Annexure I : Base Reimbursements

General Instructions

a) Base Reimbursement will cover travel and meal expenses incurred by Sales teams in Consumer fixed access (CFA), Consumer Mobility (CM) and Enterprise business units.

b) This will be in lieu of TA/DA and thus no TA/DA allowance should be drawn over & above this reimbursement.

c) Base reimbursement will be made only on fulfilment of certain conditions with regards to sales, customer or retailer visits as indicated in each of the categories.

d) Policy guidelines with respect to provisioning of service connections/mobile usage limits/talk time on prepaid SIM are issued by PHA Wing of Corporate Office. However, for all the executives up to STS level and the non – executives covered in this scheme, mobile usage limit / talk time on prepaid SIM shall be Rs.500 per month.

1.1: Base Reimbursements for Consumer Mobility (Project Vijay) sales team

The following table gives the base reimbursements for Project Vijay channel management team member:

Role	Reimbursement type (travel, meal,)	Remarks
Franchisee Manager	Rs.1,800/- p.m.	The overall entitlement is subject to the condition that no additional TA/DA should be claimed for sales-related travel.
Retailer Manager Coordinator	Rs.1,300/- p.m.	
Retailer Manager For Visits up to 40 Kms/day avg.	Rs.1,800/- p.m.	
Retailer Manager For Visits beyond 40 Kms/day avg.	Rs.2,600/- p.m.	

Notes to above table:

1. 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 once a month.

2. Retailer Manager Coordinator is expected to manage up to 15 Retailer Managers, and do 1 inspection visit per Retailer Manager per month.

3. Each retailer manager is typically assigned ~200-300 retailers, depending on area/ geography, and is expected to visit each retailer ~2 times a month

4. Final decision on which category the Retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator

The base reimbursement will be paid to Franchisee Manager and Retailer Manager Coordinator upon meeting a minimum of 30% achievement on Primary sale (# of SIM and Recharge value) KPAs. The base reimbursement will be paid to Retailer Manager upon meeting a minimum of 50% achievement on no. of retailer visits done as a proportion of the total no. of retailer visits assigned. The KPA definitions for the above are provided in Annexure V.

The base reimbursement is to be provided as a lump sum every month along with the salary, against a declaration of expense by the Channel Management Team member, duly certified by the sales head of the SSA.

1.2: Base Reimbursements for Consumer Fixed Access (Project Udaan)

Role	Reimbursement type (travel, meal,)	Remarks
Sales Associate	Travel (Rs.1000/- p.m.) and meal(Rs 400/- p.m.)	The overall entitlement is subject to the condition that no additional TA/DA should be claimed for sales-related travel.
Sales Team Leader	Rs.1,400/- p.m.	

Base reimbursement to be given only if Sales Associate & Sales Team Leaders achieve minimum of 10 connections in the month (for the Sales Team Leaders, it is average achievement of team), duly certified by the Project Manager of Sales & Marketing of Project Udaan.

Note:

1. Only LL, BB, LLBB (Combo) and FTTH connections are to be considered for base reimbursement.

2. High speed internet over FTTH may be included with BB for incentive calculations and other FTTH services i.e. VOIP, IPTV, ILL and VPN over FTTH may be included with LL for incentive calculation.

1.3: Base Reimbursements for Enterprise Sales Team

Role	Reimbursement type (travel, meal)	Reimbursement* amount / month
National Account Manager (NAM) / Key Account Manager (KAM)	Meal + sundry expenses	Up to Rs.1,000
National Account Manager (NAM) / Key Account Manager (KAM)	Travel (to be paid if official vehicle not provided)	Up to Rs.3000 per month in NCR, Mumbai, Chennai, Kolkata, Pune, Hyderabad, Bangalore and Ahmedabad Up to Rs.2000 per month in other circles

Base reimbursement to be given only if National Account Manager (NAM) or Key Account Manager (KAM) makes at least 5 customer visits in a month, duly certified by the respective DGM.

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* The overall entitlement is subject to the condition that no additional TA/DA should be claimed for sales-related travel.

Annexure II :Facilities

2.1: Facilities for Sales Teams for Project Vijay

Role	Facility
SSA sales head	Office space, Desktop with broadband, One time mobile handset reimbursement** of Rs. 1500/- (if not already provided) or WLL phone (if not available).
Franchisee Manager	Office space, Desktop with broadband, One time mobile handset reimbursement** of Rs. 1500/- (if not already provided) or WLL phone (if not available),
Retailer Manager Coordinator	Office space, Desktop with broadband, One time mobile handset reimbursement** of Rs. 1500/- (if not already provided) or WLL phone (if not available),.
Retailer Manager	One time mobile handset reimbursement** of Rs. 1500/- (if not already provided) / WLL phone (if not available).

2.2: Facilities for Sales Teams for Project Udaan

Role	Facility (Mobile , car, desktop, laptop, data card, etc.)	Remarks
Sales Associate	One time mobile handset reimbursement** (if not already provided)	Rs.1500 / one time
Sales Associate	Sales Bag worth Rs.500 every six months (if not already provided)	Rs.500 per sales associate per six months

** Subject to conditions that (i) they are willing to continue with the project for at least 03 years, or (ii) they will have to return the handset in the event of their posting elsewhere.

2.3: Facilities for Enterprise Sales Teams

Role	Facility (Mobile Usage, car, desktop, laptop, data card, etc.)	Duration (ongoing, 3 months, pilot period, etc.)
NAMs / KAMs	Laptops with BSNL data cards and desktops (if not already provided) • Desktops / laptops (with data cards) to be provided to all NAMs / KAMs • Requirement for laptops with data cards for the platinum office= Total No. of NAMs – existing desktops available • Requirement for laptops with data cards for the gold office= Total No. of KAMs – existing desktops available	Laptops & data cards required for 100% of NAMs and 60% of KAMs
NAMs / KAMs	Monthly rental for data card provided to NAMs / KAMs	

7

Annexure III : Awards

3.1: Channel Management Team Awards for Project Vijay

Name of award	Level	Frequency	Amount	Basis for decision
Best Franchisee Manager	Within Circle	Quarterly	Rs.3,000	Highest average score on KPAs[1] for Franchisee Managers
Best Retailer Manager Coordinator	Within Circle	Quarterly	Rs.3,000	Highest average score on KPAs[1] for Retailer Manager Coordinators
Best Retailer Manager	Within SSA	Quarterly	Rs.750	Highest average score on KPAs[1] for Retailer Managers
Best SSA sales head (Consumer Mobility)	Within Circle	Quarterly	Rs.5,000	Highest average score on KPAs[1] for SSA sales heads

The average score on KPAs[1] would be calculated as follows:

$$\text{Average score on KPAs} = \frac{\text{Score on KPA}_1 + \text{Score on KPA}_2 + \ldots + \text{Score on KPA}_n}{n}$$

where n = No. of KPA parameters defined for the CMT role.

The score on individual KPAs (KPA_1, KPA_2.., KPA_n) would be calculated as per the following table:

Sl. No.	Category achievement[1] on individual KPA	Score on individual KPA
1.	No Category	0.00
2.	Category I	0.75
3.	Category II	0.90
4.	Category III	1.00
5.	Category IV	1.25

In case of a tie, the award amount may be equally split.

In order to qualify for an award, the Franchisee Manager or Retailer Manager Coordinator must meet a minimum of 30% achievement on Primary sale (# of SIM and Recharge value) KPAs. Similarly, in order to qualify for the award, the Retailer Manager must meet a minimum of 50% achievement on no. of retailer visits assigned.

The final decision on awards at the circle level should be made by the PGM/GM (Consumer Mobility) at Circle level at the end of the month, after taking into the account the average score on KPAs received from SSAs.

The final decision on the awards at the SSA level should be made by the SSA head, duly certified by the SSA sales head (Consumer Mobility) at the end of the month, after taking into account the average score on KPAs.

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[1] Defined in Annexure V

8

These awards should be conferred on the recipients by the CGM of the circle, i
monthly ceremony.

3.2: Sales Team Awards for Project Udaan

Name of award	Level	Frequency	Amount	Basis for decision
Best sales person	Within circle	Quarterly	Rs.5,000	Highest number of connections within Circle
Best sales team	Within circle	Quarterly	Rs.25,000	Highest number of connections within Circle for the whole team.

In case of a tie, the award amount may be equally split. In order to qualify for a
award, the sales person must achieve minimum of 10 connections in the mont
duly certified by the Project Manager of Sales & Marketing of Project Udaan.

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Annexure IV : Incentives

4.1: Variable (performance-linked) Incentives for Project Vijay

A **KPA-linked incentive** will be provided to Channel Management Team member under Project Vijay on achievement of targets on all KPAs specified.

Role	Incentive type	Incentive amount/ month
SSA sales head	KPA linked	Rs. 2,500
Franchisee Manager	KPA linked	Rs 2,500
Retailer Manager Coordinator	KPA linked	Rs 2,500
Retailer Manager For Visits up to 40 Kms/day avg.	KPA linked	Rs 2,500
Retailer Manager For Visits beyond 40 Kms/day avg.	KPA linked	Rs 2,500
AO (Sales/ CMTS) in charge of mobile inventory in SSA	KPA linked	Rs 2,500
SDE (sales) in charge of CAF management in SSA (if existing)	KPA linked	Rs 2,500

Guidelines to be noted regarding incentives:
1. The KPA linked incentive for SDE (sales) in charge of CAF management in SSA is only for the employee centrally responsible for all CAF management in SSA (if this post exists in the SSA); Incentive is <u>not</u> applicable for all SDE (sales) in the SSA
2. 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 KPA linked incentive for AO (Sales/ CMTS may be equally split.
3. Monthly incentive would be paid for one role only (even if, for some reason, multiple roles are being performed by the same person)
4. In case a channel management team member is on leave, the base reimbursement would proportionally be reduced by the number of days of leave.
5. The final decision on amount of KPA linked incentive applicable to a channel management team member should be made by the SSA head, advised by the SSA sales head.
6. Final decision on which category the Retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator

Variable incentive – basis for payment

The KPA linked incentive will be paid as per following table, based on category achievement on all KPA parameters specified for a particular CMT role.

Sl. No.	Category achievement	%age of KPA linked incentive to be paid
1.	At least minimum category on all KPAs (Category I)	50% of incentive (Rs.1,250)
2.	At least medium category on all KPAs (Category II)	75% of the incentive (Rs.1,875)
3.	At least achieved target on all KPAs (Category III)	100% of the incentive (Rs.2,500)
4.	At least exceeded target on all KPAs (Category IV)	150% of the incentive (Rs.3,750)

In Annexure V, KPAs are defined for each CMT role in two parts:
1. Key Performance Area (KPA) parameters.
2. Definition of KPA category achieved (based on achievement on the KPA parameters defined).
3. Targets for calculating KPA achievement should be given to the channel management team five days before the beginning of the month. These targets, once communicated, should not be changed during the month for the purpose of calculating the KPA achievement

The final decision on payment of KPA-linked incentives should be made by officer nominated by the PGM/GM (Consumer Mobility) at circle and nodal officer nominated by IFA in circle at the end of the month but before the 10th of next month, after taking into the account the average score on KPAs received from SSAs. KPA-linked incentives should definitely be paid along with next month's salary.

4.2: Variable (performance-linked) Incentives for Project Udaan

The score for incentives payout may be calculated as described below

Product	Target	Sales achieved	Product weightage (%)	Score (%)
-	(1)	(2)	(3)	(4) = (2)/(1)x(3)
Landline	To be specified every month basis past performance & SSA targets Target setting to be done by SSA CFA sales head	Product wise sales achievement from 'Wings' Each connection provided to be counted as: 0.5 if lead generated through Udaan and confirmed* by Call Center/ Customer (Web),(not by Sales Associates) 1.0 if lead generated by Udaan and confirmed* by Sales Associate, and 1.5 if lead generated as well as confirmed* by Sales Associate	25%	= % target achievement x product weightage
Broadband			50%	= % target achievement x product weightage
Reconnection			15%	= % target achievement x product weightage
EVDO / 3G Cards / FWT			10%	= % target achievement x product weightage

*Lead confirmation: - Lead confirmation means a customer is being approached either by Telephone call or by visiting his premises and the plans are explained to him. Once the plans are explained to him, and he has made a final decision for taking connection, the lead is termed as confirmed. Once the lead is confirmed, only requisite documents are to be collected from the customer premises and the connection is provisioned.

The overall score is the sum of the individual scores achieved across products [as in (4)]

Guidelines for incentives payout:

i. KPA-linked incentive will be given to all sales team leaders (STL) and sales associates (SA) subject to minimum accomplishment of a score of 65%.

ii. The targets for a team leader will be the sum of targets for sales associates/ DSAs in his/ her team.

iii. A payout of Rs. 2,500 will be given corresponding to a score of 100%, for any other score greater 65% but less than or equal to 150%, the following formula will be used.

Payout/month= Score achieved * Rs. 2,500

iv. For target achievement greater than 150%, the incentive payable will be corresponding to 150% target achievement, i.e. Rs.3750/Month is the maximum payout.

v. In case of low conversion on leads generated through project Udaan, the Sales Team Leader/ Project Manager (Sales & Marketing) will randomly call up customers where there was no conversion to ensure that the lead have not been diverted to other accounts. Any misappropriations identified will not be given any performance based incentive for the given month. The discretion shall lie with the Sales Head for CFA in the SSA.

vi. Final decision on amount of KPA linked incentive applicable to a sales team member should be made by the SSA head, with the advice of the SSA head of CFA and Project Manager (Sales & Marketing)

vii. In case of disconnection within 6 months, 50% of the payout in terms of incentive given will be recovered from the Sales Associates in the month of disconnection. A check to this effect shall need to be built into the Wings system for ease of monitoring.

viii. Monthly incentive would be paid for one role only (even if, for some reason, multiple roles are being performed by the same person)

Also note that the KPA score will also be used as basis for decision on awards instead of the number of connections as defined in the previous note. All other qualification criterion will remain the same.

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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.

15

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%)

16

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)	$= \text{Primary sale}^2$ (# 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)	$= \text{Primary sale}^2$ (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)	$= \text{No of CAF daily reports}^4$ / (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 > <u>48 hrs</u> / Total no of orders placed by Franchisee	>5%, <=10%	I
			>0%, <=5%	II
			=0%	III
		= No of instances where delivery time[6] to Franchisee > <u>24 hrs</u> / 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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