

Finance Department KPI 2024									
Area	Strategy Segment	KPI No.	HO Operating Units Both	Description		Measurement Criteria	Value out of 100%	Value out of Overall Wt %	Yearly Target
OPERATIONS (Overall weight 30%)	RESOURCES		B	Technology	Fusion ERP Rollout to International Operating Subsidiaries -100%	As per plan & cut-off date	5%	27.00%	100.00%
			B	Technology	Collection application - 100%	As per plan & cut-off date	5%		
			O	Technology	Automate Bank reconciliation - 100%	As per plan & cut-off date	3%		
			H	Technology	Fusion CX/CPQ Go-Live to all subsidiaries of SMSA Express - 100%	As per plan & cut-off date	5%		
			B	Technology	HR Systems integration with Fusion Finance - 100%	As per plan & cut-off date	5%		
			O	Technology	Fleet system Finance requirements and integration with Fusion Finance - 100%	As per plan & cut-off date	5%		
			B	Technology	Fusion ERP Stabilization - 100%	As per plan & cut-off date	2%		
			H	Technology	Fusion ERP Upgrade to meet Zakat tax and cost objectives - 100%	As per plan & cut-off date	5%		
			B	Technology	Logistaas upgrade - 100%	As per plan & cut-off date	5%		
			H	Technology	Automation of Manual/Exception Billing processes -80%	As per plan & cut-off date	5%		
			H	Technology	STAX Billing and integration with Fusion Finance - 100%	As per plan & cut-off date	5%		
			H	Technology	EBS ERP shut-down, data transfer, and cancellation of support services -100%	As per plan & cut-off date	5%		
			H	Technology	Oracle EPM procure and implement - 100%	As per plan & cut-off date	5%		
			H	Technology	Store2Door digital accounting and integration with Fusion - 100%	As per plan & cut-off date	5%		
			H	Technology	SmartShip digital accounting and integration with Fusion - 100%	As per plan & cut-off date	5%		
			H	Technology	CORE POS digital accounting and integration with Fusion - 100%	As per plan & cut-off date	5%		
			H	Technology	CORE Courier App digital accounting and integration with Fusion - 100%	As per plan & cut-off date	5%		
			H	Technology	Customer portal 1- 100%	As per plan & cut-off date	5%		
			H	Technology	Customer portal 2 - 50%	As per plan & cut-off date	5%		
			B	Technology	RPA processes: • Bank reconciliation, 50% • Custom Duty Invoicing, - 100% • AR Receipt update, - 80% • Cash sale receipt entry, - 100% • Per diem payments, - 50% • Lease vehicles vendor invoicing, - 50% • Prepayments updates in ORACLE - 50%	As per plan & cut-off date	5%	1.50%	100.00%
		KPI-3	H	Resource Optimization	Offshore (Billing Accounting Budget Preparation and Report) - By end of the year	As per Budget report	5%	1.50%	100.00%
		Total					100%	30.00%	
		Overall Weight					30%		
PEOPLE (Overall weight 10%)	RESOURCES		H	Governance	Delegation of Authority (DOA) & matrix - (To be submitted by 4th Quarter of The Year)	Document completion & DOA matrix	25%	2.50%	100.00%
			B	Succession Planning	Key department Managers succession planning - 100%	Succession plan document	25%	2.50%	100.00%
			O	Localization	To achieve localization - 25%	As per HR Man power Report	25%	2.50%	100.00%
			O	Employees	Staff Survey Results - target 75%	HR- Training report	25%	2.50%	100.00%
		Total					100%	10.00%	
		Overall Weight					10%		
FINANCE (Overall weight 60%)	MONETIZATION		O	Cost Reduction & Management	20% reduction over the previous year (measured annually)	As per Finance Report	5%	3.00%	100.00%
			O	Collection	DSO less MOH to be 92 Days (measured Quarterly)	As per Finance Report	10%	6.00%	100.00%
			O	External Audits	External Audits Interim - 9 Ms to be completed by 30/11/2024	As per Finance Report	10%	6.00%	100.00%
			O	External Audits	External Audits Annual - 12 Ms to be completed by 31/03/2025	As per Finance Report	10%	6.00%	100.00%
			O	Drivers (Revenue & Cost)	Revenue: For each service: revenue, volume, weight, yield per shipment, & yield per kg (maintain a 5 year trend)	As per Finance Report	5%	3.00%	100.00%
			O	Drivers (Revenue & Cost)	Direct Cost (Variable): Drivers for each element, e.g. linehaul cost by each route, cost, volume, weight, cost per shipment, & cost per kg e.g. logistics cost by activity, and by pallets or storage area - (By Oct - 2024)	As per Finance Report	10%	6.00%	100.00%
			O	Drivers (Revenue & Cost)	Direct Manpower (FTEs and non-FTEs): By department/Cost center: current year actual vs budget and current year vs previous year, number of employees, average cost per employee, and average cost per shipment processed	As per Finance Report	5%	3.00%	100.00%
			O	Drivers (Revenue & Cost)	Direct Vehicles: By department/cost center: Lease cost, Fuel cost, and Adhoc/spot lease cost	As per Finance Report	5%	3.00%	100.00%
			O	Drivers (Revenue & Cost)	Direct Facilities: By department/cost center: facility rent, utilities, and communication	As per Finance Report	5%	3.00%	100.00%
			O	Drivers (Revenue & Cost)	G&A: Manpower, advertisement, consultancy, legal fees, Zakat and taxes	As per Finance Report	5%	3.00%	100.00%
			O	Tax	Monthly and annual Tax (Corporate, Excise, Custom Duty, VAT, GOSI, etc.) filing compliance: Maintain Tax calendar, and update actual filing against targeted filing date. List out all inquiries from the local Tax authorities along with the responses and closure dates. List litigation issues and regularly update progress. List areas exposed as per local laws and the action plan to resolve them. Tax calendar to be forwarded along with the monthly reporting package. (Measured Quarterly)	As per Finance Report	5%	3.00%	100.00%
			O	Legal	Legal compliance - Maintain valid commercial registrations and licenses, submission of required reports to Government authorities, monitoring and maintaining vendor, rent, and customer contracts, and any other agreements.(To be monitored on Quaterly Basis)	Internal Audit	5%	3.00%	100.00%

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			B	Budget	Budget FY25 to be completed by 30/11/2024	As per Finance Report	5%	3.00%	100.00%
			B	Financial Reporting	Monthly, Quarterly, & Annual Financial Reporting (Monthly 25th, Quarterly 28th of the Following Month, Annual - Feb - 2025	As per Finance Report	5%	3.00%	100.00%
			B	Financial Objective	Demerger of Books (Wt:20%): ST, SE, SL & SS -By start of 1st Quarter	As per Finance Report	10%	6.00%	100.00%
			Total				100%	60%	
			Overall Weight						
CUSTOMERS (N/A)	MONETIZATION	N/A		N/A	N/A	N/A	0%	0.00%	N/A
			Total				0%	0.00%	
			OVERALL WEIGHT				0%		

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