

(CAN) Senior Director, Site Experience

Organization: (CAN) Home Office General and Retail
Management Business Operations Management PM (Daniel
Farmer)

Manager: Daniel Farmer

Location: (CAN) ON MISSISSAUGA walmart.com 08122
eCommerce

Evaluated By: Daniel Farmer

01/02/2020 - 31/01/2021

Overall

Manager Overall Evaluation

Rating: Meets Expectations

Comment: Kavi has had a solid first year as a Sr. Director. He assumed leadership of a function and team with little experience in the area and has made a number of key improvements to performance and the strategic value of the team to eCommerce and Walmart Canada. Key business wins, App first mentality, clearer resource structure, functional KPIs were all built throughout the year, key focus for next year is to continue to refine and establish organizational value (nav rate vs. find-it rate). Kavi, has also kicked-off a key strategic project to improve the digital experience, a difficult effort to get going. In FY22, Kavi can continue to focus on driving the APP experience/usage further, deliver value from Lighthouse project, and provide more clarity to how the digital experience team should evolve.

On competencies, Kavi has exceeded expectations in adaptability (agility in Covid and new events) and influence as he built up his team and strengthened relationships with cross-functional stakeholders. Kavi can continue to build his judgement as the key decision maker in digital content (balancing inputs from stakeholders). Kavi, can also continue to have a stronger voice as the customer advocate (and train his team to have more confidence in that role). Last, in planning and improvement, Kavi can continue to refine team KPIs, play a bigger role in digital planning (ex. events, homepage, etc.) and further develop his "platform vision".

Associate Overall Evaluation

Comment: At the beginning of the year, we setup several initiatives for myself and the team to lead, above and beyond executing our core function of updating and improving the experience of Walmart.ca.

These initiatives included,

Objective #1 was to fule the Walmart.ca flywheel.

Creating an App first project that puts us on a path for the App to be the flagship experience. Project Lighthouse will deliver this vision for a transformed experience.

Enhancing the experience of customers shopping for GM items with their Groceries: Blue to Green. For every event this year, we cross-promoted the accompanying grocery items a customer can add to their cart for pick-up. We also added over 150 GM nodes on the Green site to build out all of the main GM categories from Toys, Electronics and an expansion of Health and Wellness.

Launching exciting campaigns on the site went from 41 in FY20 to over 95, smashing our target of 72. We leveraged many exciting elements from Black Friday last year, to the events this year, e.g. Summer of Savings. Our execution of events was at its best for Black Friday FY21.

We develop a vendor funded asset sales project - with a clear process with the merchants and alignment with the WMG team for programs less than \$10k. We not only developed the program, we

rolled it out in several SBUs, most comprehensively in Hardlines, collecting thousands of dollars for our eCom bottom line.

Objective #2 was to improve the platform and enable the 3 CVPs.

We built a comprehensive and strategically prioritized roadmap for site refreshes and delivered above and beyond. We de-prioritized non-essential refreshes to make room for new experiences, from entertaining kids at home, to getting COVID tested at our local pharmacy.

We established a bi-weekly Search improvement program that is cross-functional, between digital experience, tech, merch ops, merch and marketplace, and solves issues at their root cause. This forum also generates new improvement ideas to test and roll-out.

We built several platform governance policies related to boosting, redirects, WMG inventory quantity and location, Marketplace promotions, SEO copy. Our target was to build only 3 key policies, and we definitely overdelivered. Governance policies evolve and so above documenting the policy, we established a program to meet monthly with key stakeholders to listen and adapt our way of working.

Objective #3 was to build a winning team

As a digital experience team, we set out to build a strong team with owners mentality and a level of performance and success that attracts new talent. We delivered this with a strong bench of leaders that are being nurtured as the next generation of digital experience leaders. The team has a strong data-driven mindset along with creativity and customer centricity. We discuss our key KPIs every week and take action on correcting where needed, and getting to the root cause.

I'm super proud of how far the team has come in the past couple years and look forward to where they'll go in the next 5 years.

Acknowledgement

Associate

Entered by:	Kavi Patel	Date:	19/02/2021
Status:	I acknowledge that I have reviewed and been given the opportunity to respond. (Inactive)		
Comment:	Work towards clarity on how to exceed expectations next year.		

Goals

>30% Grocery Orders in the App

Maintain and grow % of orders on the green-site that are placed in the App.

Due Date: 31/01/2021

Organization Alignment:

Target: 30.00%

Actual: 37.00%

Manager Evaluation

Rating: Exceeds Expectations

>60% Find it rate

When combining improvements of the browse navigation and search effectiveness, the combined weighted rate must exceed 60%.

Due Date: 31/01/2021

Organization Alignment:

Target: 60.00%

Actual: 62.00%

Manager Evaluation

Rating: **Meets Expectations**

>70% Weighted Navigation Rate in key categories

When combining the L1 and key L2s, weighted by their customer traffic, the navigation rate must exceed 70%.

Due Date: 31/01/2021

Organization Alignment:

Target: 70.00%

Actual: 74.00%

Manager Evaluation

Rating: **Meets Expectations**

>72 campaigns

Execute weekly deals of the week, and an additional 20 events in the year.

Due Date: 31/01/2021

Organization Alignment:

Target: 72 Count

Actual: 95 Count

Manager Evaluation

Rating: **Exceeds Expectations**

45-50% Search Effectiveness

Search effectiveness measures if a customer is able to find what they're looking for via search. Align goal with Tech at 48% (previous arbitrary target of 53%)

Due Date: 31/01/2021

Organization Alignment:

Target: 53.00%

Actual: 45.00%

Manager Evaluation

Rating: **Meets Expectations**

Judgment

Please refer to Behaviors for Competency Descriptions.

Manager Evaluation

Proficiency Rating: **Meets Expectations**

Adaptability

Please refer to Behaviors for Competency Descriptions.

Manager Evaluation

Proficiency Rating: **Exceeds Expectations**

Customer/Member Centered

Please refer to Behaviors for Competency Descriptions.

Manager Evaluation

Proficiency Rating: **Meets Expectations**

Planning and Improvement

Please refer to Behaviors for Competency Descriptions.

Manager Evaluation

Proficiency Rating: **Meets Expectations**

Influence and Communication

Please refer to Behaviors for Competency Descriptions.

Manager Evaluation

Proficiency Rating: **Exceeds Expectations**