Annexure V : KPAs for variable incentive and awards

5.1: Project Vijay

a) Key Performance Areas – Franchisee Manager

The following table details the monthly KPAs for a Franchisee Manager:

Table: KPAs for Franchisee Manager

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	= Primary sale[2] (# of SIMs)/ Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs Cr.)	= Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	No of retailers billed	= Actual no of retailers billed[4,5]/ Target[3] (no of retailers) X 100	>=80%, <90%	I
			>=90%, <100%	II
			>=100%, <125%	III
			>=125%	IV
4.	On-time delivery to Franchisee[7]	= No of instances where delivery time[6] to Franchisee > 48 hrs / Total no of orders placed by Franchisee	>5%, <=10%	I
			>0%, <=5%	II
			=0%	III
		= No of instances where delivery time[6] to Franchisee > 24 hrs / Total no of orders placed by Franchisee	=0%	IV

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of all franchisees under the Franchisee Manager
3. Sum of targets of all franchisees under the Franchisee Manager
4. Sum of retailers of all franchisees under the Franchisee Manager
5. Retailer would be counted as billed with a minimum billing value of Rs.500 during the month, as visible in Sancharsoft
6. Delivery time is defined as the time from the franchisee raising an indent/ invoice (after making the payment) to actual delivery at Franchisee doorstep by AO sales/ FMT
7. Refers to all Franchisees under the Franchisee Manager

8. Higher category KPA is achieved only if condition for lower category KPA is also satisfied
9. Incentive applicable only for the employee centrally responsible for all CAF management in SSA (if this post exists in the SSA); Incentive is not applicable for all SDE (sales) in the SSA
10. Franchisee Manager is expected to manage up-to 2 Franchisees, and visit them every alternate day; Franchisee Manager is also expected to visit each sub-franchisee (if any) once a month

b) Key Performance Areas – Retailer Manager Coordinator

The following table details the monthly KPAs for a Retailer Manager Coordinator:

Table: KPAs for Retailer Manager Coordinator

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	= Primary sale[2] (# of SIMs)/ Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs cr)	= Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	Action on issues raised by retailers (% of total)	= No of issues acted on[4] / Total no of issues raised by FMT/ RMT	>=90%, <95%	I
			>=95%, <100%	II
			>=100%	III
		= No of issues resolved[5] / Total no of issues raised by FMT/ RMT	>=50%	IV
4.	Validation visits with RMT (% of total required)	= No of validation visits made with RMT[6] / Total no of RMTs	>=90%, <95%	I
			>=95%, <100%	II
			>=100%, <125%	III
			>=125%	IV

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of all franchisees
3. Sum of targets of all franchisees
4. Appropriate action is taken by Retailer Manager Coordinator – to be decided by SSA sales head
5. Issue is fully resolved, and no further action is required
6. Retailer Manager Coordinator is expected to manage up to 15 Retailer Managers, and do 1 inspection visit per Retailer Manager per month
7. Higher category KPA is achieved only if condition for lower category KPA is also satisfied

c) Key Performance Areas – Retailer Manager

The following table details the monthly KPAs for a Retailer Manager:

Table: KPAs for Retailer Manager

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	= Primary sale[2] (# of SIMs)/ Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs Cr.)	= Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	Retailers visited (% of total)	= No of retailers visited[4] / Total no of retailer visits assigned[5]	>=90%, <95%	I
			>=95%, <100%	II
			=100%	III
		= No of new retailers created / Total no of retailers already assigned	>=5%	IV[6]

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of franchisee whose area is being surveyed by the Retailer Manager
3. Sum of targets of franchisee whose area is being surveyed by the Retailer Manager
4. Determined by total no of *Daily Reports* submitted by the Retailer Manager
5. Assigned by Retailer Manager Coordinator (Each retailer manager to be typically assigned ~200-300 retailers, depending on area/ geography, and is expected to visit each retailer ~2 times a month)
6. Higher category KPA is achieved only if condition for lower category KPA is also satisfied (e.g. in parameter 3, for category IV to be achieved, category III should also be achieved - % of retailer visits should be 100%)

d) Key Performance Areas – AO sales/ AO CMTS in charge of mobile inventory in the SSA

The following table details the monthly KPAs for AO sales/ AO CMTS in charge of mobile inventory in SSA.
It is to be noted that KPA linked incentive AO (Sales/ CMTS) is assumed to be the custodian of mobile products inventory (SIM, Recharge vouchers and CTOP-UP) in the SSA; In case more than one employee is the custodian of

mobile inventory, the applicable KPA linked incentive may be equally split.

Table: KPAs for AO Sales / AO CMTS

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	= Primary sale[2] (# of SIMs)/ Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs cr)	= Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	On-time delivery to Franchisee[7]	= No of instances where delivery time[4] to Franchisee > 48 hrs / Total no of orders placed by Franchisee	>5%, <=10%	I
			>0%, <=5%	II
			=0%	III
		= No of instances where delivery time[4] to Franchisee > 24 hrs / Total no of orders placed by Franchisee	=0%	IV
4.	Action on issues raised under purview of AO sales/ CMTS[7] (% of total)	= No of issues acted on[5] / Total no of issues raised by FMT/ Franchisee	>=90%, <95%	I
			>=95%, <100%	II
			>=100%	III
		= No of issues resolved[6] / Total no of issues raised by FMT/ Franchisee	>=50%	IV

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of all franchisees
3. Sum of targets of all franchisees
4. Delivery time is defined as the time from the franchisee raising an indent/ invoice (after making the payment) to actual delivery at Franchisee doorstep by AO sales/ FMT
5. Appropriate action is taken by AO sales – to be decided by SSA sales head/ CAO
6. Issue is fully resolved, and no further action is required
7. Refers to all Franchisees
8. Higher category KPA is achieved only if condition for lower category KPA is also satisfied (e.g. in parameter 4, for category IV to be achieved, category III should also be achieved - % of issues acted on should be 100%)

e) Key Performance Areas – SDE (sales) in charge of CAF management in SSA (if existing in SSA):

The following table details the monthly KPAs for SDE (sales) in charge of CAF management in SSA.
It is to be noted that KPA linked incentive is applicable only for the employee centrally responsible for all CAF management in SSA (if this post exists in the SSA); KPA linked incentive is not applicable for all SDE (sales) in the SSA

Table: KPAs for SDE (sales) in charge of CAF management in SSA

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	$=$ Primary sale[2] (# of SIMs)/ Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs cr)	$=$ Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	Follow-up on CAF forms[5] (% of total)	$=$ No of CAF daily reports[4] / (Total no of working days * Total no of franchisees)	>=90%, <95%	I
			>=95%, <100%	II
			=100%	III
		$=$ No of CAF pending for >7 days post activation/ Total no of CAFs required	<=20%	IV[6]

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of all franchisees
3. Sum of targets of all franchisees
4. Daily reports on CAF status sent to each franchisee (copy to SSA sales head), containing data on CAF required (based on no of activations), CAF submitted and CAF pending – generated via CCN node/ Sancharsoft (with list of mobile nos.)
5. Refers to all franchisees
6. Higher category KPA is achieved only if condition for lower category KPA is also satisfied (e.g. in parameter 3, for category IV to be achieved, category III should also be achieved - % of CAF daily reports should be 100%)

f) Key Performance Areas – SSA sales head

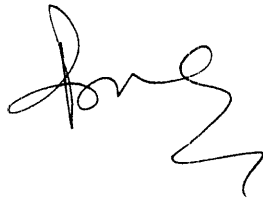The following table details the monthly KPAs for SSA sales head.

Table: KPAs for SSA sales head

KPA no.	Name of KPA	KPA definition (Method of calculation)	KPA definition (Actual value)	Corresponding KPA category achieved
1.	Primary sale (# of SIMs)	= Primary sale[2] (# of SIMs) / Target[3] (# of SIMs) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
2.	Primary sale (Recharge value in Rs cr)	= Primary sale[2] (Recharge value)/ Target[3] (Recharge value) X 100	>=75%, <80%	I
			>=80%, <100%	II
			>=100%, <125%	III
			>=125%	IV
3.	No of retailers billed	= Actual no of retailers billed[4,5]/ Target[3] (no of retailers) X 100	>=80%, <90%	I
			>=90%, <100%	II
			>=100%, <125%	III
			>=125%	IV
4.	On-time delivery to Franchisee[7]	= No of instances where delivery time[6] to Franchisee > 48 hrs / Total no of orders placed by Franchisee	>5%, <=10%	I
			>0%, <=5%	II
			=0%	III
		= No of instances where delivery time[6] to Franchisee > 24 hrs / Total no of orders placed by Franchisee	=0%	IV[10]
5.	Retailers visited (% of total)	= No of retailers visited[7] / Total no of retailer visits assigned[8]	>=90%, <95%	I
			>=95%, <100%	II
			=100%	III
		= No of new retailers created / Total no of retailers already assigned	>=5%	IV[10]

Notes to above table:
1. Actual sales figures and targets are on a monthly basis
2. Sum of sales of all franchisees
3. Sum of targets of all franchisees
4. Sum of retailers of all franchisees
5. Retailer would be counted as billed with a minimum billing value of Rs 500 during the month, as visible in Sancharsoft
6. Delivery time is defined as the time from the franchisee raising an indent/ invoice (after making the payment) to actual delivery at Franchisee doorstep by AO sales/ FMT

7. Refers to all Franchisees
8. Determined by total no of *Daily Reports* submitted by the Retailer Manager
9. Assigned by Retailer Manager Coordinator (Each retailer manager to be typically assigned ~200-300 retailers, depending on area/ geography)
10. Higher category KPA is achieved only if condition for lower category KPA is also satisfied (e.g. In parameter 5, for category IV to be achieved, category III should also be achieved - % of retailer visits should be 100%)

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