



PAYGo PERFORM

Pre-Pilot KPI WG call



Agenda

1. **Company Indicators**
2. **Operational Performance Indicators**
3. **Timeline/Next Steps**

Company Indicators

Company indicator #1 – Sales Model

Feedback received since last WG call:

- *85% agreed with the definition, and therefore it was chosen to adopt the KPI.*
- **Other models suggested to include**
- *88% agreed with calculation.*
- *Revenue recognition is quite different of cash sales and PAYGo, which is likely to influence USD value. BUT less %*

Pre-pilot definition:

Sales model expressed as a percentage (0-100%) of revenue per sales model*

1. **Rental**
2. **Perpetual lease**
3. **Lease-to-own**
4. **Upfront sales with financing partner**
5. **Direct cash sales**

*conform with GOGLA standards

Company indicator #2 – Sales Distribution Model

Feedback received since last WG call:

- *88% agreed with the definition, and therefore it was chosen to adopt the KPI.*
- *Other models suggested to include such as B2G, sales to UN/NGO, and institutional sales.*
- *88% agreed with calculation.*

Pre-pilot definition:

Sales model expressed as a percentage (0-100%) of revenue per sales model*

1. **B2B (includes B2B, sales to UN/NGO and institutional sales)**
2. **B2C**

Company Indicators

Company indicator #3 – Geographical Area

Feedback received since last WG call:

- *62% agreed with definition and 96% with calculation, therefore this KPI was adopted.*
- *Other areas were suggested to include.*
- *Risk of reporting on the wrong area as there is not a clear cut or understanding on which country falls under which area.*

Pre-pilot definition:

Geographical areas that company is making sales in expressed as a percentage (0-100%) of revenue share per country.

The worldbank geographical area classification will be used when aggregating data and reporting on the data externally.

Company indicator #4 – Total Net Sales

Feedback received since last WG call:

- *85% agreed with the definition, and therefore it was chosen to adopt this KPI.*
- *For comparability, annual financial year should be replaced by calendar year.*
- *Repeat sales is an essential factor in all improved energy access metrics*

Pre-pilot definition:

Net total number of units sold during calendar year, discounted by returns & repossession.

AND




Expressing repeat/upgrade sales as a % of total sales in units.

Company Indicators

Company indicator #5 – Total Net Sales per Product Category

Feedback received since last WG call:

- Conform with GOGLA standards and adopt product categorizations. Check page 12 of [Sales Data Report](#).

Overall category	Solar module capacity, Watt Peak (Wp)	Categorization by services provided by product	Corresponding level of Multi-Tier Framework energy access enabled by use of product
Portable Lanterns 	0 – 1.499 Wp (indicative)	Single Light only	Enables partial Tier 1 Electricity Access to an individual person
	1.5 – 2.999 Wp (indicative)	Single Light & Mobile Charging	Enables full Tier 1 Electricity Access to at least one person and contributes to a full household
Multi-light Systems 	3 – 10.999 Wp (indicative)	Multiple Light & Mobile Charging	Enables full Tier 1 Electricity Access to at least one person up to a full household
Solar Home Systems 	11 – 20.999 Wp	SHS, Entry Level (3-4 lights, phone charging, powering radio, fan etc.)	Enables full Tier 1 Electricity Access to a household
	21 – 49.999 Wp	SHS, Basic capacity (as above plus power for TV, additional lights, appliances & extended capacity)	Enables full Tier 2 Electricity Access to a household when coupled with high-efficiency appliances
	50 – 99.999 Wp	SHS, Medium capacity (as above but with extended capacities)	Enables full Tier 2 Electricity Access to a household even using conventional appliances
	100 Wp +	SHS, Higher capacity (as above but with extended capacities)	

When companies are bundling an appliance with a contract, then it can be accounted for as revenue. However, when a company is upselling, then they cannot account for this as revenue in the different product categories.

Operational Performance Indicators

Operational indicator #1 – Average Selling Price

Feedback received since last WG call:

- *62% agreed with the definition.*
- *Suggested to look at this on a product basis.*
- *The goal of the indicator is to get a better sense of what the trend is in the industry. Therefore better to keep it as is.*

Pre-pilot definition:

Average price (in USD) of all systems sold during the calendar year for each of the sales models adopted:

1. **Rental**
2. **Perpetual lease**
3. **Lease-to-own**
4. **Upfront sales with financing partner**
5. **Direct cash sales**

Operational indicator #2 – Sales per Distribution Channel

Feedback received since last WG call:

- *58% agreed with the definition.*
- *42% in favor of revenue-based, 27% unit-based, and about 31% both.*

Pre-pilot definition:

Sales per Distribution Channel represented as a percentage of the total units sold:

1. **Agents**
2. **Wholesalers**
3. **Shops**
4. **Financial institutions**
5. **E-platforms**
6. **Governmental projects**

Operational Performance Indicators

Operational indicator #3 – Sales Point Rate

Feedback received since last WG call:

- *88% agreed with the definition. Even though some of the WG members were against it, it was therefore chosen to adopt this KPI.*
- *The period/amount of days (previously 90 days) needs to be aligned with PQ WG.*

Pre-pilot definition:

Fraction of sales points that have gone inactive over the previous X days, grouped by distribution channel:

1. Agents
2. Wholesalers
3. Shops
4. Financial institutions
5. E-platforms
6. Governmental projects

Operational indicator #4 – NPS

Feedback received since last WG call:

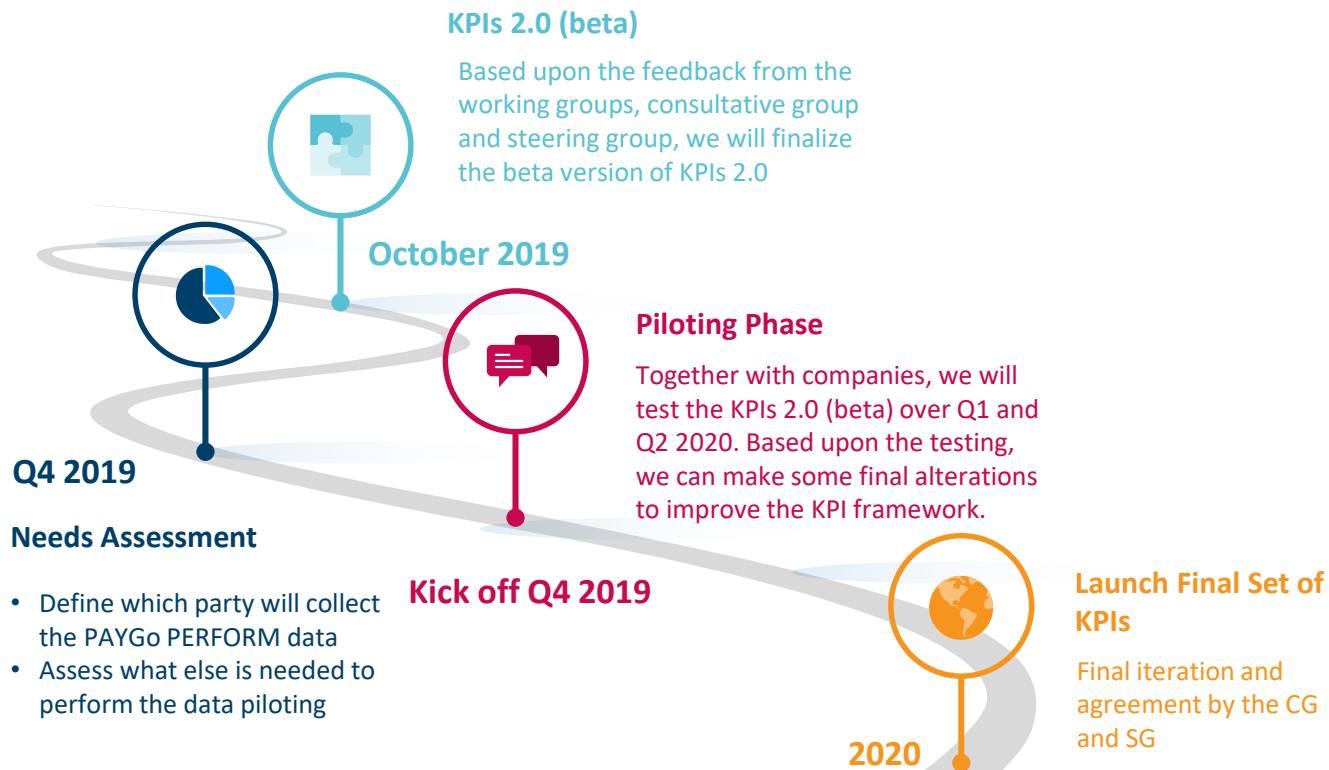
- *88% agreed with the definition.*
- *Some issues with the KPI; hard and costly to measure.*
- *Needs to be tested in pilot whether feasible.*

Pre-pilot definition:

Measures loyalty that exist between a customer and a company, based on responses to question ‘how likely is it that you would recommend our product/service to your networks’.

FX – Exposure → decided to be removed.

What's Next for PERFORM



Piloting Phase: Testing the KPI Framework with Real Time Data



- The pilot will kick off Q4 2019 and will be testing the KPI framework over a period of 6 months.
- The Steering Group Coordinators will provide Technical Assistance
- Already some peers have signed up and we invite you to also participate in the piloting phase by sending an email to paygoperform@gogla.org.

Thank you!

Contact the PAYGo PERFORM team if you
have any questions

(paygoperform@gogla.org)

