

KKI figures and updates, April and September 2018

No	Variables (figures by end of month)	Apr	Sep	Changes
1.	Member	8,192	8,921	9%
2.	% member with ≥ unpaid installments	0.8%	1.1%	42%
3.	Bad debt (unpaid loan >90 days)	0%	0%	0%
4.	Number of branch	6	7	17%
5.	Average loan per member (IDR million)	1.94	2.07	7%
6.	Outstanding portfolio (IDR billion)	8.0	9.2	16%
7.	Cash reserves & equivalents (IDR billion)	0.4	2.5	537%
8.	Monthly surplus (deficit) (IDR million) > Based on conservative estimation	(15)	110	838%
9.	Number of Supervisors & above level	11	7	-36%
10.	Number of HO workplace location	3	1	-67%

11. Results of restructuring (in progress, at 70%) in Finance-Accounting Division

Changes	Results
<p>> Voucher as control system is now applied.</p> <p>> Separation of Finance-Accounting role is now solid & clear.</p> <p>> Clear & higher target for team is now applied.</p> <p>> Processes were revised to be more efficient & effective.</p>	<p>1. Increased Efficiency: (a) Accounting Staff dropped from 3 to 1 (the 2 persons now do Finance + other Division's works). (b) Admin Staff dropped from 4 to 3.5 while KKI members grew.</p> <p>2. Increased effectiveness: Now all transactions in KKI is checked rigorously, with receipts & vouchers must be in place.</p> <p>3. Increased productivity: 3 previously Accounting Staffs said their productivity increased by an average of ~29%.</p> <p>4. One of combined results of 3 above points: 1st ever monthly financial statements are planned to be issued by Nov 2018.</p>

12. Results of general restructuring (in progress, at 30%) - all divisions

Changes	Results
<p>> Leadership model change: From "all Heads decides all key decisions together" to "All Heads decide for their responsibilities & discuss together whenever needed" (now only 2 Heads: Lucy leads Ops, Leonardo leads KKI overall & non-Ops).</p> <p>> Hiring mindset change: Leonardo now (a) aims to always empower & promote internal team before hiring externally & (b) no longer look to hire "star", but people that fits KKI's values & conditions.</p> <p>> Employee Evaluation (EE) is in place, measuring not just performance but also aspects on KKI values. In 2019, it'll be a basis of recruitment, promotion-demotion & bonus.</p> <p>> Standardization of working hour for supervisors & above: All mid-higher positions are now working min. 9 hours/day.</p> <p>> HO workplace locations reduced from 3 to 1.</p>	<p>1. Reduced conflicts at management level, which led to increased joy at work, better productivity & better-faster decision making.</p> <p>2. Increased Efficiency in communication & problem solving as everyone is now located in one place.</p> <p>3. Increased productivity as all mid-level people are now putting in more-but-still-healthy hours per day (not fully measured yet).</p> <p>4. Increased empowerment: Some works previously done by Managers/Supervisors are now performed well by staffs. It opens doors for their career progression.</p> <p>5. More clarity: With Employee Evaluation in place, everyone in KKI understands better what is expected from them.</p>