

Flipkart



Case Study

Flipkart:

Reshaping experiences in
the new *digital economy*

Introduction

Advancements in digital technology have greatly transformed how things are done, making tedious tasks more convenient and comfortable to do, including shopping. Suddenly, consumers can compare many stores and products at once, see product reviews and ratings with just a few clicks, and access a range of global products through phones or computers. This is why e-commerce has experienced extraordinary growth, becoming the preferred method of shopping for many consumers, as it gives them access to information and the ability to shop on different devices and share their experiences with others.

As a result, modern-day buyers expect to get what they want whenever and wherever. Always connected, they want relevant content in their preferred format and on the device of their choosing. Aware of what they can do with technology, they expect ease of access, immediacy, and, more importantly,

an integrated, consistent, and personalized experience. This new market reality is now prompting companies to reframe their goals and pivot their strategies to keep pace with an evolving customer journey, engage with digitally native customers, and seamlessly deliver on their expectations across touchpoints.

While e-commerce has boomed significantly — and will continue to do so — the challenges associated with it will also become increasingly prevalent. Digitalization, after all, is accelerating at breakneck speed. Hence, consumer behaviors and expectations will naturally remain in flux.

The success stories in this report outline how Flipkart, India's leading e-commerce marketplace, has embraced technology to continue to adapt to overcome challenges, maintain relevance, and take advantage of new opportunities.

Steering the transformation of commerce

The Flipkart Group is one of India's leading digital commerce entities and includes group companies Flipkart, Myntra, Flipkart Wholesale, Flipkart Health+, and Cleartrip.

Started in 2007, Flipkart has enabled millions of sellers, merchants, and small businesses to participate in India's digital commerce revolution. With a registered customer base of more than 450 million, Flipkart's marketplace offers over 150 million products across 80+ categories.

Today, there are over 1.1 million sellers on the platform, including Shopsy sellers. With a focus on empowering and delighting every Indian by delivering value through technology and innovation, Flipkart has created hundreds of thousands of jobs in the ecosystem while empowering generations of entrepreneurs and MSMEs.

Flipkart is known for pioneering services such as cash on delivery (COD), no-cost EMI, and easy returns, which are customer-centric innovations that have made online shopping more accessible and affordable for millions of Indians.



80+
product categories



150m+
products



450m+
registered customers



200 K+
partners in 2022

Operational overview

Flipkart's partnership with Teleperformance commenced in 2014. The relationship has since grown exponentially, with operations across Flipkart's customer service and seller support divisions (voice, back office, chat, email).

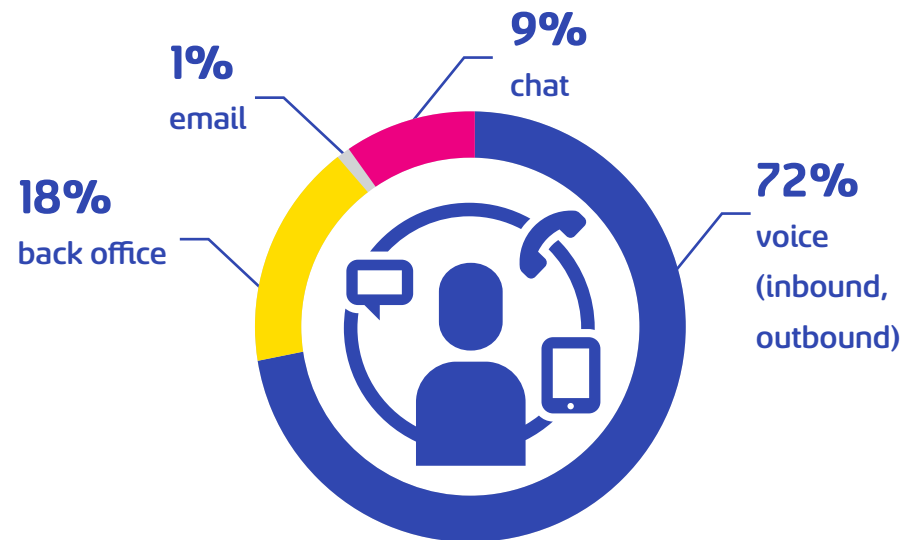
With four physical client locations in India, Teleperformance holds the greatest wallet share among Flipkart's partners. Further, Teleperformance was Flipkart's first vendor to adopt a work-at-home (WAH) model to ensure business continuity, moving 90% of the staff to remote work.

As of September 2021, the operations included more than 10,000 full-time employees.

 **10K+**
full-time employees

 **4**
locations in India

Support channels



Simplifying quality assurance through text analytics

To keep customers happy and spending, it is critical that all aspects of a company's internet retail presence function properly and, more importantly, the user experience remains positive. That's why a detailed approach to quality assurance (QA) can help avoid issues and ensure that the store runs efficiently. This, in turn, will not only bring in new customers but also retain existing ones.

Business challenge

Looking for defects, creating customer-centric process opportunities, and recommending process improvements can consume substantial bandwidth. With over 100,000 data points from customer feedback to consider per month, generating insights and identifying opportunities are undoubtedly a massive undertaking. Additionally, manual data mining translates to high manpower utilization and cost investment, high turnaround time, and even delayed or non-identification of critical customer-impacting areas.

To overcome these hurdles, Flipkart needed to automate the tagging of customer sentiments (positive or negative) and outline the areas where the resolution was at its lowest. Only after determining the area of low resolution can opportunities for enhancing resolution be identified, whether through agent improvement, process enhancement, tech intervention, etc.

Solution delivered

Teleperformance supported Flipkart by introducing **TP Prompto**, a text analytics platform based on advanced natural language processing (NLP) and machine learning (ML) algorithms, which enables data visualization, the discovery of actionable insights, and the understanding of customer sentiment.

By deploying TP Prompto for customer verbatims based on six months' worth of data, Teleperformance was able to filter negative and positive sentiments, which then allowed the creation of themes — high contribution of verbatims if the resolution is at a minimum. The themes have been scrubbed through brainstorming sessions and category-level analysis, resulting in recommendations for agent, process, and/or tech interventions.

Simplifying quality assurance through text analytics



78%

improved
resolution rate
from 74%



Reducing manual effort in after-call work

In a business landscape that's saturated with competition, customer experience (CX) is one of the biggest assets when it comes to satisfying customers and driving loyalty. It is important to note that customer phone calls don't end when the phone is hung up. Customer service representatives still have a lot of work lined up, whether resolving a customer query or creating an action plan involving calling the customer back. This process is called after-call work (ACW), which is vital for creating a superior CX.

Business challenge

As part of Flipkart's ACW, agents were required to send SMS and emails to all customers they had interacted with. For connected customers, this was done in real time. However, when it came to non-connected customers, it took around 80 seconds to complete the activity manually versus the 25-second threshold for updating a single incident. As a result, the average processing time for ACW for non-connected customers was greatly impacted, leading to a higher call abandonment rate. Nearly 43% of the daily volume that proceeded in the process belonged to non-connected customer accounts. These activities also took up too much manual effort and left a lot of room for error.

Solution delivered

To reduce the amount of human effort and allow agents to respond via SMS and email to Flipkart's non-connected customers within the 25-second threshold, Teleperformance rolled out the **ACW Bot**, which leverages robotic process automation (RPA) across all ACW activities. Involving the on-floor deployment of unattended EpiGenie bots for faster execution, the ACW Bot was designed to:

- Pick up non-connected incidents from the dialer dump on an hourly basis within the shift window (12 hours to send SMS and emails)
- Create reports and summaries at the end of every hour of execution and share them with stakeholders

Reducing manual effort in after-call work



20-second

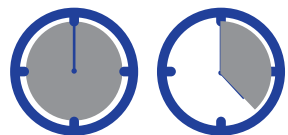
average processing
time for ACW for non-
connected calls

~50K

ACW handled by the
ACW bot every month

~40%

improvement in the
agent's occupancy



from 80 seconds

~65%

reduction in the
agent's ACW time

Decrease in call
abandonment rate



Automating incident response

Incidents are an increasing threat to retailers. These are instances wherein a business's services are not functioning properly. In a customer-facing environment, these incidents can take on many forms, such as a customer getting sent to the wrong agent, long hold times, call backlogs that should have never been routed to agents in the first place, etc. To avoid serious customer frustration, preventing such issues or stopping them from escalating is imperative.

Business challenge

At Flipkart, prevention and correction of incidents are a top priority to ensure a high-quality CX. This involves recounting seller queries, complaints, and requests, which are received as incident numbers in the customer relationship management (CRM) called SUV. For executives to respond to concerns and meet seller expectations, incident management should be executed correctly in terms of allocation, notification, and follow-up. This activity, however, was performed manually. The manual location of cases alone ate up ~40% of the team leader's bandwidth. The follow-up also required a manual connection with the agents for intimation on the status update, which meant further "aging" of the assigned incidents. It was simply time-consuming.

Solution delivered

For Flipkart, improving its operational efficiency and, thereby, the CX meant optimizing its allocation, notification, and follow-up activities. As Flipkart's partner, Teleperformance deployed **TP Route**, an indigenous robotics solution for case allocation. It was also customized to follow up on cases based on aging and notify agents regarding the attempted cases. Allocating unassigned cases to available agents in the CRM reduced the average processing time, resulting in a much quicker turnaround time.

Automating incident response



~40%

reduction in
manual effort

10%

expected decrease
in query resolution
time (QRT)

1%

expected increase
in resolution (within
24-48 hours)

0.5 day

expected improvement in
resolution turnaround time

2%

expected
improvement in
seller experience



Optimizing the marketplace cancellation process

Customers are inevitably going to place orders that they'll end up changing their minds about. That's why e-commerce platforms like Flipkart support marketplace cancellation, which allows customers to feel confident about purchasing and sellers to retain their customers and build customer loyalty. But with cancellations happening often and at scale, can the usual manual process be optimized to improve customer service delivery and elevate the CX?

Business challenge

The marketplace cancellation process on Flipkart involves many cases coming in, which require product description confirmation, replacement order verification, duplicate order confirmation, etc. To be efficient and effective in what they do, agents must exert additional effort to understand cases, toggle between multiple screens, and create an email for the seller and buyer. The challenge was figuring out how to eliminate the manual steps surrounding the collection of buyer and seller details (pre-calling information) and simplifying the complex process of updating actions on SUV applications post-calling.

Solution delivered

Teleperformance's robotics solution, **Yana Bot**, optimized this otherwise tedious process, automating case allocation with easy consolidation for both seller and buyer (pre-calling activity). Meanwhile, the agent's post-calling activity was simplified thanks to customized email templates, auto-SMS, and auto-tagging in straightforward cases:

- A single screen for agents via automated processes and necessary information collation from CRM
- Yana Bot allocates the tickets based on agent availability
- Yana Bot updates CRM actions post-agent call with buyers and sellers
- Single-screen navigation for action selection and buyer and seller response resulted in efficient customer service delivery and improved CX

Optimizing the marketplace cancellation process



30%

reduction in overall
headcount and cost

**Higher flexibility
and volume
handling capacity**

100%

accuracy across
case processing

**No manual
intervention for
case allocation**



Risk mitigation and business continuity through WAH

When the pandemic swept the globe, society was challenged in unimaginable ways, forcing people to reconsider a wide variety of practices, including work. Strict government measures to curb the spread of the virus meant having to stay at home as much as possible and practice social distancing to limit face-to-face interactions with others. With the risk being too significant, the world had to adapt quickly. This led many businesses to shift to alternative working methods, such as working from home, to mitigate health and safety risks and maintain business continuity.

Business challenge

In response to the crisis, Flipkart tasked Teleperformance to carry out a 100% transition from a work-at-site to a WAH set-up — an enormous challenge that necessitated substantial planning, training, and facilitating. Teleperformance had to ensure government compliance while keeping a safe and risk-free environment for Flipkart to continue its operations and facilitate essential services during the nationwide lockdown.

Solution delivered

In collaboration with Flipkart, Teleperformance designed a **Work-at-Home Agent (WAHA)** solution, deploying hosted and non-hosted process solution devices across all locations. The transition also involved adopting a bring your own device (BYOD) model to improve coverage for manpower hiring and accelerate onboarding. One hundred percent of training was done online, with real-time KPI monitoring and measurement. A dedicated IT support desk was also implemented for real-time technical issue resolution.

Risk mitigation and business continuity through WAH



~90%

of the current staff are in a WAHA model. Teleperformance India is the first partner to shift to a WAHA model among Flipkart's vendors

Operations were set up in

1 week

of user acceptance tests (UAT) for 10+ processes that were completed in

2 weeks

post-agreement.

750+

Teleperformance-provided PCs were deployed at agent premises across cities

100%

real-time support for agents handling critical issues



Enhancing corporate culture to drive results

Today's always-connected customers demand personalized experiences across a multitude of channels, anytime they want, and on different devices. They expect brands to know them from previous interactions and immediately provide them with the needed assistance. With the customers at the center of all business activities, brands can no longer run basic customer service operations and expect to remain relevant. Instead, optimizing the CX — capitalizing on employee knowledge and expertise to boost customer loyalty and profitability — is imperative. But what happens to that know-how when mergers and acquisitions occur?

Business challenge

In practice, the management team would look to maximize cost synergies, which usually translates to employee retrenchment in redundant areas. But to maintain high operational efficiency and flexibility amidst mergers and acquisitions between Teleperformance and other organizations, it was necessary to expand the business to retain the maximum number of experienced staff and retrofit them into vacant positions, these while driving digital adoption and reducing long-term operational costs. A thoughtfully charted transition plan was in order.

Solution delivered

Teleperformance's robust **rebadging process** was developed to enhance the corporate culture to drive results. This involves several initiatives, including:

- Alignment of cultural expectations with the company's culture and values
- Internal job posting opportunities for vertical and lateral movement
- Positive recognition and incentive programs
- Rigorous training and coaching for faster skills development of new agents
- E-learning and learning and development programs to develop skills and competencies

Enhancing corporate culture to drive results



555 employees

were rebadged in May 2015 for
Flipkart's Seller Support line of
business across five sites

355 employees
from Teleperformance India

200 employees
from human resource
outsourcing (HRO)



90%
of employees
were retained

154 employees

from the competitor were rebadged in
October 2020 in the Bengaluru site



99%
of employees
were retained

The road ahead

The global e-commerce market was valued at \$13 trillion in 2021 and could reach \$55.6 trillion by 2027, with a CAGR of 27.4% during 2022-2027. Its tremendous and continued growth can be attributed to rapid urbanization worldwide, as well as increasing internet penetration and usage of digital devices to access e-commerce portals.⁸ Flipkart is riding this wave, leveraging technology to sustain its dominance and capitalize on new market opportunities.

As Flipkart's trusted partner for almost a decade, we ensure that the relationship stays ahead of the curve by initiating transformation initiatives that maximize efforts toward productivity enhancement. There are robust plans wherein the whole strategic approach revolves around elevating the CX and implementing better

service delivery, measured through several key performance indicators (KPIs), such as customer satisfaction (C-SAT), seller satisfaction, and resolution rate. At the same time, exceeding Flipkart's expectations and surpassing targets remain a priority to strengthen the partnership further. Potential business enhancements in terms of human capital upliftment are also in the pipeline for various customer service and seller support solutions.

E-commerce, overall, still has lots of potential and opportunities for growth. That's why we continuously align our capabilities with emerging technologies and keep a pulse on industry developments, such as in logistics, which is the backbone of e-commerce, to deliver simpler, faster, and safer solutions now and in the future.

⁸ Research and Markets, "E-commerce Market: Global Industry Trends, Share, Size, Growth, Opportunity, and Forecast 2022-2027," February 2022



