



Balance Score Card

THE BACK OFFICE

Getting Real About Credit Risk

TURNOVER

A centre of excellence, profitably providing the foundation to support the company's vision & brand promise. A department that supports healthy growth, minimizes risk and strives for constant innovation focusing on informed internal and external customers, without compromising the need for independence and internal controls.

NATIONAL APPROACH

Revenue Growth	Dormant Accounts	Turnover	✓	Monthly	Stimulate dormant business (> 6/12)	on-going	
	Formalization of Debtors' Growth & Risk Policy (legal analysis)	Increase Turnover / reduces risk	✓	Monthly reporting /	Analysis of legal, pre-legal & new accounts: provides gateway to drafting of debtors policy: identify opportunity / define risk appetite.	on-going	30%
	Annual Review						
	Enhanced Internal customer service :						
	(1) Internal application of new business at trader level	Internal Customers	✓	Daily	Daily feedback to sales department in terms of into internal trading to ensure better customer service for Eazi customers	01 December 2020	100%
	(2) Request Limits / Governance / Updated app's				Free the traders time by not having to deal with governance issues		
	Continued credit note & rental stops investigation		✓	Daily	Thorough investigation of customer claims and disputes reduces write-offs	ongoing	
	Simplifying new business procedures						
	Credit Card On Line Payment Development Programme	Customer Convenience	✗		Analysis has been completed of new business which highlights necessity for smarter / Eazier ways of transacting on-line	IT	0%
	On-line "Condensed" credit application transacting	Customer Convenience	✗		New Business Centre to be established - authority to be obtained	Adrienne	

Objective	Measures	Targets	Target Achieved	Quarterly Measure/Target	Initiatives	Date for completion	% Complete
Profitability	New Business Foot print	Turnover	✗		Pre-Invoicing customer visits - welcome pack with details (e-mail addresses, telephone numbers, customer payment process identification) - understand customer's processes	on-going	40%
	Positive contribution to Income Statement		✓	Quarterly	Analysis: success of new business pro-active personal contact, measurement of accounts where certain amount of "risk" taken	on-going	
	Overdue Accounts (minimize)		✓	Daily	Increased financial footprint - reduces bad debt probability	ongoing	
	Credit Notes & rental Stops	GM	✓	Monthly	Distribution to GM for system / process enhancement to minimize loss	ongoing	100%
	Bad debt provision	0,50%	✗	Monthly	Increased customer foot print		
	Minimize bad debt on foreign entities	1%	✓		End of project management - communication from site	on-going	
	Strict disablement of units: Managing end of contract hire dates to mitigate risk period						
	National Dashboard	Branches	✗	Monthly	Development of National dashboard: Assist BM' with greater understanding of new accounts, risk and opportunity, bad debt, prov for bad debt / daily cash collected as % of target, daily overdue debtors	IT Development	10%

Objective	Measures	Targets	Target Achieved	Quarterly Measure/Target	Initiatives	Date for completion	% Complete
	Establishment of:		✗				
	(i) In house pre-legal department				Speeds up recovery process	01 December 2020	40%
	(ii) In house legal department				Reduces recovery costs by 95%		
	Reduction of legal costs to collect	90% current legal costs to collect/savings	✓	Monthly	Improves efficiencies		
	Automation of credit application approval		✗	Daily	New Business Call Centre - authority to be obtained	No longer required - New Bus Centre	
	Maximising people efficiencies (to matching output to talent)	95%	✓		Allocating individual talent to the right task to enhance low-cost productivity - maximisation of time to ensure 95% optimal output	01 December 2020	80%
	Team Build		✗		Week-end fun day	01 December 2020	
	Tools: Computers & Printers				Faster tools - Obtain approval for Cappex (happier staff)	01 December 2020	0%

Objective	Measures	Targets	Target Achieved	Quarterly Measure/Target	Initiatives	Date for completion	% Complete
Cash Flow	DSO's	45 National Average	✓		Efficient management of existing processes and continuous drive to improve processes & understanding of customer's requirements		
	Overdue Percentage of Debtors (90 & 120)	2%	✓				
	Challenging the concept of Business Rescue		✓		Court Application		50%
	Cash Collection Target (finance)	10/12 months	✓		Maintaining & enhancing internal processes / footprint		
	Query Resolution	48 Hours	✓	Daily	Each department to approve customer claims pro-actively - automated information to Commercial Admin - stimulates customer payments		
	Extending footprint at customers	80%	✗	Daily	Understanding the customer before invoicing (welcome pack) and report to business	Thomas	
	Invoices raised in 48 hours	80%	✓	Daily	Invoices submitted to customers		
	Suretyship Requirements	Risk Mitigation		Daily	Risk mitigation strategy: suretyship - changing policy to extend requirement to PTY's	Ongoing	
	Eazit Enhancement	Risk Mitigation			IT Development: national account hold facility / credit limit management / internal account reporting per section targeting rep:	Ongoing	



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Scorecard 1 Year PLAN

Commercial Administration (A Centre of Excellence)

1	HISTORY	Intention to show how since turnover has doubled yet staff compliment has halved.
2	STRATEGY	Contribution to turnover growth and align with company strategy.
3	BSC	Balance score card to align with company strategy.
4	LEGAL	Legal Account collection results to remain constant to positively contribute to income statement.
5	BAD DEBT PROVISION	Collection results to remain constant to positively contribute to income statement.
6	CHALLENGES	<p>Liquidation Statistics: in DEEP BLUE - leads to rescue of companies and hence the increase in voluntary applications</p> <p>Letter of demand: Stats provided - refer to items highlighted in BLUE - impact on department capacity issues and customer relations</p> <p>Decentralization Strategy: Training & matching skill to task. Risk is negative impact on cash flow and customer relations (wrong invoicing)</p> <p>Credit Bureau - data questionable and incomplete</p> <p># 1 time users & zero spend customers - we need to understand why (stats in green)</p>
7	ANALYSIS	Quarterly indepth analysis to match results to target in balance score card.