Support and Catalog QC teams to understand operational bottlenecks.

**3. Stakeholder Analysis & RACI**

* **RACI Matrix Created** to assign Roles & Responsibilities across:
  + Category Management (Accountable)
  + Vendor Operations (Responsible)
  + Ads Team (Consulted)
  + Logistics/Planning (Consulted)
  + BI & Seller Support (Informed)
* **ILS (Influence Level Score)**: Used to prioritize stakeholders based on decision-making authority and operational dependency.

**4. Documents Prepared**

* Business Case Document
* BRD (Business Requirements Document)
* Functional Requirements Document (FRD)
* RTM (Requirements Traceability Matrix)
* SOP Documents for Vendor Onboarding, Cataloging, SLA Governance

**5. Sign-Off Process for Documents**

* Uploaded documents to central internal portal for access.
* Conducted stakeholder walkthroughs for BRD and FRD.
* Collected feedback via email and documented change requests.
* Received formal sign-off on the Business Case, BRD, and FRD from the Category Head and cross-functional leads.

**6. Approval Process**

* Weekly stakeholder reviews scheduled via calendar invites.
* Escalation matrix defined for sign-off delays.
* Used email trails for documentation and approvals.

**7. Communication Channels Established**

* Email updates for all deliverables and timelines.
* Slack/Teams used for real-time coordination with internal teams.
* Shared Google Sheets and Dashboards (Hermes/FDP) for metric tracking.
* Weekly sync calls with all key stakeholders.

**8. Handling Change Requests**

* Maintained a Change Log with impact analysis.
* Changes reviewed with relevant team leads (e.g., Catalog or Logistics , Legal etc).
* Approved changes reflected in updated BRD/FRD versions.

**9. Project Progress Updates**

* Sent weekly project progress summaries via email.
* Used RAG (Red, Amber, Green) status markers for key deliverables.
* Maintained milestone tracker in shared dashboard.

**10. UAT and Client Acceptance**

* Conducted User Acceptance Testing with Category, Catalog, and Ads teams.
* Captured feedback on SOP effectiveness and dashboard usability.
* Final acceptance documented via internal sign-off form: **Client Project Acceptance Form (CPAF)**

**Conclusion**

The BA approach followed was structured, documentation-heavy, and transparent — aligned with the Waterfall model. It enabled clear traceability, process maturity, and cross-team collaboration, resulting in measurable category improvements at Flipkart.

***Document 3: Functional Specifications***

**Project Name:** Structured Growth of Flipkart Furniture Category using Waterfall Model  
**Customer Name:** Flipkart Internet Pvt. Ltd.  
**Project Version:** 1.0  
**Project Sponsor:** Category Head – Furniture, Flipkart  
**Project Manager:** Sr. Category Manager

**Functional Requirement Specifications:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Req ID** | **Req Name** | **Req Description** | **Priority** |
| FR0001 | Login | User should be able to login to the application to do inventory operations | 10 |
| FR0002 | Vendor Onboarding Form | A form should allow uploading documents, entering GSTIN, and selecting categories | 9 |
| FR0003 | SLA Dashboard | The system should display SLA % by seller, warehouse, and FSN | 9 |
| FR0004 | SDS Auto-Scoring | The system should automatically calculate SDS based on catalog completeness | 8 |
| FR0005 | Product Listing QC | Validate mandatory attributes, image quality, and dimensions before go-live | 10 |
| FR0006 | Vendor Performance Tracker | Track seller-wise SLA, SDS, Ad spend, and returns | 8 |
| FR0007 | Ad Spend Tracking | System should allow budget assignment and daily spend reports by seller | 7 |
| FR0008 | PLA Campaign Setup | System should allow setting Product Listing Ads by FSN and campaign window | 7 |
| FR0009 | Notification System | System should notify stakeholders on SLA breaches or low SDS | 6 |
| FR0010 | Inventory Upload via FDP | Sellers should be able to bulk-upload stock via Flipkart's FDP tool | 8 |
| FR0011 | SOP Repository | Internal team should be able to upload/view process documents | 6 |
| FR0012 | Change Request Log | Admin should log changes made to SOPs, templates, and workflows | 6 |
| FR0013 | Role-based Access | Users should have restricted access based on role (Catalog, Vendor, Ads) | 7 |
| FR0014 | Discount Engine Integration | Admin can apply campaign-based discounts on selected FSNs | 5 |
| FR0015 | UAT Feedback Module | Capture stakeholder UAT inputs and link them to acceptance sign-off | 5 |

**Document 4: Requirements Traceability Matrix (RTM)**

**Project Name:** Structured Growth of Flipkart Furniture Category using Waterfall Model  
**Customer Name:** Flipkart Internet Pvt. Ltd.  
**Project Version:** 1.0  
**Project Sponsor:** Category Head – Furniture, Flipkart  
**Project Manager:** Sr. Category Manager

**Requirements Traceability Matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| **BRD ID** | **Business Requirement Description** | **FRD ID(s) Linked** | **Status** |
| BRD001 | Enable structured vendor onboarding process | FR0002, FR0011 | Approved |
| BRD002 | Improve SLA performance from 10 to 5 days | FR0003, FR0006 | Approved |
| BRD003 | Raise SDS score to 80%+ | FR0004, FR0005 | Approved |
| BRD004 | Track vendor performance metrics in real-time | FR0006, FR0009 | Approved |
| BRD005 | Achieve 100% ad spend compliance | FR0007, FR0008 | Approved |
| BRD006 | Automate catalog QC process | FR0005, FR0013 | Approved |
| BRD007 | Create a centralized repository of SOPs and change logs | FR0011, FR0012 | Approved |
| BRD008 | Provide role-based tool access | FR0013 | Approved |
| BRD009 | Apply campaign-based discounting on products | FR0014 | Approved |
| BRD010 | Capture UAT feedback and finalize project closure | FR0015 | Approved |

**Document 5: Business Requirements Document (BRD)**

**Project Title:** Structured Growth of Flipkart Furniture Category using Waterfall Model  
**Customer Name:** Flipkart Internet Pvt. Ltd.  
**Project Version:** 1.0  
**Prepared by:** Tarang Ovhal

***1. Document Revisions***

| **Date** | **Version Number** | **Document Changes** |
| --- | --- | --- |
| 25/03/2020 | 0.1 | Initial Draft created for BRD framework |
| 02/04/2020 | 0.2 | Added Business Case and Stakeholder details |
| 08/04/2020 | 0.3 | Included Functional & Non-Functional Requirements |
| 15/04/2020 | 0.4 | Added Process Flows (AS-IS/TO-BE) and RTM |
| 21/04/2020 | 1.0 | Finalized BRD with Risks, Constraints & Sign-offs |

***2. Approvals***

| **Role** | **Name** | **Title** | **Signature** | **Date** |
| --- | --- | --- | --- | --- |
| Project Sponsor | Adarsh Jain | VP – Furniture & Large Appliances |  | 22-Apr-2020 |
| Business Owner | Kanchan Miashra | Director – Category Management |  | 22-Apr-2020 |
| Project Manager | Tarang Ovhal | Category Manager – Furniture |  | 22-Apr-2020 |
| System Architect | Anand K. | Solutions Architect – Flipkart IT |  | 22-Apr-2025 |
| Development Lead | Rohit Jain | Senior Software Engineer – Flipkart |  | 22-Apr-2020 |
| User Experience Lead | Shreya Nambiar | Lead UX Designer – Flipkart UX |  | 22-Apr-2020 |
| Quality Lead | Vikram Sahu | QA Manager – Fulfillment Platform |  | 22-Apr-2020 |
| Content Lead | Priya Deshmukh | Lead – Seller Onboarding Content |  | 22-Apr-2020 |

1. **RACI Chart for This Document**

The table below outlines the roles and responsibilities of stakeholders involved in the preparation, review, and approval of this Business Requirements Document (BRD).

Legend:  
R – Responsible | A – Accountable | S – Supports | C – Consulted | I – Informed  
Authorize\* – Holds ultimate signing authority

| **Name** | **Position** | **R** | **A** | **S** | **C** | **I** |
| --- | --- | --- | --- | --- | --- | --- |
| Tarang Ovhal | Asst. Category Manager – Flipkart Furniture | R | A |  | C |  |
| Kanchan Mishra | Director – Category (Business Owner) |  |  |  | C | I |
| Adarsh Jain | VP – Furniture, Flipkart (Sponsor) |  |  |  |  | Authorize\* |
| Anand k. | Solutions Architect – Flipkart IT |  |  | S | C |  |
| Rohit Jain | Development Lead – Platform Team |  |  | R | C |  |
| Shreya Nambiar | UX Lead – Internal Tools |  |  | S | C |  |
| Vikram Sahu | QA Manager – Fulfillment Platform |  |  | S |  | I |
| Priya Deshmukh | Content Lead – Vendor Training & LMS |  |  | S | C |  |
| Sakshi Reddy | Business Analyst – Furniture Expansion |  |  | R |  | I |
| Ankit Thakur | Program Manager – Catalog Ops |  |  | S | C |  |
| Amit Verma | Seller Support Manager |  |  |  | C | I |

**4. Introduction**

*4.1. Business Goals:*

This project was initiated to address operational inefficiencies and create a scalable framework for driving growth in Flipkart’s Furniture category, specifically across the Metal, Plastic, Kids, and Outdoor verticals. The business goals were aligned with Flipkart’s broader objective of becoming India’s leading platform for utility and value furniture offerings.

The primary business goals of this project were:

1. To reduce delivery time (SLA) by enabling Fulfilled by Flipkart (FBF) stocking, improving customer experience and delivery reliability.
2. To improve product discoverability and conversion through consistent catalog quality — measured via SDS (Selection Design Score) — using structured SOPs and QC processes.
3. To scale vendor onboarding through a standardized and efficient framework that included feasibility checks, documentation, and structured training.
4. To enforce ad spend compliance and optimize marketing ROI by planning and tracking vendor advertising campaigns across PLA, PCA, and banner ads.
5. To drive consistent month-on-month (MoM) growth and achieve an Annual Operating Plan (AOP) of ₹150 Cr while maintaining high fulfillment standards.
6. To establish repeatable, cross-functional collaboration between Category, Ads, Catalog, Logistics, and Seller Support teams through clear dashboards and roles.
7. To increase Flipkart’s presence in Tier 2 and Tier 3 cities by enabling faster fulfillment, better affordability (via NCEMI), and improved catalog presentation.

These goals supported the organization’s larger strategic need — to transform the Furniture category into a high-performing, scalable, and process-driven business unit capable of sustaining double-digit MoM growth and high Net Promoter Scores (NPS).

*4.2. Business Objectives*  
To provide an IT solution that enables seamless execution of category operations and supports Flipkart’s Furniture growth objectives by digitizing and scaling key business processes through the following three software components:

1. *Mobile Application (Android & iOS)*  
   The mobile application is intended to support internal category managers, vendor partners, and operations teams by providing real-time access to:

* SLA performance dashboards (zone-wise delivery tracking)
* SDS score and catalog health reports
* Vendor onboarding checklist and documentation status
* Ad spend tracking (PLA/PCA campaigns)
* Notifications for SLA breaches, ad budget overshoot, or missing catalog attributes

1. *Learning Management System (LMS)*  
   The LMS module will enable Flipkart’s vendor partners and internal onboarding teams to:

* Access standardized training modules for cataloging, listing SOPs, ads management, and logistics
* Complete certification-based onboarding (per vertical)
* Track training progress, completion rates, and quiz scores
* Access event-specific playbooks (e.g., BBD, Republic Day Sale) and checklists
* Provide feedback and request support from the category team

By integrating these systems, Flipkart will be able to centralize information, increase visibility, reduce turnaround time, and improve overall efficiency in scaling the Furniture category — delivering better outcomes for both customers and sellers.

*4.3. Business Rules*:  
The following policies, procedures, and rules were considered and implemented to ensure operational consistency, regulatory compliance, and alignment with Flipkart’s internal processes and category management standards.

1. Vendor Onboarding Compliance

* All new vendors must pass a feasibility evaluation based on operational capacity, catalog quality, and fulfillment readiness.
* Vendors must complete a mandatory training module hosted on the Learning Management System (LMS) before going live.
* Legal KYC and financial documentation must be submitted and verified through Flipkart’s Vendor Hub prior to activation.

1. Catalog Quality Control (SDS Policy)

* All product listings must maintain an SDS (Selection Design Score) of 80% or above.
* Listings that fall below 70% SDS are auto-flagged for deactivation unless corrected within 7 working days.
* Images must follow Flipkart guidelines on resolution, white background, and feature highlights.
* Product titles must comply with Flipkart’s character and keyword structure standards.

1. SLA and Logistics

* Vendors must adhere to a 5-day delivery SLA. Breaches beyond 2 consecutive orders will trigger vendor alerts.
* FBF (Fulfilled by Flipkart) vendors are required to pre-stock inventory based on demand planner recommendations.
* Zone-wise inventory planning must follow the DP (Demand Planning) playbook released monthly by the central team.

1. Advertisement Spend Governance

* Sellers are assigned monthly ad spend targets based on sales potential and historical performance.
* Underperformance or overspending beyond ±20% requires justification and category manager approval.
* Flipkart reserves the right to withhold campaign participation (e.g., BBD, Republic Day Sale) in case of ad non-compliance.

1. Internal SOP and Review Cadence

* Each vertical (Metal, Plastic, Kids, Outdoor) must conduct a monthly performance review.
* SOPs for cataloging, vendor activation, and pricing must be followed and reviewed quarterly for updates.
* All dashboards (SLA, SDS, Ad Spend, NPS) must be updated by BI teams every Monday for weekly syncs.

1. Customer-Facing Policies

* Listings must include NCEMI (No Cost EMI) where applicable, based on pricing and eligibility.
* Returns must be processed within 7 days of request, per Flipkart’s Furniture Returns Policy.
* All customer-facing content must be localized for Tier 2/3 cities where applicable.

*4.4. Background*

Flipkart’s Furniture category, particularly in sub-verticals such as Metal, Plastic, Kids, and Outdoor Furniture, showed strong growth potential in Tier 2 and Tier 3 cities prior to the COVID-19 pandemic. However, this growth was constrained by operational inefficiencies, inconsistent vendor performance, and lack of standardization across cataloging, onboarding, and fulfillment processes.

Some of the key issues observed were:

* Delivery timelines exceeding 10 days, largely due to decentralized stocking and manual dispatch management.
* Low Selection Design Score (SDS) due to incomplete product listings, inconsistent attribute tagging, and poor image quality.
* Lack of structured onboarding SOPs led to variation in vendor readiness, ad compliance, and listing hygiene.
* Category teams worked in silos with limited visibility across vendor health, catalog quality, and ad campaign effectiveness.

To address these challenges and prepare the category for scale during peak sale periods (like Big Billion Days), a structured project was proposed using the Waterfall model — focusing on clear requirement gathering, solution design, phased implementation, and KPI-based roll-out.

This project aimed to standardize internal workflows, improve vendor activation, enforce catalog and SLA compliance, and ensure measurable improvements in KPIs such as SDS, SLA, ad spend utilization, and overall category revenue. As a result, the initiative was expected to support Flipkart’s broader goal of becoming a market leader in affordable, utility-driven furniture while improving customer satisfaction and operational reliability.

*4.5. Project Objective*

The objective of this project is to design and implement a structured, scalable solution to streamline Flipkart’s Furniture category operations — specifically across the Metal, Plastic, Kids, and Outdoor verticals — by leveraging a phased Waterfall model. The solution aims to reduce operational inefficiencies, improve catalog quality, enhance vendor onboarding, and improve fulfillment through better planning and system integrations.

The product (system) will:

* Provide end-to-end tracking of SLA (Service Level Agreement), SDS (Selection Design Score), and ad performance through integrated dashboards.
* Enable standardized onboarding of vendors using automated SOP flows, training modules (via LMS), and feasibility assessment checklists.
* Improve catalog quality and listing accuracy by incorporating catalog validation logic and SDS scoring aligned with Flipkart’s quality standards.
* Support vendor education and compliance using an eLearning Management System (LMS) integrated with training content, tracking, and assessments.
* Facilitate Fulfilled by Flipkart (FBF) stocking decisions by integrating demand planning insights with zone-wise inventory recommendations.
* Enhance ad budget monitoring through campaign visibility dashboards for Product Listing Ads (PLA), PCA, and banner assets.
* Provide mobile accessibility for Flipkart category managers and vendor ops teams (iOS and Android) to manage key processes in real time.

System Interactions:

* The product will interact with Flipkart’s internal platforms including Hermes (logistics), FDP (planning and dashboards), Vendor Hub (onboarding and compliance), and the Catalog Tool.
* All systems will be integrated with Single Sign-On (SSO) and follow role-based access controls for data integrity and user traceability.
* The LMS will integrate with the Vendor Hub to log training completions and ensure vendors meet go-live prerequisites.

Alignment with Business Objectives:

This solution directly supports Flipkart’s business goals to:

* Reduce SLA from 10 to 5 days
* Increase SDS from 55% to 80%
* Onboard 40+ vendors with consistent SOP compliance
* Achieve ₹150 Cr in AOP with 22% MoM growth
* Improve customer satisfaction, especially in Tier 2/3 cities, by offering high-quality listings and faster delivery

*4.6. Project Scope*

This project aims to develop a set of digital tools and process frameworks that will enable Flipkart to manage and scale its Furniture category operations — particularly for Metal, Plastic, Kids, and Outdoor Furniture verticals — in a structured, standardized, and data-driven manner.

The scope of the project includes:

1. Vendor Onboarding Automation

* Creation of a vendor evaluation matrix (feasibility model)
* Automated SOP flows for onboarding checklists, documentation, and milestone tracking
* Training integration via LMS to ensure SOP compliance before go-live

1. Catalog Quality Improvement

* Catalog QC module to validate image quality, attribute accuracy, and listing compliance
* SDS scoring logic integrated into the listing workflow
* Alerts and dashboards

*4.6.1 In Scope Functionality*

The following functionalities are included within the scope of this project:

* Design and rollout of vendor onboarding SOPs across Metal, Plastic, Kids, and Outdoor verticals
* Development of a vendor evaluation and feasibility scoring framework
* Integration of vendor onboarding flows with LMS for training and certification tracking
* Implementation of catalog QC logic to validate images, attributes, and titles
* SDS (Selection Design Score) calculator for real-time listing scoring and feedback
* SLA (Service Level Agreement) tracker integrated with Hermes for zone-wise performance monitoring
* Fulfilled by Flipkart (FBF) enablement based on demand planner stock allocation
* Mobile dashboard access for key metrics (SLA, SDS, ad spends) via iOS and Android apps
* Ad budget planning and campaign compliance reporting for PLA, PCA, and banner assets
* Weekly BI dashboards and reporting views integrated with Flipkart’s FDP and Vendor Hub systems
* User role-based access controls and internal workflow management across Category, Ads, Logistics, and Catalog teams

*4.6.2 Out of Scope Functionality*

The following functionalities are not part of the current project scope:

* Full redesign or development of core systems like Vendor Hub, Hermes, FDP (only integration is included)
* Payment gateway integrations or commission handling between vendors and Flipkart
* Custom marketplace rule engines for dynamic pricing (RPI logic is manual in this phase)
* Multilingual catalog generation (limited to English-based templates in current scope)
* Third-party seller rating systems or grievance redressal automation
* Expansion to other verticals beyond Furniture (e.g., Electronics, Fashion)
* Machine Learning-based demand forecasting (reliant on existing Flipkart DP models)
* Return order workflow redesign or reverse logistics systems

1. ***Assumptions***

The following assumptions were considered while defining the requirements, scope, and approach for this project:

* All vendors selected for onboarding will have access to the necessary infrastructure to adopt Fulfilled by Flipkart (FBF) stocking where applicable.
* Internal systems such as FDP (dashboarding), Hermes (logistics tracking), Vendor Hub (onboarding), and Catalog QC tools will remain stable and support required integrations.
* Each vertical (Metal, Plastic, Kids, Outdoor) will maintain its own SOP but follow a unified governance framework for onboarding, SLA, and catalog compliance.
* LMS (Learning Management System) content will be owned and periodically updated by Flipkart’s Vendor Ops and Category teams to remain aligned with the latest SOPs and campaign policies.
* Flipkart’s BI team will be available to support real-time dashboard development, weekly refreshes, and integration with internal systems.
* Stakeholders across Catalog, Ads, Vendor Ops, Logistics, and Planning will participate in weekly syncs to ensure aligned execution.
* New vendors onboarded during this project phase will not require custom platform development beyond the existing tech stack.
* All users (internal and external) will access the tools using Flipkart’s Single Sign-On (SSO) and role-based access protocols.
* Mobile app access (iOS/Android) will be limited to key stakeholders and not designed for all seller-side users in Phase 1.
* This implementation is focused on the Furniture category only and will not scale to other categories unless explicitly extended in future phases.

1. ***Constraints***

The following constraints may impact the delivery timeline, scope, or scalability of the current project:

1. System Dependency Constraints

* The project relies heavily on existing Flipkart platforms such as Hermes (logistics), FDP (reporting), and Vendor Hub (onboarding). Any downtime, integration limitation, or change in schema within these systems can impact implementation schedules.

1. Limited Cross-Functional Bandwidth

* Key stakeholders from Catalog, Vendor Ops, Ads, and Planning are engaged in parallel category initiatives, which may affect turnaround time for sign-offs, testing, or dashboard refinement.

1. Mobile App Scope

* The mobile application is limited to read-only dashboards and is not designed to support real-time updates or transactional inputs during Phase 1 of this project.

1. LMS Content Dependency

* The Learning Management System depends on timely content updates from the category and training teams. Delays in documentation or video production could delay vendor onboarding flow compliance.

1. Vendor Readiness and Responsiveness

* Adoption of SOPs and participation in training modules is dependent on vendor responsiveness. Smaller vendors may not have the bandwidth or resources to adopt all changes immediately.

1. Data Quality

* SDS and SLA tracking rely on accurate product listings, order tagging, and seller configuration. Inaccurate data mapping could impact visibility and reporting outcomes.

1. Scalability Constraints

* The solution is being designed specifically for the Furniture category. Replicating it for other categories (e.g., Electronics or Fashion) would require additional development and customization beyond the current scope.

1. Governance and Policy Alignment

* Any future changes in Flipkart’s central compliance, logistics policy, or seller onboarding guidelines may require updates to SOPs and system behavior, affecting consistency.

***7. Risks***

| **Risk Category** | **Risk Description** | **Likelihood** | **Impact** | **Strategy** | **Mitigation Plan** |
| --- | --- | --- | --- | --- | --- |
| Technological | Integration issues with Hermes, FDP, Vendor Hub, LMS | Medium | High | Mitigate | Early testing, tech freeze during planning, assign system architect |
| Technological | Mobile dashboard sync delays or OS limitations | Low | Medium | Accept | Limit to reporting in Phase 1; prioritize MVP features only |
| Skills | Lack of trained staff for SOPs, Catalog QC, or Ad planning | Medium | Medium | Mitigate | Document SOPs, cross-train teams, provide internal enablement |
| Political | Org focus shifts or leadership changes deprioritizing the project | Low | High | Transfer | Secure early leadership buy-in; milestone approval from Business Owner & Sponsor |
| Business | Project cancellation due to budget shifts or new quarterly priorities | Low | High | Accept | Deliver pilot MoM wins; tie results to AOP, seller activation, and GMV impact |
| Requirements | Incorrect SOP capture across categories (Metal, Kids, Outdoor, Plastic) | Medium | Medium | Mitigate | Conduct detailed stakeholder workshops; validate via UAT checklists |
| Requirements | Unclear SDS or Ad spend governance definitions | Medium | Medium | Mitigate | Include Ads/Catalog team in BRD sign-off; document SOPs with examples |
| Other | Vendor resistance to FBF model or non-participation in training | High | Medium | Mitigate | Pilot with FBF-ready sellers; incentivize completion; monitor progress via LMS |
| Other | Delay in SOP/training content from content and catalog teams | Medium | Medium | Avoid | Pre-assign SPOCs; lock timelines; review weekly with content owners |

1. ***Business Process Overview***

This section outlines the overall end-to-end process flow — comparing the current state (AS-IS) with the proposed model (TO-BE) — to demonstrate how the new system improves operational visibility, reduces manual effort, and scales category management for Flipkart Furniture.

*8.1 Legacy System (AS-IS)*

In the legacy environment, Flipkart’s Furniture category lacked unified SOPs, real-time tracking systems, and standardized onboarding procedures. Each sub-vertical operated with slightly different approaches, and most activities were dependent on manual coordination across teams.

Key gaps in the AS-IS process:

* Vendor onboarding was done manually via email coordination and lacked feasibility screening.
* Catalog validation (images, titles, attributes) was handled by individual vendor managers without a centralized scoring mechanism.
* SLA tracking was not automated; delivery delays were reported reactively rather than flagged proactively.
* Ad spend compliance was managed using spreadsheets; there was no system-level linkage between ad plans and campaign results.
* Training of new vendors was informal and inconsistent, with no tracking of completion or compliance.
* No centralized dashboard existed to monitor performance metrics like SLA, SDS, ad spends, or onboarding status.

AS-IS Process Flow (Simplified):

Vendor Manager → Email Vendor Forms → Catalog Sent for Listing → Manual Checks (Images/Title) → SLA Tracked via Email → Ads Tracked on Excel → Go-Live  
  ↓  
Limited Visibility / Manual Escalations / SLA Breaches After Order Creation

*8.2 Proposed Recommendations (TO-BE)*

The TO-BE model introduces a structured, technology-enabled, and performance-driven process aligned with Flipkart’s Waterfall project methodology. Each process is governed by SOPs and tracked through dashboards integrated into Flipkart’s core systems.

Key changes in the TO-BE system:

* Vendor onboarding is initiated through Vendor Hub and based on feasibility scores (inventory, SLA, catalog readiness).
* LMS integration ensures that vendors complete mandatory SOP training before going live.
* Catalog QC tool auto-validates image guidelines, attribute completion, and scoring based on SDS rules.
* Hermes integration enables SLA to be tracked by FSN, zone, and seller — with breach alerts and automated triggers.
* FDP dashboards consolidate SLA, SDS, ad spends, onboarding status, and FBF fill rate in one place.
* Ad planning and campaign tracking are aligned using system-generated reports mapped to seller ROIs.
* SOP review and internal governance are tracked through documented workflows and stakeholder roles.

TO-BE Process Flow (Simplified):

Vendor Hub → Feasibility Matrix → LMS Training + Catalog Upload → Auto QC + SDS Scoring → SLA Config in Hermes → Ad Budget Upload (PLA/PCA) → FDP Dashboards → Vendor Go-Live → Weekly Monitoring & Feedback

How the TO-BE Process Solves AS-IS Challenges:

| **Legacy Issue** | **TO-BE Solution** |
| --- | --- |
| Manual vendor onboarding | SOP-based automated onboarding with feasibility scoring |
| Inconsistent catalog quality | QC engine + SDS logic with scoring feedback integrated into listing process |
| No SLA visibility | Hermes integration with SLA tracking by FSN and warehouse |
| Spreadsheet-based ad tracking | FDP dashboards + system-level ad planning and compliance reports |
| Informal vendor training | LMS-based training with module tracking, certification, and completion history |
| Disconnected reporting | Unified dashboard for SLA, SDS, ads, onboarding, and NPS performance |

***9. Business Requirements***

The following business requirements were elicited from key stakeholders across Category, Vendor Ops, Catalog, Ads, Logistics, and Planning teams. These are categorized by functionality and assigned priority (High, Medium, Low) to guide implementation.

Each requirement maps to related functional specifications and is traceable through the RTM.

| **BRD ID** | **Functional Area** | **Business Requirement Description** | **Priority** | **Reference / Notes** |
| --- | --- | --- | --- | --- |
| BRD-01 | Vendor Onboarding | Create a standardized onboarding flow using feasibility scoring and SOP compliance | High | Use Case: Vendor Onboarding Checklist |
| BRD-02 | Catalog Management | Implement SDS auto-scoring logic with QC checks for images, titles, and attributes | High | Use Case: Listing Validation Flow |
| BRD-03 | SLA Management | Enable SLA tracking by FSN and region via Hermes, with escalation logic | High | Functional Spec: SLA Dashboard |
| BRD-04 | Learning & Training | Integrate LMS training with onboarding and mandate certification before listing approval | Medium | Use Case: LMS Tracking Module |
| BRD-05 | Advertising | Define and monitor monthly ad spend targets per seller and link campaign outcomes to ROAS | High | Functional Spec: Ad Spend Tracker |
| BRD-06 | Demand Planning / FBF | Align FBF stocking recommendations with zone-wise demand plans | Medium | Spec: FBF-Enabled Routing Matrix |
| BRD-07 | Performance Dashboards | Build real-time dashboards for SLA, SDS, Ad Spend, and Go-Live status | High | FDP Dashboards, Weekly Review Data |
| BRD-08 | Mobile Interface | Provide mobile app access for internal Flipkart teams to monitor operational KPIs | Low | Android/iOS Dashboard Phase 1 |
| BRD-09 | Role-Based Access | Ensure access control based on internal roles (e.g., Catalog SPOC, Vendor Ops, Ads Manager) | High | Security Policy Document |
| BRD-10 | Alerts & Notifications | Send automated alerts for SLA breaches, poor SDS, or ad target misses | Medium | Notification Logic Spec |
| BRD-11 | SOP Version Control | Maintain version history for onboarding SOPs and catalog listing guidelines | Medium | Document Governance Framework |
| BRD-12 | Weekly Reporting | Auto-generate weekly PDF reports for each vertical and vendor group | Medium | Functional Output: Weekly BI Pack |
| BRD-13 | Campaign Participation | Link SOP and ad compliance to seller eligibility for event campaigns (e.g., BBD) | High | Sales Ops Policy – Campaign Readiness Criteria |
| BRD-14 | Inventory Fill Rate | Monitor fill rate of FBF products and flag low stock or out-of-stock scenarios | Medium | FDP/FC Integration Module |
| BRD-15 | Training Feedback Loop | Allow vendors to rate training quality and request additional help via LMS | Low | Vendor Feedback Workflow |
| BRD-16 | Return & NPS Tracking | Link SLA and SDS to NPS and returns for performance management | Medium | Insights Module (Phase 2, non-critical) |

***10. Appendices***

***10.1. List of Acronyms***

| **Acronym** | **Full Form** | **Description** |
| --- | --- | --- |
| BRD | Business Requirements Document | This document that captures business needs and goals |
| FRD | Functional Requirements Document | Captures detailed functional system requirements |
| RTM | Requirements Traceability Matrix | Matrix mapping BRD to FRD and test cases |
| SOP | Standard Operating Procedure | Defined process followed by vendors or teams |
| SLA | Service Level Agreement | Agreed delivery timelines and service commitments |
| SDS | Selection Design Score | Score measuring catalog quality of a listing |
| FBF | Fulfilled by Flipkart | Inventory model where stock is stored at Flipkart’s warehouse |
| FDP | Flipkart Dashboard Platform | Internal platform for reporting, BI, and KPIs |
| LMS | Learning Management System | Training portal for vendors and internal teams |
| PLA | Product Listing Ads | Sponsored ads shown on search/category pages |
| PCA | Product Content Ads | Visual display ads linked to product categories |
| NPS | Net Promoter Score | Customer satisfaction metric based on feedback |
| RTO | Return to Origin | When a delivery fails and the item is sent back |
| DP | Demand Planning | Process to forecast and allocate stock based on zone-level sales |
| KRA | Key Result Area | Performance area used to evaluate employee or vendor outcomes |
| TAT | Turnaround Time | Time taken from task start to completion |
| BI | Business Intelligence | Analytical tools and dashboards for decision-making |
| SKU | Stock Keeping Unit | Unique identifier for each product |
| FSN | Flipkart Serial Number | Internal product identifier used by Flipkart |
| NCEMI | No Cost EMI | Installment plan with zero interest offered to customers |

***10.2. Glossary of Terms***

| **Term** | **Definition** |
| --- | --- |
| Business Requirements | High-level needs identified by stakeholders to solve business problems or achieve goals. |
| Functional Requirements | Specific actions and behaviors the system or product must support to meet business needs. |
| Vendor Onboarding | The process of evaluating, approving, and enabling sellers to list and sell on Flipkart. |
| SOP (Standard Operating Procedure) | A documented, repeatable process followed to ensure consistency across categories. |
| Selection Design Score (SDS) | A catalog quality metric based on completeness, visual standards, and tagging. |
| SLA (Service Level Agreement) | An agreed-upon commitment between Flipkart and sellers regarding delivery timelines. |
| Fulfilled by Flipkart (FBF) | A logistics model where sellers send stock to Flipkart warehouses for faster fulfillment. |
| Demand Planning (DP) | Forecasting customer demand and using it to guide inventory and stocking strategies. |
| Ad Spend Compliance | The extent to which a seller follows their monthly advertising budget commitment. |
| Product Listing Ads (PLA) | Paid ads that increase product visibility on Flipkart’s search and category pages. |
| Catalog Quality Control | The process of verifying image clarity, product title standards, and attribute tagging. |
| Learning Management System (LMS) | An internal platform used for vendor and employee training delivery and tracking. |
| Flipkart Dashboard Platform (FDP) | A BI platform providing operational reports and performance tracking. |
| Net Promoter Score (NPS) | A customer loyalty score based on how likely customers are to recommend Flipkart. |

***10.3. Related Documents***

| **Document Name** | **Description** |
| --- | --- |
| Project Charter – Flipkart Furniture | Initial project initiation document detailing scope, goals, and stakeholders |
| SOP Handbook – Vendor Onboarding | Standard Operating Procedures for vendor evaluation and activation process |
| Catalog QC Guidelines – Furniture Vertical | Guidelines for product titles, image resolution, and attribute tagging |
| LMS Content Plan | Training module breakdown and completion criteria for vendor certification |
| SLA Monitoring Framework – Hermes | Internal framework used to track and evaluate SLA breaches across zones |
| Flipkart Ads Playbook (PLA & PCA) | Campaign structure, budget benchmarks, and ad compliance rules |
| BI Dashboard Specification – FDP | Technical spec for weekly dashboard reports showing SDS, SLA, Ad Spend |
| Functional Requirements Document (FRD) | Detailed list of functional features mapped to each business requirement |
| RTM (Requirements Traceability Matrix) | Mapping of BRD → FRD → UAT/test cases |
| Weekly Category Review Template | Flipkart format used to review MoM performance with internal stakeholders |
| Legal & Policy Compliance Guidelines | Flipkart’s compliance protocols for sellers and listing content |
| NPS Analysis Report – Furniture | Baseline customer satisfaction trends based on previous order feedback |
| Onboarding Tracker – Pilot Vendors | Sheet capturing TAT, SOP compliance, and SLA go-live readiness |
| Planning Sheet – FBF Stocking Allocation | Demand-based inventory routing by FC location (North/South/East/West) |