10000731 S. Sriram

Employee Name : S. SriramManager's Name : Mahesh Kasbekar

Goalsheet Approval Date : 04-May-2017

KRA Category : Business
KRA Weightage : 20

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
Overview of the costing framework along with the commercial impact to the sales and operational team.	Text			Quarterly	Bi_Monthly	Monthly basis	Fortnight	Weekly	completed within the weekly framework	Costing framework and regular updates along with the commercial impact given to the sales and operational team members .Conducted regular training on the cost aspects to the new joinees.
Regular updates to the Team members for the changes in the external and internal changes	Text			Monthly	Fortnightly	Weekly basis	Twice in a week	Daily	Regularly gives updates to the team members on a daily basis	Regular updates given to the team on the external/internal factors affecting the business.

KRA Category : Process
KRA Weightage : 20

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
Product Pricing Support in terms of data simulations and recommendations in terms of high margins/Value addition	Text			Within 6 working days	Within 5 working days	Within 3 working days	Within 2 working days	within 1 working days	Pricing support workings within 24 hrs with recommendations	Product pricing recommendations to the business team is provided along with the analysis against the movement in the feedstock and co product prices.
Contract wise Profitability with tracking of the by Products price against the actual contractsbooked.	Text			Monthly basis	Fortnightly basis	Weekly basis	Twice in a week	Thrice in a week	The report is being shared with the stakeholders twice in the week	Sales contract wise profitability report along with the analysis is being sent to the stakeholders.
GST: Support in terms of business knowledge/data for the GST and to work closely with the accounts team/Consultants for the business impact and system changes.	Text			Response time: six days from the information sought from the accounts/ consultants	Response time: five days from the information sought from the accounts/ consultants	Response time: four days from the information sought from the accounts/ consultants	Response time: three days from the information sought from the accounts/consultants	Response time: two days from the information sought from the accounts/ consultants	Gst information shared with the responses immedietely	GST Support in terms of business knowledge/data provided to the consultants within the time frame.
Support in terms of safeguard data creation and Evaluation in terms of Product feasibility for NPD	Text			Response time: four days from the information sought.	Response time: three days from the information sought.	Response time: two days from the information sought.	Response time: one and half days from the information sought	Response time: 1 day from the information sought	Immediate response time	Support in terms of safeguard data creation and product feasibility for NPD are completed within the time frame.

KRA Category : Process
KRA Weightage : 20

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
Overdue Receivable Continuous Monitoring to eliminate potential write -off. Collection tracker daily	Text			15 Days with collection tracker	Ten days with collection tracker	Weekly with collection tracker	4 days with collection tracker	Daily with collection tracker	Collection tracker daily updation sent to the stakeholders	Development of collection tracker report to reduce overdue receivable which has reduced from 38 crs last year to 25 crs this year .
Supervision of the Monthly Collection Plan with Actuals. Monthly 3 Months cash flow preparation	Text			Plan within 7 working days and monitoring on a Monthly basis	Plan within 7 working days and monitoring on a Fortnightly basis	Plan within 5 working days and monitoring on a weekly basis	Plan within 4 working days and monitoring Twice in a week.	Plan within 3 working days and monitoring on a Daily basis	Collection plan submitted within 2 days from receipt of the data	Collection plan is being achieved month on month with an average of 95% and above in the current year
Supervision & Approval of the Credit notes/AR Adjustments.	Text			Every Three months	Bi_Monthly	Monthly basis	Fortnightly basis	Weekly	Weekly credit notes adjustments are done.	credit notes/adjustments are done on a regular basis .
Department Expenses/Bills verification and monitoring the expenses against the budget.	Text			Bills cleared within 3 working day and monitoring expenses on a Bi_ monthly basis	Bills cleared within 2 working day and monitoring expenses on a monthly basis	Bills cleared within 1 working day and monitoring expenses on a monthly basis	Bills cleared daily and monitoring expenses on a Fortnightly basis	Bills cleared daily and monitoring expenses on a weekly basis	Bills are cleared immedietely with the budget achievement process in place.	The operating costs are within the budget ensuring a tight budgetary control system.
Oil Purchase MIS and Logistics cost MIS	Text			3 Months	2 Months	Monthly basis	20 days	15 days	Are tracked in the month end closing process	The oil purchase MIS and logistics cost MIS are tracked during the month end closing process.
Customer credit period review	Text			To be implemented from December 2016 and tracking on a quarterly basis	To be implemented from November 2016 and tracking on a quarterly basis	To be implemented from October 2016 and tracking on a quarterly basis	To be implemented from September 30, 2016 and tracking on a quarterly basis	To be implemented from August 31, 2016 and tracking on a quarterly basis	reviewed the credit period in the customer master in the system and regularised accordingly	This year we have reviewed the credit period in the SAP master along with the transaction and the deviation has been regularised after approval from the sales head.

KRA Category : Business
KRA Weightage : 40

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
Prepare and Manage the Annual Budgeting Process by Product and Cost Analysis against previous years /Trend Analysis.	Text			By April 30 2017.	By April 15 2017.	By March 31 2017	By March 15 2017.	By March 01 2017.	Budget presention completed by 01.03.2017.	This year ABP has been independly handled by the business finance team and presented to the stakeholders and completed within the time frame.
Develop and Manage the Monthly Performance dashboards including the Tracking of Product wise contribution against Last Month with Analysis. Analysis of Product wise and Region wise Contribution trend	Text			9 working days from the receipt of the MIS from the Corporate MIS Team	8 working days from the receipt of the MIS from the Corporate MIS Team	7 working days from the receipt of the MIS from the Corporate MIS Team	6 working days from the receipt of the MIS from the Corporate MIS Team	5 working days from the receipt of the MIS from the Corporate MIS Team	Business Analysis with the presentation done within 5 days from the receipt of the data from MIS Finance.	Business analysis along with the insights into the performance was presented in the business review within the stipulated time frame.
Manage the Sales manager Gross contribution and Value addition targets vs actuals.Preparation and information support for monitoring the actuals against the targets roduct group P&L (Sales and GC Targets)	Text			October 2016 onwards and Quarterly information updations	September 2016 onwards and Quarterly information updations	August 2016 onwards and Quarterly information updations	July 31,2016 onwards and Quarterly information updations	July 15,2016 onwards and Quarterly information updations	Implemented in July 31 2017	Developed a report for tracking the sales manager wise performance and regular updates shared with the sales team.

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and Monitor the Actuals against the targets.										
Develop and Manage the Rolling SNOP P&L for greater accuracy in terms of Volumes,cost ,sales realisations and cost variances	Text			By 15th of the month	By 12th of the month	By 10th of Every Month.	By 7th of Every Month.	By 5th of Every Month.	SNOP P&L with analysis completed within 7th of every month.	Initiated the rolling SNOP P&L along with the variance analysis against budget and last month is shared in the business review presentations.
Tracking of Common Goals and abnormal expenses	Text			3 months	2 months	Monthly	25 Days	15 Days	Common goals	Abnormal expenses are tracked during the monthend closing process
Market intelligence updates on the import and export data of products (which includes the downstream products as well)	Text			Monthly import and export data with weekly updates	Monthly import and export data with weekly updates	Monthly import and export data with weekly updates	Monthly import and export data with weekly updates	Monthly import and export data with weekly updates	weekly import and export data being sent regularly	Market intelligence updates in terms of Import and export data was shared with the business team

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Rating Of Qualitative Goals

1. I feel my goals were very challenging and stretched because:
Answer:-In the current year along with my goals I had to manage and sometimes work upon the various cost simulations/cost flexibility with the operations team for cost reduction.. Moreover, I was also given an assignment for developing a conversion model for unilever.
2. I have gone the extra mile to help my colleagues/team/organization by:
Answer:-In the current year I had to independently manage the ABP Process of preparing and presenting to the business team and closing within the time frame set herein with minimum support from the corporate MIS team as they were busy with other commitments.
3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way:
Example1:-I have been always able to create and deliver the costing of the product along with the simulations and recommendations within the agreed time (Agility)
Example2:-I have been able to create a pricing mechanism report in the current year. The report is being sent to the stakeholders enabling them to get a pricing guidance for the week based on the discussions and agreed in the weekly meeting. (Innovation)
4. I have demonstrated the VVF leadership competencies (Teamwork, Customer Orientation, Result Orientation, Developing self and team, Strategic thinking, Ownership and accountability) in the following way:
Example1:-In the current year , created a template for monitoring the HUL Contracts on a periodic basis along with the cross functional teams (Team work and strategic thinking)
Example2:-In the current year, due to new team members in my team, I have been able to stretch myself to give the desired output within the time frame (Result orientation)

Individual Development Plan (WI.CHR.03 F.NO. 1)

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Employee Name	S. Sriram	Manager's name	Mahesh Kasbekar
Employee Code	10000731	**Year**	2016-2017

Please discuss your strengths and work related weaknesses with your manager and identify your training needs. Your development will happen through the following ways:

Part A: Development through Instructor led training in Classroom

No	Name of program	Faculty	Days	Please explain why the training is needed	Program completed	Comments
1	Interpersonal skills	Amit Sanas	2			
2	Advanced Communication skills(only AGM & above)	Charles Carvalho	2	It shall facilitate in improving the internal communication and able to articulate well in the presentations.	No	could not attend due to business exigencies. Plan to take it up in the current year.
3	Effective time management and execution	Amit Sanas	2			
4	Inspirational Leadership (only AGM & above)	Charles Carvalho	2			
5	Advanced Excel (only AGM & above)		2			
6	Environment Health and Safety *	EHS Team	1			
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5			
8	Training on ISO 9001 & 22000	ASHOKRAO PATIL	0.5			
9	Good Manufacturing Practices (GMP +) and cGMP	ASHOKRAO PATIL	0.5			

No						
	**					
10	Influencing skills	Internal TBD	2			
11	Strengths based team building	Charles Carvalho	1			
12	The Super Manager	Amit Sanas	1			

*Mandatory for all employees to attend this program

**Mandatory for employees working at locations covered by the certifications

If you need a program that is not mentioned above, please use the space below. Please note this program may be offered if at least 20 people request for it.

No	Topics required	No. of Days	Internal faculty name	Program Completed	Reviews
1				undefined	undefined
2					

<u>*Note: Part B and Part C are to be filled by only AGM and above employees.*</u>

Part B: Development through developmental relationships

No	Relationship	Name of leader	Number of Meetings planned	Target date	Program Completed	Reviews
1	**Coaching** through leader in own function for **functional** inputs	Gajendra Palo	2	31/Mar/2016	No	This was not planned last year.
2	**Coaching** through leader in own function for **functional** inputs	Pragnesh Buch S Kannan	2	31/Mar/2017	No	This was not planned last year.

Part C: Development through action learning projects

Project Title	Developing Customer data base to add value to business
Review date	Meeting every Thursday at 3.30 pm – 4.30 pm

Target end date	31/Mar/2017
Project scope	Capturing market size, market share on volume basis for major products. Detailed understanding of top 15 customer businesses in domestic and export markets on volume basis. Identify our products final application in customer businesses & seek upselling opportunities
Project exclusions	Nil
Project deliverables (Target at rating 3: good solid performance)	Develop a customer intelligence model for top 15 customers. Build strong business relations through improved services and enhanced business offerings
What is the employee expected to learn from this project	Customer requirements
Reviewer(s) name	Pragnesh Buch
Project Status	Completed
Project Status Comments	Projects not implemented due to cost priorities.