



PERFORMANCE REVIEW LETTER

To,

bb

Date : 30th Aug 2023

Overall Performance : Great

We are pleased to extend this performance letter for your commitment towards our mission to achieve Same-Day Delivery in India. You have performed with utmost Customer Obsession and have raised the bar to work backwards to meet the customer needs.

We truly believe in challenging the status quo of the eCommerce brands. The way to do this is by building scalable technology, low-cost infrastructure & easy to use products that we're proud to recommend to our friends & family.

Market is changing rapidly, that means the user behavior is also changing. The only way to win in this rapidly changing environment is by consistently innovating & solving the problems of our customers.

Since inception we've worked upon numerous products & Same-Day Delivery is the one of the few products that we're proud of & believe that we'll innovate & further launch new products. The larger impact would touch 10,000+ brands by enabling them faster deliveries & empowering 10,000+ micro-entrepreneurs (franchises) providing livelihood to 1,00,000+ delivery partners.

Let's be the most customer centric company on this earth.

Mayank Varshney

Co-founder & CEO,

Blitz

SELF EVALUATION RESULTS:

	Customer Obsession	Bias for Action	Ownership	Insisting on Highest Standards	Cumulative
Self	3	4	4	5	4.00
Peer Rating	4.67	4.33	4.33	4.00	4.33

Performance Rating Index

Rating	Meaning	Performance Bonus %
1.0	Poor	0.0%
2.0	Improvement	0.0%
3.0	Good	10.0%
3.5	Good+	12.5%
4.0	Great	15.0%
4.5	Great+	17.5%
5.0	Outstanding	20.0%

Self Responses:

List the core projects you have completed in the past 6 months, along with the impact they've had on customer experience and the business.

1. Built right focus & strategy for the company. Growth, Performance & Profitability.
2. Drove profitability & we should see results soon.
3. Proud of hiring some great folks & look forward to drive culture of innovation & growth.
4. Culture of Press Release & 6-pagers

How would you rate yourself on "Customer Obsession"?

★★★

Highlight a few instances of why you gave yourself a particular rating in "Customer Obsession"

I am able to understand customers very well & figure the right solutions out. But unable to drive end execution with the right team members.

I am looking to build tool for internal team that enables all team members drive end execution without me getting involved.

How would you rate yourself on their "Bias for Action"

★★★★

Highlight a few instances of why you gave yourself a particular rating in "Bias For Action"

When strategy is clear, execution is key. I believe, I have been slow in execution in a few areas where I'm still figuring out better ways. There, sometimes I can do better.

How would you rate yourself on "Insisting on Highest Standards?"

★★★★★

Highlight a few instances of why you gave yourself a particular rating in "Insisting on Highest Standards"

The things that we do we all must be proud of. Bangalore Darkstore rehauling for Decathalon.

How would you rate yourself on "Ownership"

★★★★

Highlight a few instances of why you gave yourself a particular rating in "Ownership"

I take 100% ownership of the following things :

1. Is the company surviving the next year. Capital Needs.
2. Does the company have right people for us to achieve the objectives. People & Hiring needs.
3. Is the team happy or not.
4. Are we all aligned towards singular goals or not.

I take partial / 60% of the following (which is where I need to improve)

1. Projects I started like - Profit Per Tour. I believe other team members in the company are way better to take it ahead. OR - Scan Reduction, Clustering & Routing, etc.
2. Operations. Making sure that our performance levels are really good enough.
3. Customer Acquisition. To understand today's & future needs of customer & translate the team translates into deal closure.

What have been your main weakness in the past 6 months and what are you doing to better on them.

1. Missed driving Customer Insights in the team members conversations. Will focus more there going forwards.
2. Missed building great data team on-time
3. I get too cranky when needles don't move. I even get very very harsh on a few people / instances that's very very wrong on my part.
4. Personal Focus for myself. I am unable to do things that I love which are building no-code applications for internal use cases & focus on BlitzScale Startup Program.

What have been your core strengths in the past 6 months, list examples of where you've seen yourself use them.

1. Energy. Giving out positive energy to ensure everyone is happy & geared up for their projects.
2. Numbers. Company MIS, day-to-day intel, etc.
3. Design. In re-branding only, but want to use it more.
4. Converting Customers. I love converting customers.
5. Solving Scalability Challenges. operations, growth, team, etc.

Peer Responses:

How would you rate the team member on "Customer Obsession"?

hi: ★★★★★

undefined: ★★★★★

hi: ★★★★★

Highlight a few instances of why you gave the team member a particular rating in "Customer Obsession"

undefined: He is constantly talking and thinking about customers. His insights have been sharp. I think this is one of the places where he has added most value.

hi: I don't think i have met anyone more obsessed with customer experience more than Mayank

How would you rate the team member on their "Bias for Action"

hi: ★★★

undefined: ★★★★★

hi: ★★★★★

Highlight a few instances of why you gave the team member a particular rating in "Bias For Action"

hi: Bias is there for action but it doesn't always translate to action/end execution. You should start maintaining a list of initiatives you want to take/have mentioned that let's start doing

this, v/s how many actually got started and executed to completion.

undefined: Always ready to act. High on energy and it transfers to other people.

hi: Not seen anything personally yet, as i have not worked very closely with mayank yet

How would you rate the team member on "Insisting on Highest Standards"

hi: ★★★

undefined: ★★★★★

hi: ★★★★★

Highlight a few instances of why you gave the team member a particular rating on "Insisting on Highest Standards".

hi: Very same as above. We have been talking of operational excellence for so long, being the interim head of ops this should have been executed long time back.

undefined: Has always given objective feedback to every team member. Will have to become measured while giving negative feedback which gets the message delivered, but he is well aware of that.

hi: Seeing the Bangalore warehouse re-furbished was the best, as the upgraded warehouse was an excellent form of Highest standards of improvement.

How would you rate the team member on "Ownership"

hi: ★★★★★

undefined: ★★★★★

hi: ★★★★★

Highlight a few instances of why you gave the team member a particular rating on "Ownership"

hi: All's good here, one feedback, own till end execution is done at-least once and then leave it to others. That sets the example for others to follow, if you leave something mid-way and expect others will pick it up from there in the first try it won't happen. And when people will see you executing they too will start themselves.

undefined: He has taken on all sorts of problem that company has needed solved.

hi: Not worked along side mayank on new project, but have seen mayank has been on his toes for the best outcome for all the projects

What should this person do differently?

hi: Mentioned above against each of the values.

undefined: - Continue to provide insights. The team greatly benefits from it. You have done change management and aligning teams quite well. - Important to see everything and yet focus on 1 thing at a time. Currently, that area has to be ops. We have good lieutenants but no generals there. - Take better care of health. Settle in. This is a long ride - Be measured in feedback. But don't hold back in the quality/quantity of the feedback.

hi: Set a half an hour slot every week to understand few challenges we face apart from the standup