

## **THE DETAILED JOB DESCRIPTION (JD) AND REMUNERATION FOR C.E.O.**

**Position:** Chief Executive Officer

**Job Code & Level:** CEO

**Experience:** Minimum of 12 Years

**Compensation:** 30 Lac Annum (20 Lac Fixed + 10 Performance Linked Pay-PLP)

### **Project Introduction**

The Govt. of Haryana intends to launch "Retail Expansion Project" by Haryana Agro Industries Corporation for opening of retail outlets for consumer goods. In this project, it is proposed to set-up 2000 retail stores/outlets across the 22 District of Haryana which will help in boosting the spirit of entrepreneurship and generating employment across the state of Haryana. These stores are proposed with ~1500 in rural areas and ~500 in urban areas and will cater to the daily (Kirana) needs of the consumers. All stores will be allotted to the candidates having domicile of the village/ward in the state of Haryana. The operations of the retail outlet will be the responsibility of the allotted to individual. IT and logistics will be handled by private vendors to ensure best deliverance. Warehousing and logistics will work through 1-2 master warehouses (Gurgaon, Karnal and Hisar) and 5-10 DCs across the state of Haryana which will enable smooth delivery of products by vendor partners at central warehouses and the Integrated IT and technology system that will enable complete visibility of end-to-end retail operations. Product mix of these stores may include consumer products from the Govt. Cooperative/organizations, leading FPOs, National Brands, FMCG Companies and MSMEs. The product mix will comprise 40-60% leading national FMCG products from brands, 20-30% products from MSMEs and 20-30% from Co-operative like Nafed/Hafed / Vita range.

### **Project Objectives**

HAICL under the Retail Expansion Project aims to facilitate the achievement of vision 'Aatma Nirbhar Bharat and Aatma Nirbhar Haryana' by making over 10,000 people self-reliant by providing them level playing field and making them reap the fruits of a growing Food & Grocery market. The focal point of this scheme is to make the people of the state of Haryana self-reliant and progressive.

**Broad objectives of the proposed Retail Expansion Project are:**

To provide an alternate channel of sales to MSMEs, FPOs, SHGs and Govt. Agencies and bring different stakeholders on a common platform by leveraging the strengths of each other

- To promote entrepreneurship
- Provide best quality products at discounted prices
- Enhance the reach of Haryana based MSME's
- Promote retail policy of Haryana and generate employment across the State
- Going forward, the organization would help generate market for innovative products across packaged consumer goods
- Enhancing manufacturing efficiency in the State

Furthermore, Retail Expansion Project will help in boosting the spirit of entrepreneurship and generating favorable employment opportunities. Through these retail outlets, Government will offer best quality products at discounted prices under State-owned brands and further the aim of Haryana Retail policy.

#### **Target Beneficiaries**

- Unemployed State Subjects
- MSMEs
- Consumers
- Govt. Co-operatives
- Other Co-operatives, FPOs, SHGs

#### **Project Strategy**

The State Government is focused on setting up a franchisee under the 'Retail Expansion Project' to sell grocery products. HAICL will leverage its manufacturing, logistic and marketing machinery to establish the franchisee and offer wide range of products with superior quality, value and transparent pricing. Through this venture, Government of Haryana expects to revitalize entrepreneurship opportunities in rural, urban and semi-urban areas of the State.

Business models for '**Retail Expansion Project**' are as proposed:

- FOFO (Franchisee owned Franchisee Operated) – Rural Locations
- FOFO (Franchisee owned Franchisee operated) – Urban Locations

**Franchisee Owned Franchisee Operated**– Rural Locations

The FOFO model will be extended in the rural parts of the state to nearly 1500 unemployed youths in the age group of 21-35 years (relaxed for ex-servicemen up to 50 years). The franchisees will be selected through an online application system based upon the eligibility parameters of franchisee policy.

Each franchisee will be provided with POS machine along-with POS application. Entire operations will be ERP/WMS based. The execution is responsibility of engaged system integrator.

Each Franchisee will be provided free logistics services at their doorstep. The logistics and warehousing services will be managed by engaged logistics service provider.

HAICL will provide all training assistance, branding and fastest moving product assortment. Store fitment will be provided by HAICL at the cost of Franchisee. HAICL has committed to provide average 10% margin to Franchisee.

#### **Overall Purpose of the Role of CEO:**

The role of the CEO/ Team leader would be to articulate the overall vision of the organization and create an eco-system of stake holders and partners which cohesively work in creating a successful business model for retail operations. The CEO will be responsible to position the retail business as a trusted, affordable and approachable destination for the residents of the state to fulfill their daily demand of essentials and non-essential items. Another critical aspect of the CEO/ team leader would be to develop a retail identity and presence across the state. Along with the same, he/ she will also be responsible for providing level playing field to Govt. Cooperatives, MSMEs, SHG, FPOs etc. through the retail expansion plan

#### **Key Responsibilities:**

- Creates an environment and culture that focuses on fulfilling the company's mission, vision, and values.
- Operational management of all business departments.
- Develops business prospects by studying economic trends and revenue opportunities; projecting acquisition and expansion prospects; analyzing organization operations; identifying opportunities for improvement, cost reduction, and systems enhancement; and accumulating capital to fund expansion.

- Ensures the company is staffed with well-trained, quality, and engaged employees at all times; works closely with the executive management team to develop effective hiring, training, and compensation plans to retain our quality talent; and leads and mentors staff, engaging and empowering them to be successful in serving customers.
- Oversees financial performance and risk profile while ensuring that all of regulatory obligations are met; manages the design and implementation of new products and services; and oversees brand development and the implementation of effective marketing strategies.
- Represents Company at important business functions, community events, industry training and events, and networking opportunities.
- Ensures quality metrics are achieved through sound business processes following regulatory agency guidelines.
- Focuses on consensus building efforts and strategic planning.
- Ensures the timely submission of month-end financial and operational reviews, contributes to the development of and participation in corporate-wide strategic planning efforts.
- Monitors company performance by measuring and analyzing results, initiating corrective actions, and minimizing the impact of variances.
- Increases revenues and income before inter-company allocations and implements operating cost controls in the areas of staffing, supplies, purchased services, etc.
- Communicates circumstances and events of operations to officers, managers and other appropriate people to keep all apprised.
- Effectively manages contract negotiations and statutory compliance.
- Updates job knowledge by remaining aware of new regulations, participating in educational opportunities, reading professional publications, maintaining personal networks, and participating in professional organizations.
- Plan, develop, implement and direct the organization's operational and fiscal function and performance.
- Act as a strategic partner by developing and implementing the company's plans and programs.
- Analyze and make recommendation on the impact of long range growth initiatives, planning, and introduction of new strategies and regulatory actions.

- Develop credibility and authority for the finance leadership team by providing accurate analysis of budgets, reports and financial trends and operational procedures to the senior executive team.
- Create, improve, implement and enforce policies and procedures of the organization that will improve operational and financial effectiveness of the company.
- Provide expert financial guidance and advice to others within executive leadership.
- Improve the planning and budgeting process on a continual basis by educating departments and key members of corporate leadership.
- Provide strategic input and leadership on decision making issues affecting the organization; specifically relating to the evaluation of potential mergers, acquisitions or partnerships.
- Work with finance team to develop a solid cash flow projection and reporting mechanism, which includes setting a minimum cash threshold to meet operating needs.
- Act as a strategic advisor and consultant offering expert advice on contracts, negotiations or business deals that the corporation may enter into.
- Evaluate company's financial, operational, and sales and marketing structures to plan for continual improvements and a continual increase of operating efficiencies.
- Mentor and interact with members of staff at all levels to foster growth and encourage development among senior executive team and all members of staff.
- Be the chief steward of the Company, ensuring the company is well positioned in the public marketplace and build relationships and credibility with outside investors to provide necessary resources to fund and grow the Company.
- Be the primary spokesperson for the Company in all interactions with the press, the financial community and the public markets.

Chief Executive Officer Qualifications/Skills:

- Corporate management
- Financial planning and strategy
- Strategic planning and vision
- Promotion of process improvement

- Forecasting
- Marketing and business development
- Budget development

### **Education, Experience, and Licensing Requirements**

- Master's degree in business, accounting, finance, or any related field
- Minimum of 12 years of management experience including extensive commercial lending/credit administration experience
- In-depth understanding of the industry including Retails, Logistic, e-commerce, Marketing, warehousing, procurement, Finance & IT for risk management, compliance, and regulatory requirements.
- In-depth understanding of accounting principles including budgeting, balance sheets, income statements, cash flow, and capital planning management
- Strategic leadership ability

### **CEO Skills & Competencies**

- **Interpersonal skills:** The CEO needs to form good relationships with other departmental heads in the organization and get significant input from them so that the strategic decisions and directions are in a streamlined manner.
- **Analytical skills:** The CEO must participate in evaluating the success of the organization in reaching its goals. He/ She must make sure that each strategic goal is measurable.
- **Strong Leadership skills:** CEO must demonstrate the leadership necessary to make the organizations mission a success. This includes providing vision direction, attracting followers, and all other aspects of successful leadership.
- **Management skills:** The CEO is responsible for creating a culture of learning to help enhance and grow the skills and abilities of employees.

### **Performance Linked Pay components (Rs. 10 Lakh)**

<b>Total PLP Amount= RS. 10 Lakhs/ Annum- Year-1</b>
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PLP Component	Head Name	Max. Quarterly Payout	Calculation's parameters / Remarks
<b>Business Growth (50%)</b>	Retail Business Growth upto 90 Cr (Qtr.-I)	125,000	Business Growth 90Cr and Above- 100% Business Growth 75 Cr. - 89 Cr. - 75% Business Growth 65 Cr. - 74 Cr. - 50% Business Growth 50 Cr.- 64 Cr. - 25% Business Growth 30 Cr-49 Cr.- 10%
	Business Growth upto 180 Cr (Qtr.-II) (90 Cr. of Quarter I and additional 90 Cr. of Quarter II)	125,000	Business Growth 180 Cr. and Above- 100% Business Growth 160 Cr. - 179 Cr. - 75% Business Growth 130 Cr. - 159 Cr. - 50% Business Growth 100 Cr.- 129 Cr. - 25% Business Growth less than 100 Cr -Nil
	Business Growth upto 270 Cr (Qtr.-III) (180 Cr. till Quarter II and additional 90 Cr. of Quarter III)	125,000	Business Growth 270 Cr. and Above- 100% Business Growth 240 Cr. - 269 Cr. - 75% Business Growth 210 Cr. - 239 Cr. - 50% Business Growth 180 Cr.- 209 Cr. - 25% Business Growth less than 180 Cr - Nil
	Business Growth upto 360 Cr (Qtr.-IV) (270 Cr. till Quarter II and additional 90 Cr. of Quarter IV)	125,000	Business Growth 360 Cr. and Above- 100% Business Growth 330 Cr. - 359 Cr. - 75% Business Growth 300 Cr. - 329 Cr. - 50% Business Growth 270 Cr.- 299 Cr. - 25% Business Growth less than 270 Cr.
<b>New Store Opening (50%)</b>	Quarter I- New Store Opening- 250  Current number of stores – Nil	125,000	No of Outlets 250 and Above- 100% No of Outlets 200-249 - 85% No of Outlets 150-199 - 75% No of Outlets 100-149-50% No of Outlets 50-99 -10%
	Quarter II- New Store Opening- additional 250 outlets than Qtr. I (250+250= 500)	125,000	No of Outlets 500 and Above- 100% No of Outlets 450-499 - 85% No of Outlets 400-449 - 75% No of Outlets 350- 399 -50% No of Outlets 300-349-10%
	Quarter III- New Store Opening- additional 250 outlets than Qtr. II (500+250= 750)	125,000	No of Outlets 750 and Above- 100% No of Outlets 700-749 - 85% No of Outlets 650-699 - 75% No of Outlets 600-649 -50% No of Outlets 550-599-10%
	Quarter IV- New Store Opening- additional 250 outlets than Qtr. III (750+250= 1000)	125,000	No of Outlets 1000 and Above- 100% No of Outlets 950-999 - 85% No of Outlets 900-949 - 75% No of Outlets 850-899 -50% No of Outlets 800-849-10%

**Total PLP Amount = Rs. 10 Lakhs/ Annum Year-2**

PLP Component	Head Name	Max. Quarterly Payout	Calculation's parameters / Remarks
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<b>Business Growth (100%)</b>	Quarter I- Business Growth i.e. quarter turnover of retail project upto 225 Cr.	2,50,000	Business Growth 225 Cr. and Above- 100% Business Growth 200 Cr.- 224 Cr. - 75% Business Growth 165 Cr.-199 Cr. - 50% Business Growth 125 Cr. - 164 Cr. - 25% Business Growth less than 125 Cr. - Nil
	Quarter II- Business Growth upto 450 Cr (225 Cr. of Quarter I and additional 225 Cr. of Quarter II)	2,50,000	Business Growth 450 Cr. and Above- 100% Business Growth 400 Cr.- 449 Cr. - 75% Business Growth 325 Cr.-399 Cr. - 50% Business Growth 225 Cr. - 324 Cr. - 25% Business Growth less than 225 Cr. - Nil
	Quarter II- Business Growth upto 675 Cr. (450 Cr. till Quarter II and additional 225 Cr. of Quarter III)	2,50,000	Business Growth 675 Cr. and Above- 100% Business Growth 600 Cr.- 224 Cr. - 75% Business Growth 485 Cr.-599 Cr. - 50% Business Growth 335 Cr. - 484 Cr. - 25% Business Growth less than 335 Cr. - Nil
	Quarter IV- Business Growth upto 900 Cr. (675 Cr. till Quarter III and additional 225 Cr. of Quarter IV)	2,50,000	Business Growth 900 Cr. and Above- 100% Business Growth 800 Cr.- 899 Cr. - 75% Business Growth 650 Cr.-799 Cr. - 50% Business Growth 450 Cr. - 649 Cr. - 25% Business Growth less than 450 Cr. - Nil
<p><b>Note</b> - The project has already been inaugurated by Hon'ble Chief Minister on 2<sup>nd</sup> Aug,2021</p> <p><b>Note</b> - Business growth will be sales to newly opened retail. Institutional sales where individual efforts of employee have ensured institutional sales</p> <p><b>Note</b> - Business growth will be quarter wise. Bonus will be released at end of each quarter. No bonus will be released if entire quarter has not completed</p>			