

OPPO Telecommunication Co., Ltd.

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TO: General Managers of Overseas Regions and Customer Service Managers of Overseas Regions

CC: Alen, Overseas Customer Service Department, Audit Department and Finance Department

Issued by: Overseas Customer Service Department Date: December 2018

Title: OPPO Overseas Customer Service System Assessment Guidance 2019

I. General Provisions

1.1 To consolidate the basic indexes of services (satisfaction and maintenance cycle), guide the transformation of overseas region services into professional and refined services;

1.2 Strictly follow the principle of "fairness, impartiality and openness" to truly reflect the actual situation of the customer service work of all agents; Fraudulence is strictly prohibited;

1.3 In 2019, the assessment focuses on two major aspects: customer satisfaction and repair speed.

II. Assessment Objects

In view of the maturity of customer service business in overseas regions and their overall management plan, all the overseas regions that have established or will soon establish customer service centers before January 1, 2019 (except for India) will be assessed in groups:

Grouping categories for assessment in each region				
Group A (Southeast Asia)	Group B (South Asia)	Group C (Middle East and Africa)	Group D (Asia Pacific)	Group E (Other Regions)
Indonesia	Myanmar	Egypt	Singapore	Japan
Vietnam	Sri Lanka	Algeria	Australia	New Zealand
Philippines	Bangladesh	Morocco	Taiwan	Russia
Malaysia	Nepal	Kenya		Kazakhstan
Thailand	Pakistan	United Arab Emirates		Regions/countries with market entry in 2018
Cambodia				

① Cambodia is temporarily listed in the observation member due to its business maturity.

② Japan, New Zealand, Russia, Kazakhstan and regions and countries with market entry in 2018 will

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not participate in the assessment for the time being due to their business maturity.

III. Assessment Plan

3.1 The full score of overseas customer service system assessment is 100, and the corresponding score is calculated according to the assessment module and used as an index to measure the overall customer service operation and service capability of each region;

3.2 In order to ensure that the assessment data can objectively reflect the actual level of customer service, the proportion of effective follow-ups for different assessment items in each countries/regions is required as follows: ① on-site repairs with the effective follow-up proportion $\geq 20\%$; ② off-site repairs with the effective follow-up proportion $\geq 5\%$; ③ effective follow-ups for a single customer service center ≥ 15 .

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Content of assessment (see attached table for the formulas to calculate scores)

Category	Assessment items	Weight (Group A)	Weight (Group B)	Weight (Group C)	Weight (Group D)
Satisfaction	Satisfaction	30%	30%	30%	30%
Repair speed	Repair speed (SBU)	$\frac{40\% \times \text{SBU}}{\text{ratio}}$	$\frac{30\% \times \text{SBU}}{\text{ratio}}$	$\frac{30\% \times \text{SBU}}{\text{ratio}}$	$\frac{30\% \times \text{SBU}}{\text{ratio}}$
	Repair speed (NSBU)	$\frac{40\% \times \text{NSBU}}{\text{ratio}}$	$\frac{30\% \times \text{NSBU}}{\text{ratio}}$	$\frac{30\% \times \text{NSBU}}{\text{ratio}}$	$\frac{30\% \times \text{NSBU}}{\text{ratio}}$
Standardization	6S+ Telephone Traffic+ Onsite Reception	10%	/	/	/
Index	Accuracy of Work Order Logging	10%	10%	10%	15%
	Basic Assessment of Technical Professionalism	/	10%	10%	10%
	Return Rate of Precious Spoiled Materials	10%	10%	10%	15%
	Inventory Management (Stocktaking + Deviation Rate of Outlets Safety Stock)	/	10%	10%	/
Complaint	Major complaints (deduction of 3 points for category A complaint and	For deduction items, please refer to OPPO Overseas Customer Complaint Management and Handling Standard_V1.0 for details			

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	deduction of 1 point for category B complaint)	
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Deduction items:

- ① Major complaints (deduction of 3 points for category A complaint and deduction of 1 point for category B complaint). Please refer to OPPO Overseas Customer Complaint Management and Handling Standard_V1.0 for details.
- ② If one or more cases of non-*Benfen* behavior are checked in some regions, please refer to the Rules on Handling Non-*Benfen* Behaviors of Overseas Customer Service Centers_V3.1, and the assessment of current month shall be handled according to passing score.

IV. Incentive Policies

The assessment policy will be trialed in February 2019. The transitional period of assessment and trial operation in the first half of year shall be temporarily exempt from rewards and penalties. After CC's follow-ups are completed, the rewards and penalties policy will be readjusted.

V. Complaints and Media Exposure

All customer service centers and retail stores must try their best to minimize the impact of the problem. If there is any problem, they need to give feedback to the Overseas Customer Service Department immediately. For media exposure events involving products, services and maintenance, the Overseas Customer Service Department shall notify the agents.

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I. Supplementary Explanation on Definition of Assessment Items in Attached Table

Category	Assessment items	Calculation Formula	Assessment criteria	Instructions
Y1 Satisfaction	Satisfaction	$X1 = \frac{\text{Satisfactory sample size} - \text{Unsatisfactory sample size}}{\text{Total sample size}} * 100$	<p>When $X1 \geq 75\%$, $Y1 = 100$;</p> <p>When $55\% < X1 < 75\%$, $Y1 = 200 * X1 - 50$;</p> <p>When $X1 \leq 55\%$, $Y1 = 60$</p>	What is your overall evaluation of the service experience? Satisfied OK Dissatisfied
Y2 Repair Speed	Repair speed - SBU	$X2^1 = \frac{\text{The sample size completed in 1 hour}}{\text{Total sample size of user surveys for on-site repair}} * 100$	<p>When $X2^1 \geq 92\%$, $Y2^1 = 100$;</p> <p>When $82\% < X2^1 < 92\%$, $Y2^1 = 400 * X2^1 - 268$;</p> <p>When $X2^1 \leq 82\%$, $Y2^1 = 60$</p>	
	Repair speed - NSBU	$X2^2 = \frac{\text{Total score for repair time in the sample of off-site repairs}}{\text{Total sample size of off-site repairs}} * 100$	$Y2^2 = X2^2$ For the specific scoring rules, please refer to the attached table, Instructions on Dealer's Score for Repair	
Y3 Standardization	Image	$X3^1 = \text{Onsite service score} * 40\%$	$Y3^1 = X3^1$ For specific scoring rules, please refer to the attached table, Service Image Scoring Table	Through CCTV management system, the videos of regional service center can be retrieved randomly (on any date) to check the image of the personnel and

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				service center and the 6S situation
	On-site reception	$X3^2 = \text{on-site reception score} * 40\%$	$Y3^2 = X3^2$ For specific scoring rules, please refer to the attached table On-site Reception Scoring Table	Video sampling will be made for checking the service standard of on-site reception; Carry out a follow-up visit to users to verify the on-site reception steps that the user feels strongly and are necessary; "Standardized Service Knowledge" spot check is carried out for front desk reception
	Telephone traffic	$X3^3 = \text{Telephone traffic score} * 20\%$	$Y3^3 = X3^3$ For specific scoring rules, please refer to the attached table Telephone Traffic Scoring Table	CC assists in dial test to check the call incoming standard of service center
Y4 Work order	Accuracy of work order logging	$X4 = \frac{\text{The total number of abnormalities of reviewed job orders}}{\text{Number of repairs on monthly basis}} * 100$	When $X4 \leq 1\%$, $Y4 = 100$; When $1\% < X4 < 5\%$, $Y4 = -1000 * X4 + 110$; When $X4 \geq 5\%$, $Y4 = 60$	Assessment point deduction will be subject to the OPPO Overseas Customer Service Center Repair Order System Management Rule V2.0, and the new version will add a

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				hardware repair order approval standard.
Y5 Technology Professionalism	Outlet assessment	$X5^1 = \frac{\text{Number of items assessed in current month} - \text{Number of items in question}}{\text{Number of items assessed in current month}} * 100$	$Y5^1 = \text{aver} [(X5^1) * 100, \text{average score of local outlets under spot check}]$	1. Headquarters pays visit during the month: Outlet assessments account for 50%, visit assessments account for 50% $Y5 = Y1 * 50\% + Y2 * 50\%$
	Visit assessment	$X5^2 = \frac{\text{The number of all the items assessed} - \text{Number of items in question}}{\text{The number of all assessed items}} * 100$	$Y5^3 = X5^3 * 100$	2; No headquarters visit during the month: The proportion of outlet assessments accounts for 100% $Y5 = Y1$ 3. For specific rules, see the document, Assessment Criteria of Technical Professionalism for Overseas Service Centers
Y6 Inventory	Stocktaking accuracy	$X6^1 = \frac{\text{The total number of firm offers}}{\text{The total number of systems}} * 100$	When $X6^1 > 100\%$, Calculate based on $(200\% - X6^1)$;	

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results			<p>When $X6^1=100\%$, $Y6^1=100$;</p> <p>When $98\% < X6^1 < 100\%$, $Y6^1=2000 * X6^1 - 1900$;</p> <p>When $X6^1 \leq 98\%$, $Y6^1=60$</p>	
	Deviation rate of safety stock	$X6^2 = \frac{\text{The absolute value of the sum of negative safety inventory variance}}{\text{Total of current inventory (irrespective of the ex-factory price in stock of \$0.001)}} * 100$	<p>When $X6^2 \leq 2\%$, $Y6^2=100$;</p> <p>When $2\% < X6^2 < 3\%$, $Y6^2=80$;</p> <p>When $X6^2 \geq 3\%$, $Y6^2=60$</p>	
Y7 Return Rate of Spoiled Materials	Return rate of warranty materials	$X7^1 = \frac{\text{The actual number of returns under warranty in the current month}}{\text{Number of warrant materials that should be returned in the current month (ex-factory price of materials} \geq \$3.00)} * 100$	<p>When $X7^1 = 100\%$, $Y7^1=100$;</p> <p>When $98\% < X7^1 < 100\%$, $Y7^1=80$;</p> <p>When $X7^1 \leq 98\%$, $Y7^1=60$</p>	<p>1. $X7^2_{max} / X7^2_{min}$ are the highest/lowest return rates of this group of countries respectively</p> <p>2. The return data shall be subject to the Salesforce system. If it is found that the return data of Salesforce is inconsistent with the spoiled materials or is maliciously counterfeited, it shall be treated as non-Benfen behavior.</p> <p>3. For specific rules,</p>
	Return rate of key non-warranty materials	$X7^2 = \frac{\text{The actual number of non-warrant key materials that have been returned in the current month}}{\text{The actual number of non-warranty key materials that should be returned in the current month}} * 100$ <p>(The quantity of materials that should be returned is the total of key non-warranty materials specified in the work order, including those taken away by the customer)</p>	<p>When $X7^2 = X7^2_{max}$, $Y7^2=100$;</p> <p>When $X7^2_{min} < X7^2 < X7^2_{max}$, $Y7^2=40 * (X7^2 - X7^2_{max}) / (X7^2_{max} - X7^2_{min})$;</p> <p>When $X7^2 = X7^2_{min}$, $Y7^2=60$</p>	

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									please refer to OPPO Spoiled Material Supervision Standard of Overseas Customer Service Center V1.0 issued by the spare parts group
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Instructions on Dealer's Score for Repair

The Repair Time and Corresponding Scores of Dealers in Each Country/Region in 2019									
Score	Country/region	100	90	80	70	60	40	25	0
Dealer's carry in service	Conventional countries/regions	Within 5 days (inclusive of the fifth day)	6 days	7 days	8 days	9 days	10 days	11 days	12 days and above
	PH, NP, LK, BD	Within 6 days (inclusive of the sixth day)	7 days	8 days	9 days	10 days	11 days	12 days	13 days and above
	DZ, EG, KE	Within 7 days (inclusive of the seventh day)	8 days	9 days	10 days	11 days	12 days	13 days	14 days and above

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