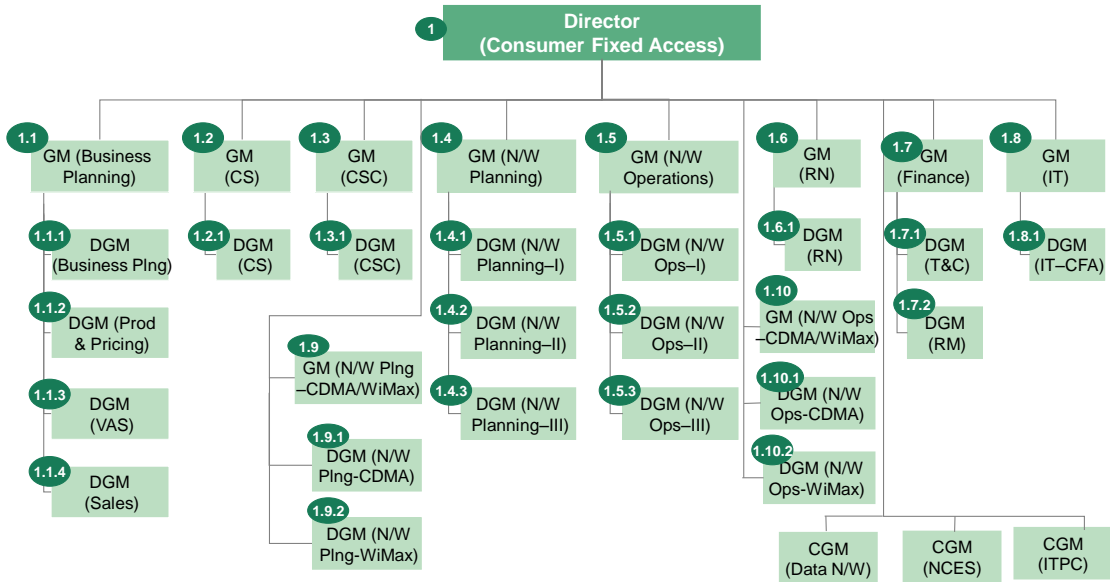


Head Office

Consumer Fixed Access

Consumer Fixed Access BU structure at HO



Amended JD – transfer of CDMA & Wimax Units en-block to CFA-11th December 2013

1. Director (Consumer Fixed Access) – CFA

Job overview	
Job title/ Designation	Director (Consumer Fixed Access) – CFA
Job objective	Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ CMD • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CFA ○ GM (Customer Service) – CFA ○ GM (Customer Service Centers) – CFA ○ GM (Network Planning) – CFA ○ GM (Network Planning-CDMA/Wi-Max) - CFA ○ GM (Network Operations) – CFA ○ GM (Network Operations- CDMA/Wi-Max) – CFA ○ GM (Rural Network) – CFA ○ GM (Finance) – CFA ○ GM (IT) – CFA ○ CGM (Data Networks) – CFA (DNW) ○ CGM (NCNGN) – CFA ○ CGM (IT Projects Circle) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Consumer Fixed Access at Circle – PGM/ GM

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Formulation of CFA business unit strategy, in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaisoning with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CFA products such as Landline, Broadband, WiMax/CDMA, IPTV, PCO and related Value Added Services (VAS) ○ Sales channel management strategy including margin structure design across products <ul style="list-style-type: none"> ▪ Landline, Broadband, WiMax/CDMA, IPTV sales force ▪ PCO sales force ▪ Setting-up and management of sales alliances (e.g., DSAs) ○ Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) ○ Network planning, expansion, upgradation and maintenance strategy for all CFA network assets, defined as <ul style="list-style-type: none"> ▪ All access media – Beyond local exchange (PSTN), Beyond DSLAM (data) ▪ All PSTN switching devices (including Level 1 TAXs) ▪ All Broadband aggregation and access devices (such as BNG, T1, T2 and beyond) ○ Network planning, expansion, upgradation and maintenance strategy for WiMax, CDMA network <ul style="list-style-type: none"> ▪ BTS- WiMax, CDMA, ▪ Switches – MSC, BSC

- IT strategy by liaising with GM (IT) – CFA
- Operationalisation of business strategy through multiple levers
- Creation of annual business plan for CFA business unit by liaising with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaising with GM (Budgeting & Financial Control) – Fin, including
 - Financial targets – overall budget (revenue, capex, opex), profitability, etc
 - Customer/ Market targets – # connections, churn, market share, ARPU, etc
 - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for Circles by liaising with Circle Heads and PGM (Corporate Planning & Monitoring) – CA
- Monitoring performance against business plan at Corporate level (by Circle) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for CFA business unit
- Liaising with Circles for smooth day-to-day operations
- Liaising with HR section for adequate staffing and training within CFA business unit
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> ● CFA revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● CFA EBITDA (Rs. Cr) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc)
Customer/ Market	<ul style="list-style-type: none"> ● Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Brand strength (based on survey) ● Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc)
Operations	<ul style="list-style-type: none"> ● Timely creation of annual business plan for CFA business unit ● Service delivery TAT (Days) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, etc) ● Network rollout status ● Network upgradation status ● Network integration status (with NGN switches) ● SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) ● Implementation status of key business unit projects
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

1.1 GM (Business Planning) – CFA

Job overview	
Job title/ Designation	GM (Business Planning) – CFA
Job objective	Articulation of overall business aspiration, strategy and business and financial plans for Consumer Fixed Access (CFA) business unit, monitoring performance against the same, designing, pricing and bundling of all fixed access products and management of all marketing & sales channels including company sales force, DSAs and alliances to drive growth of CFA business unit revenues
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Fixed Access) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Business Planning) – CFA ○ DGM (Products & Pricing) – CFA ○ DGM (VAS) – CFA ○ DGM (Sales & Marketing) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Marketing & Sales for CFA in Circles

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Articulation of overall business aspiration and strategy for CFA business unit (long-term as well as short-term), in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaisoning with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CFA products such as Landline, Broadband, WiMax/CDMA, IPTV, PCO and related Value Added Services (VAS) ○ Sales channel management strategy including margin structure design across products by liaisoning with GM (Customer Service Centers) <ul style="list-style-type: none"> ▪ Landline, Broadband, WiMax/CDMA, IPTV sales force ▪ PCO sales force ▪ Setting-up and management of sales alliances (e.g., DSAs) ○ Customer service strategy by liaisoning with GM (Customer Service) – CFA and GM (Customer Service Centers) ○ Network planning, expansion, upgradation and maintenance strategy for all CFA network assets by liaisoning with GM (Network Planning) – CFAGM (Rural Network) – CFA and GM (Network Operations) – CFA and CGM (Data Networks) – CFA <ul style="list-style-type: none"> ▪ All access media – Beyond local exchange (PSTN), Beyond DSLAM (data) ▪ All PSTN switching devices (including Level 1 TAXs) ▪ All Broadband aggregation and access devices (such as BNG, T1, T2 and beyond) ○ Network planning, expansion, upgradation and maintenance strategy for WiMax, CDMA network by liaisoning with GM (Network Planning – CDMA/WiMax) – CFA, GM (Network Operations – CDMA/WiMax) – CFA <ul style="list-style-type: none"> ▪ BTS - WiMax, CDMA ▪ Switches – MSC, BSC ○ IT strategy by liaisoning with GM (IT) – CFA • Creation of annual business plan for CFA business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaisoning with GM (Finance) – CFA, including <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # connections, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc 	

- Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA
- Monitoring performance against business plan at Corporate level (by Circle)
 - Publishing periodic MIS reports on performance
 - Sharing best practices across Circles
 - Outlining corrective actions that can be taken, if required
- Product design for CFA business unit for Landline, Broadband, WiMax/CDMA, IPTV and PCO products as well as formulation of requirements and sourcing of VAS content and applications
 - Understanding the usage pattern and needs across customer segments
 - Defining key features and value proposition of each plan
 - Including competitive benchmarking and portfolio gap analysis through inputs from research initiatives
 - Evaluating new PCO business models (like Broadband-enabled services and sale of other telecom products)
 - Setting-up alliances and tie-ups with content providers for VAS, including revenue-sharing agreements (if any)
 - Testing concepts, feasibility and potential economic benefits, including specification of requirements from other divisions
 - Evaluating product bundling opportunities within CFA business unit (eg. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc)
 - Presenting product design & innovation initiatives to senior management and/or customers
- Formulation of pricing guidelines and tariffs for all CFA products by liaisoning with GM (Finance) – CFA
 - Ensuring product profitability and regulatory compliance
 - Providing pricing guidelines to Circles
 - Development and updation of tariff Decision Support System (DSS) for CFA business unit
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc
 - Customer research as well as competitor intelligence
 - Primary and/ or secondary research
 - In-house and/ or outsourced research
- Formulation of marketing strategy for CFA business unit by liaisoning with GM (Corporate Marketing) – CA
 - Above-the-line marketing
 - TV advertisements
 - Radio advertisements
 - Print advertisements
 - Below-the-line marketing
 - Promotions
 - E-mails
 - Loyalty benefits
- Providing inputs to GM (Corporate Marketing) – CA on quantum, type, medium etc. of advertising required for CFA business unit
- Development of marketing action agenda for Circles by liaisoning with Head of Consumer Fixed Access at Circle
- Formulation of annual marketing and research budget for Head Office
 - Above-the-line marketing, below-the-line marketing and research
- Monitoring marketing spend against budget at Corporate level (by Circle)
- Management of CFA sales channels to drive growth of Landline, Broadband, WiMax/CDMA, IPTV, PCO and related VAS revenues
 - Creation of sales policy
 - Evaluation of different sales models such as ‘Own Sales team’ and ‘DSA’ model on key metrics
 - Reach – resources required for full reach
 - Extraction – new connections per person
 - Effective cost – per new connection or retention including salary, allowances, incentives, etc
 - Definition of new sales processes for adopted model

- For example defining knowledge-build, contact planning, customer visits, reporting and follow-up etc. for 'Own Sales team' model
- Designing discounts and channel commission structures
- Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate Accounts) – Fin to motivate sales force
 - Incorporating guidance from competitive benchmarking
- Setting-up and management of sales alliances, including revenue-sharing agreements (if any), including policy formulation and management of channel partners
- Documentation / EOI for various existing / new distribution channels
- Creation and monitoring of sales teams
- Design of policies related to provision of Value Added Services for CFA Business Unit
 - Content specifications
 - Delivery mechanisms
 - Partnerships
 - Pricing & billing
 - Customer care
- Design and delivery of VAS content by coordinating with external vendors & content providers
 - Design of appropriate VAS content based on market research through vendors
 - Content type
 - Content delivery
 - Forging and managing content providers to deliver against planned value added services
 - Floating and evaluating tenders in coordination with GM (Finance) – CFA
 - Forging relationships with new vendors
 - Ensuring vendors deliver against well defined SLAs
- Designing VAS tariffs and pricing plans in coordination with GM (Finance) – CFA
- Designing product bundles with VAS component
- Target-setting across sales channels
- Implementation and monitoring of Sancharsoft software
- Registration of telemarketers
- Liaisoning with Circles for smooth day-to-day operations
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> ● CFA revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● % revenue from new products (%) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
Customer/ Market	<ul style="list-style-type: none"> ● Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
Operations	<ul style="list-style-type: none"> ● Service delivery TAT (Days)

	<ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Fault resolution TAT (Hours) ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Time to market new products / plans (weeks) ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Implementation status of key business projects <ul style="list-style-type: none"> ○ Product Development ○ Sales
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

1.1.1 DGM (Business Planning) – CFA

Job overview	
Job title/ Designation	DGM (Business Strategy) – CFA
Job objective	Articulation of overall business aspiration, strategy and business and financial plans for Consumer Fixed Access (CFA) business
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Articulation of overall business aspiration and strategy for CFA business unit (long-term as well as short-term), in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaising with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CFA products such as Landline, Broadband, WiMax/CDMA, IPTV, PCO and related Value Added Services (VAS) ○ Sales channel management strategy including margin structure design across products by liaising with GM (Customer Service Centers) <ul style="list-style-type: none"> ▪ Landline, Broadband, WiMax/CDMA, IPTV sales force ▪ PCO sales force ▪ Setting-up and management of sales alliances (e.g., DSAs) ○ Customer service strategy by liaising with GM (Customer Service) – CFA and GM (Customer Service Centers) ○ Network planning, expansion, upgradation and maintenance strategy for all CFA network assets by liaising with GM (Network Planning) – CFA, GM (Network Planning – CDMA/WiMax) – CFA, GM (Rural Network) – CFA and GM (Network Operations) – CFA, GM (Network Operations – CDMA/WiMax) – CFA and CGM (Data Networks) – CFA <ul style="list-style-type: none"> ▪ All access media – Beyond local exchange (PSTN), Beyond DSLAM (data) ▪ All PSTN switching devices (including Level 1 TAXs) ▪ All Broadband aggregation and access devices (such as BNG, T1, T2 and beyond) ○ Network planning, expansion, upgradation and maintenance strategy for WiMax, CDMA network by liaising with GM (Network Planning – CDMA/WiMax) – CFA, GM (Network Operations) – CFA, GM (Network Operations – CDMA/WiMax) – CFA <ul style="list-style-type: none"> ▪ BTS- Wi-Max, CDMA ▪ Switches – MSC, BSC ○ IT strategy by liaising with GM (IT) – CFA • Creation of annual business plan for CFA business unit by liaising with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaising with GM (Finance) – CFA, including <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # connections, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Target-setting for Circles by liaising with Circle Heads and PGM (Corporate Planning & Monitoring) – CA • Incorporating recommendations from Circles based on learnings from local environment • Monitoring performance against business plan at Corporate level (by Circle) <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc

- Customer/ Market targets – # connections, churn, market share, ARPU, etc
- Operational targets – network roll-out & operations, customer service, etc
- Publishing quarterly MIS reports on business unit performance
 - Coordinating with GM (Coordination) – CA
- Sharing best practices across Circles
- Outlining corrective actions that can be taken, if required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> ● CFA revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
Customer/ Market	<ul style="list-style-type: none"> ● Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
Operations	<ul style="list-style-type: none"> ● Timely creation of annual business plan for CFA business unit ● Timely setting of targets for Circles
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

1.1.2 DGM (Products & Pricing) – CFA

Job overview	
Job title/ Designation	DGM (Products & Pricing) – CFA
Job objective	Design, pricing and bundling of all products for Consumer Fixed Access (CFA) business unit
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Product design for CFA business unit as well as formulation of requirements and sourcing of VAS content and applications <ul style="list-style-type: none"> ○ Understanding the usage pattern and needs across customer segments ○ Defining key features and value proposition of each plan ○ Including competitive benchmarking and portfolio gap analysis through inputs from research initiatives ○ Setting-up alliances and tie-ups with content providers for VAS, including revenue-sharing agreements (if any) ○ Testing concepts, feasibility and potential economic benefits, including specification of requirements from other divisions ○ Evaluating product bundling opportunities within CFA business unit (eg. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc) ○ Presenting product design & innovation initiatives to senior management and/or customers • Formulation of pricing guidelines and tariffs for all CFA products by liaising with GM (Finance) – CFA <ul style="list-style-type: none"> ○ Ensuring product profitability and regulatory compliance ○ Providing pricing guidelines to Circles ○ Development and updation of tariff Decision Support System (DSS) for CFA business unit • Design of short-term promotional schemes targeted at specific products and/ or customers • Incorporating recommendations from Circles based on learnings from local environment • Design of short-term promotional schemes targeted at specific products and/ or customers • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • % revenue from new products (%) <ul style="list-style-type: none"> ○ By product (LL, PCO, BB,WIMAX/CDMA, IPTV)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds for new products (#) <ul style="list-style-type: none"> ○ By product (LL, PCO, BB,WIMAX/CDMA, IPTV) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, PCO, BB,WIMAX/CDMA, IPTV)
Operations	<ul style="list-style-type: none"> • Time to market (weeks) <ul style="list-style-type: none"> ○ By product (LL, PCO, BB,WIMAX/CDMA, IPTV)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.1.4 DGM (Sales & Marketing) – CFA

Job overview	
Job title/ Designation	DGM (Sales & Marketing) – CFA
Job objective	Management of all Consumer Fixed Access (CFA) sales channels including company sales force, DSAs and alliances to drive growth of CFA revenues. Promotion of Consumer Fixed Access (CFA) business through marketing activities such as advertisements and promotions based on focused market research
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc <ul style="list-style-type: none"> ○ Customer research as well as competitor intelligence ○ Primary and/ or secondary research ○ In-house and/ or outsourced research • Formulation of marketing strategy for CFA business unit by liaisoning with GM (Corporate Marketing) – CA <ul style="list-style-type: none"> ○ Above-the-line marketing <ul style="list-style-type: none"> ▪ TV advertisements ▪ Radio advertisements ▪ Print advertisements ○ Below-the-line marketing <ul style="list-style-type: none"> ▪ Promotions ▪ E-mails ▪ Loyalty benefits • Providing inputs to GM (Corporate Marketing) – CA on quantum, type, medium etc. of advertising required for CFA business unit • Development of marketing action agenda for Circles by liaisoning with Head of Consumer Fixed Access at Circle • Formulation of annual marketing and research budget for Head Office <ul style="list-style-type: none"> ○ Above-the-line marketing, below-the-line marketing and research • Monitoring marketing spend against budget at Corporate level (by Circle) • Management of CFA sales channels to drive growth of Landline, Broadband, WiMax/CDMA, IPTV, PCO and related VAS revenues <ul style="list-style-type: none"> ○ Creation of sales policy ○ Evaluation of different sales models such as ‘Own Sales team’ and ‘DSA’ model on key metrics <ul style="list-style-type: none"> ▪ Reach – resources required for full reach ▪ Extraction – new connections per person ▪ Effective cost – per new connection or retention including salary, allowances, incentives, etc ○ Definition of new sales processes for adopted model <ul style="list-style-type: none"> ▪ For example defining knowledge-build, contact planning, customer visits, reporting and follow-up etc. for ‘Own Sales team’ model ○ Designing discounts and channel commission structures ○ Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate

- Accounts) – Fin to motivate sales force
 - Incorporating guidance from competitive benchmarking
 - Setting-up and management of sales alliances, including revenue-sharing agreements (if any), including policy formulation and management of channel partners
 - Documentation / EOI for various existing / new distribution channels
 - Creation and monitoring of sales teams
- Target-setting across sales channels
- Implementation and monitoring of Sancharsoft software
- Registration of telemarketers
- Liaisoning with Circles for smooth day-to-day operations
- Incorporating recommendations from Circles based on learnings from local environment
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • CFA marketing budget/ CFA revenue (%) • CFA research budget/ CFA revenue (%) • Budget adherence on marketing and research spend (Rs. Cr) • CFA revenue (Rs. Cr) – BSNL vs. market leader • By product (LL, BB,WIMAX/CDMA, IPTV, PCO)
Customer/ Market	<ul style="list-style-type: none"> • Brand strength (based on survey) • Gross adds and net adds (#) – BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO) • Market share by revenue (%) and market share by # connections (%)– BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO) • ARPU (Rs. per month) – BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO) • Customer churn (%) – BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO) • Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Timely development of marketing action agenda for CFA business unit • Timely execution of research initiatives
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.2 GM (Customer Service) – CFA

Job overview	
Job title/ Designation	GM (Customer Service) – CFA
Job objective	Management of customer service for Consumer Fixed Access (CFA) business unit including call centers and setting-up and management of online customer service support
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Fixed Access) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Customer Service) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Customer Service for CFA in Circles

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Formulation of customer service strategy for CFA business unit <ul style="list-style-type: none"> ○ Pre-sales service – products and services on offer, tariffs, feasibility, etc ○ Service delivery – following-up with network unit, updating customers, etc ○ After-sales service– fault detection, fault resolution, cross-selling, etc • Management of all CFA Call centers <ul style="list-style-type: none"> ○ Designing Service Level Agreements (SLAs) – internal and external ○ Monitoring performance against business plan at Corporate level (by Circle) ○ Tendering/ negotiating with vendors for setting-up Call centers (if required) by liaising with GM (Finance) – CFA • Setting-up and management of online customer service support for CFA business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CFA for the same ○ Tendering/ negotiating with vendors for setting-up online customer service support (if required) by liaising with GM (Finance) – Fin • Evaluating roles that CFA Call centers/ online customer service support can play in sales and retention and evaluating metrics that can be used to measure the same • Conceptualizing, designing and delivering on provisioning, billing and customer care modules of all new projects within the CFA business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CFA for the IT systems required for the same ○ Liaising with GM (Network Operations) – CFA and GM (Network Operations – CDMA/WiMAX) – CFA to ensure smooth provisioning, fault detection and correction within acceptable service levels ○ • Managing all matters related to PHA Section (policies relating to allotment of fixed telephones registered under various categories/transfers/shifting, out of turn connection, temporary connection, casual connection and transfer/shifting of existing telephone connections for fixed line phones) • Managing affairs relating to the following PHB section activities <ul style="list-style-type: none"> ○ Secraphones and scramblers. ○ Printing of telephone directories – All matters relating thereto ○ EPABX policy-suscriber owned and franchise basis ○ Policy relating to provision of telephone attachment and allotments (including by private parties) at subscriber’s premises ○ PAC cases and Audit paras relating to BSNL for items dealt in PHB ○ Court cases and arbitration case relating to telephone directories and PCOs relating to BSNL ○ Provision of telephone facilities during Elections and International Conferences

- Telecommunication arrangements in connection with visits of President, Vice President, Prime Minister, Dy. P.M. Foreign Dignitaries and important meetings
- Handling activities related to TACs, Service Telephones, MP telephones and associated matters
- Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies
- Liaisoning with Circles for smooth day-to-day operations
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> ● Budget adherence on capex (Rs. Cr) ● Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> ● Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> ● Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) ● SLA adherence for Call centers (e.g. response time, abandon rate, etc) ● SLA adherence for online customer service support (e.g. response time, etc) ● Call center roll-out status ● Online portal implementation status
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

1.2.1 DGM (Customer Service) – CFA

Job overview	
Job title/ Designation	DGM (Customer Service) – CFA
Job objective	Management of customer service for Consumer Fixed Access (CFA) business unit including call centers and setting-up and management of online customer service support
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Customer Service) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Formulation of customer service strategy for CFA business unit <ul style="list-style-type: none"> ○ Pre-sales service – products and services on offer, tariffs, feasibility, etc ○ Service delivery – following-up with network unit, updating customers, etc ○ After-sales service– fault detection, fault resolution, cross-selling, etc • Management of all CFA Call centers <ul style="list-style-type: none"> ○ Designing Service Level Agreements (SLAs) – internal and external ○ Monitoring performance against business plan at Corporate level (by Circle) ○ Tendering/ negotiating with vendors for setting-up Call centers (if required) by liaising with GM (Finance) – CFA • Setting-up and management of online customer service support for CFA business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CFA for the same ○ Tendering/ negotiating with vendors for setting-up online customer service support (if required) by liaising with GM (Finance) – Fin • Evaluating roles that CFA Call centers/ online customer service support can play in sales and retention and evaluating metrics that can be used to measure the same • Conceptualizing, designing and delivering on provisioning, billing and customer care modules of all new projects within the CFA business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CFA for the IT systems required for the same ○ Liaising with GM (Network Operations) – CFA and GM (Network Operations – CDMA/WiMax)-CFA to ensure smooth provisioning, fault detection and correction within acceptable service levels • Managing all matters related to PHA Section (policies relating to allotment of fixed telephones registered under various categories/transfers/shifting, out of turn connection, temporary connection, casual connection and transfer/shifting of existing telephone connections for fixed line phones) • Managing affairs relating to the following PHB section activities <ul style="list-style-type: none"> ○ Secraphones and scramblers. ○ Printing of telephone directories – All matters relating thereto ○ EPABX policy-suscriber owned and franchise basis ○ Policy relating to provision of telephone attachment and allotments (including by private parties) at subscriber’s premises ○ PAC cases and Audit paras relating to BSNL for items dealt in PHB ○ Court cases and arbitration case relating to telephone directories and PCOs relating to BSNL ○ Provision of telephone facilities during Elections and International Conferences ○ Telecommunication arrangements in connection with visits of President, Vice President, 	

<p>Prime Minister, Dy. P.M. Foreign Dignitaries and important meetings</p> <ul style="list-style-type: none"> • Handling activities related to TACs, Service Telephones, MP telephones and associated matters • Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) • SLA adherence for Call centers (e.g. response time, abandon rate, etc) • SLA adherence for online customer service support (e.g. response time, etc) • Call center roll-out status • Online portal implementation status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.3 GM (Customer Service Centers)

Job overview	
Job title/ Designation	GM (Customer Service Centers)
Job objective	Management of all Customer Service Centers (CSCs) from a sales and customer service perspective for Consumer Fixed Access (CFA) and Consumer Mobility (CM) business units
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Fixed Access) – CFA ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Customer Service Centers) • Indirect (functional) <ul style="list-style-type: none"> ○ DGM (Customer Service Centers) at Circles ○ DGM (Customer Service Centers) in Large Regions

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Formulation of overall strategy for CSCs by liaisoning with GM (Business Planning) – CFA, GM (Customer Service) – CFA, GM (Business Planning) – CM and GM (Customer Service) – CM <ul style="list-style-type: none"> ○ Range of products and services offered ○ Typical layout of CSCs and standardization thereof ○ Potential increase/ decrease in number of CSCs driven by business requirements ○ Guidelines on operational metrics for CSCs (e.g. staffing benchmarks) driven by the strategy ○ Design and operationalization of services to be demonstrated in CSCs (e.g. 3G) ○ Decision on outsourcing of select activities at the CSC (if required) • Target-setting for Circles by liaisoning with Heads of sales and customer service for CFA and CM business units at Head Office and Circles <ul style="list-style-type: none"> ○ Sales from CSCs – revenue, # CFA connections, # CM subscribers, etc ○ Customer Service – fault resolution TAT, Customer satisfaction, etc • Liaisoning with Circles for smooth day-to-day operations • Monitoring performance of CSCs against business plan at Corporate level (by Circle) • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Revenue (Rs. Cr) <ul style="list-style-type: none"> ○ By business unit (CFA, CM)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds for CFA and CM business units (#) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
Operations	<ul style="list-style-type: none"> • SLA adherence for CSCs • CSC roll-out status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.3.1 DGM (Customer Service Centers)

Job overview	
Job title/ Designation	DGM (Customer Service Centers)
Job objective	Management of all Customer Service Centers (CSCs) from a sales and customer service perspective for Consumer Fixed Access (CFA) and Consumer Mobility (CM) business units
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Customer Service Centers) • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Formulation of overall strategy for CSCs by liaisoning with GM (Business Planning) – CFA, GM (Customer Service) – CFA, GM (Business Planning) – CM, GM (Product, Sales & Marketing) – CM and GM (Customer Service) – CM <ul style="list-style-type: none"> ○ Range of products and services offered ○ Typical layout of CSCs and standardization thereof ○ Potential increase/ decrease in number of CSCs driven by business requirements ○ Guidelines on operational metrics for CSCs (e.g. staffing benchmarks) driven by the strategy ○ Design and operationalization of services to be demonstrated in CSCs (e.g. 3G) ○ Decision on outsourcing of select activities at the CSC (if required) • Target-setting for Circles by liaisoning with Heads of sales and customer service for CFA and CM business units at Head Office and Circles <ul style="list-style-type: none"> ○ Sales from CSCs – revenue, # CFA connections, # CM subscribers, etc ○ Customer Service – fault resolution TAT, Customer satisfaction, etc • Liaisoning with Circles for smooth day-to-day operations • Monitoring performance of CSCs against business plan at Corporate level (by Circle) • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Revenue (Rs. Cr) <ul style="list-style-type: none"> ○ By business unit (CFA, CM)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds for CFA and CM business units (#) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (LL, BB, WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
Operations	<ul style="list-style-type: none"> • SLA adherence for CSCs • CSC roll-out status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.9 GM (Network Planning – CDMA/WiMax) – CFA

Job overview	
Job title/ Designation	GM (Network Planning – CDMA/WiMax) – CFA
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Fixed Access (CFA) network assets</p> <p>Technology CDMA, WiMax (can be modified by the concerned Director)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Fixed Access) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Network Planning – CDMA) – CFA ○ DGM (Network Planning – WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Network Planning for Consumer Fixed Access at Circles

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CFA assets and mobility towers <ul style="list-style-type: none"> ○ CFA assets defined as <ul style="list-style-type: none"> ▪ WiMax, CDMA ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CFA network assets - across Circles, in line with the overall network plan • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Managing planning, implementation and roll-out of Wireless Broadband in coordination with GM (Network Planning) – CFA • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs

Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.9.1 DGM (Network Planning – CDMA) – CFA

Job overview	
Job title/ Designation	DGM (Network Planning – CDMA) – CFA
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Fixed Access(CFA) network assets Technology CDMA <i>(can be modified by the concerned GM)</i>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – CDMA/WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CFA assets and mobility towers <ul style="list-style-type: none"> ○ CFA assets defined as <ul style="list-style-type: none"> ▪ WiMax, CDMA ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CFA network assets - across Circles, in line with the overall network plan • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.9.2 DGM (Network Planning – WiMax) – CFA

Job overview	
Job title/ Designation	DGM (Network Planning – WiMax) – CFA
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Fixed Access (CFA) network assets Technology WiMax <i>(can be modified by the concerned GM)</i>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – CDMA/WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)

- Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CFA assets and mobility towers
 - CFA assets defined as
 - WiMax, CDMA
 - Switches – MSC, BSC
 - Compilation of expansion plans submitted by each Circle
 - Liaisoning with other business units for synergy
 - Pro-active evaluation, testing and adoption of new technologies, based on
 - Business needs
 - Competitor benchmarking
- Ensuring timely roll-out, upgradation and back-end integration of CFA network assets - across Circles, in line with the overall network plan
- Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration
- Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same)
- Ensuring timely delivery of required equipment and materials to the field units
- Managing planning, implementation and roll-out of Wireless Broadband in coordination with GM (Network Planning) – CFA
- Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network
- Liaisoning with Circles for smooth day-to-day operations
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.10 GM (Network Operations – CDMA/WiMax) – CFA

Job overview	
Job title/ Designation	GM (Network Operations – CDMA/WiMax) – CFA
Job objective	Maintenance of all Consumer Fixed Access (CM) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology CDMA/WiMax (can be modified by the concerned Director)
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Fixed Access) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Network Operations – CDMA) – CFA ○ DGM (Network Operations – WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Network Operations for Consumer Fixed Access at Circles

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Managing operations and maintenance of all CFA network assets within the Zone <ul style="list-style-type: none"> ○ CFA assets defined as <ul style="list-style-type: none"> ▪ WiMax, CDMA ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CFA network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CFA switches ○ Ensuring inspection of CFA business unit network assets on a periodic basis by liaisoning with CGM (Inspections) – CA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaisoning with GM (Network Planning – CDMA/WiMax) – CFA for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA)– fault detection and repair • Escalating critical delays in enterprise SD and SA to Director (Consumer Mobility) – CM and Executive Director (Core Network) – Ent • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaisoning with relevant sections for the same) • Liaisoning with GM (IT) – CM for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaisoning with Circles for smooth day-to-day operations • Managing all operational and maintenance aspects related to Wireless Broadband

- Monitoring utilization of deployed network assets at Zonal level (by Circle)
 - Results to be incorporated into overall plan for network modification and expansion
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.10.1 DGM (Network Operations – CDMA) – CFA

Job overview	
Job title/ Designation	DGM (Network Operations – CDMA) – CFA
Job objective	Maintenance of all Consumer Fixed Access (CFA) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology CDMA (can be modified by the concerned GM)
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Operations – CDMA/WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Managing operations and maintenance of all CFA network assets within the Zone <ul style="list-style-type: none"> ○ CFA assets defined as <ul style="list-style-type: none"> ▪ WiMax, CDMA ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CFA network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CFA switches ○ Ensuring inspection of CFA business unit network assets on a periodic basis by liaisoning with CGM (Inspections) – CFA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaisoning with GM (Network Planning – CDMA/WiMax) – CFA for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA)– fault detection and repair • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaisoning with relevant sections for the same) • Liaisoning with GM (IT) – CM for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaisoning with Circles for smooth day-to-day operations • Monitoring utilization of deployed network assets at Zonal level (by Circle) <ul style="list-style-type: none"> ○ Results to be incorporated into overall plan for network modification and expansion • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

1.10.2 DGM (Network Operations – WiMax) – CFA

Job overview	
Job title/ Designation	DGM (Network Operations – WiMax) – CFA
Job objective	Maintenance of all Consumer Fixed Access (CFA) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology WiMax (can be modified by the concerned GM)
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Operations – CDMA/WiMax) – CFA • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

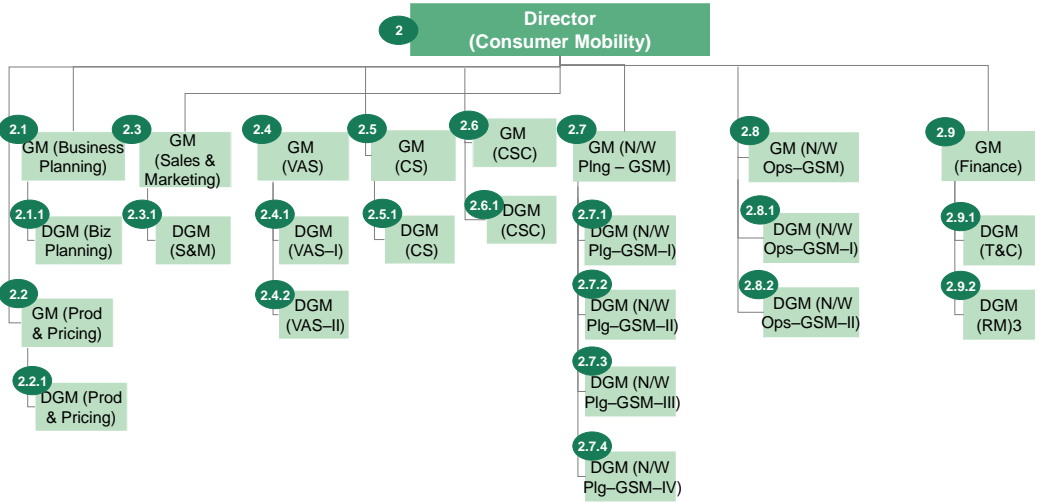
Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Managing operations and maintenance of all CM network assets within the Zone <ul style="list-style-type: none"> ○ CFA assets defined as <ul style="list-style-type: none"> ▪ WiMax, CDMA ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CFA network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CFA switches ○ Ensuring inspection of CFA business unit network assets on a periodic basis by liaising with CGM (Inspections) – CA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaising with GM (Network Planning – CDMA/WiMax) – CFA for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA)– fault detection and repair • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Managing all operational and maintenance aspects related to Wireless Broadband • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaising with relevant sections for the same) • Liaising with GM (IT) – CFA for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaising with Circles for smooth day-to-day operations • Monitoring utilization of deployed network assets at Zonal level (by Circle) <ul style="list-style-type: none"> ○ Results to be incorporated into overall plan for network modification and expansion • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely creation of financial plan for CM business unit • Timely preparation of cost quote for CM business unit assets • Timely completion of tender process <ul style="list-style-type: none"> ○ By project
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Head Office Consumer Mobility

Consumer Mobility BU structure at HO



2. Director (Consumer Mobility) – CM

Job overview	
Job title/ Designation	Director (Consumer Mobility) – CM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ CMD • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CM ○ GM (Products & Pricing) – CM ○ GM (Sales & Marketing) – CM ○ GM (VAS) – CM ○ GM (Customer Service) – CM ○ GM (Customer Service Centers) ○ GM (Network Planning – GSM) – CM ○ GM (Network Operations – GSM) – CM ○ GM (Finance) – CM ○ GM (IT) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Consumer Mobility at Circle – PGM/ GM

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Formulation of CM business unit strategy, in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaisoning with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CM products such as GSM (2G, 3G), related Value Added Services (VAS) and Roaming ○ Sales channel management strategy including margin structure design across products <ul style="list-style-type: none"> ▪ Franchisees ▪ Setting-up and management of sales alliances ○ Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) <ul style="list-style-type: none"> ▪ Management of access mechanisms – Call centers, online support, CSCs ▪ Setting-up of complaint and grievance management systems and processes ○ Network planning, expansion, upgradation and maintenance strategy for all CM network assets <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), Switches – MSC, BSC ○ IT strategy by liaisoning with GM (IT) – CM • Operationalisation of business strategy through multiple levers • Creation of annual business plan for CM business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA • Monitoring performance against business plan at Corporate level (by Circle) and taking corrective

<p>action as and when required</p> <ul style="list-style-type: none"> • Ensuring timely billing, collections and revenue assurance for CM business unit • Liaisoning with Circles for smooth day-to-day operations • Liaisoning with HR section for adequate staffing and training within CM business unit • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship
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Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • CM revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) • CM EBITDA (Rs. Cr) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Brand strength (based on survey) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc)
Operations	<ul style="list-style-type: none"> • Timely creation of annual business plan for CM business unit • # retailers covered (#) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Network rollout status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) • Implementation status of key business unit projects
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.1 GM (Business Planning) – CM

Job overview	
Job title/ Designation	GM (Business Planning) – CM
Job objective	Articulation of overall business aspiration, strategy and business and financial plans for Consumer Mobility (CM) business unit and thereafter monitoring performance against the same
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Business Planning) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Articulation of overall business aspiration and strategy for CM business unit (long-term as well as short-term), in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaisoning with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CFA products such as GSM (2G, 3G) and related Value Added Services (VAS) by liaisoning with GM (Products & Pricing) – CM, GM (Sales & Marketing) – CM and GM (VAS) – CM ○ Sales channel management strategy including margin structure design across products by liaisoning with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM <ul style="list-style-type: none"> ▪ Franchisees ▪ Setting-up and management of sales alliances ○ Customer service strategy by liaisoning with GM (Customer Service) – CM and GM (Customer Service Centers) <ul style="list-style-type: none"> ▪ Network planning, expansion, upgradation and maintenance strategy for all CM network assets by liaisoning with GM (Network Planning – GSM) – CM, GM (Network Operations – GSM) CM BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ IT strategy by liaisoning with GM (IT) – CM • Creation of annual business plan for CM business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaisoning with GM (Finance) – CM, including <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA • Monitoring performance against business plan at Corporate level (by Circle) <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Publishing quarterly MIS reports on business unit performance <ul style="list-style-type: none"> ○ Coordinating with GM (Coordination) – CA • Sharing best practices across Circles and outlining corrective actions that can be taken, if required • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely creation of annual business plan for CM business unit • Timely setting of targets for Circles • Timely review of performance and publishing of MIS reports
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.1.1 DGM (Business Planning) – CM

Job overview	
Job title/ Designation	DGM (Business Strategy) – CM
Job objective	Articulation of overall business aspiration, strategy and business and financial plans for Consumer Mobility (CM) business unit and thereafter monitoring performance against the same
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Articulation of overall business aspiration and strategy for CM business unit (long-term as well as short-term), in line with the overall company strategy <ul style="list-style-type: none"> ○ Marketing strategy by liaising with GM (Corporate Marketing) – CA ○ Product design, pricing and bundling strategy for CFA products such as GSM (2G, 3G) and related Value Added Services (VAS) by liaising with GM (Products & Pricing) – CM, GM (Sales & Marketing) – CM and GM (VAS) – CM ○ Sales channel management strategy including margin structure design across products by liaising with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM <ul style="list-style-type: none"> ▪ Franchisees ▪ Setting-up and management of sales alliances ○ Customer service strategy by liaising with GM (Customer Service) – CM and GM (Customer Service Centers) <ul style="list-style-type: none"> ▪ Network planning, expansion, upgradation and maintenance strategy for all CM network assets by liaising with GM (Network Planning – GSM) – CM, GM (Network Operations – GSM) – CM BTS – GSM (2G, 3G), Switches – MSC, BSC ○ IT strategy by liaising with GM (IT) – CM • Creation of annual business plan for CM business unit by liaising with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaising with GM (Finance) – CM, including <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Target-setting for Circles by liaising with Circle Heads and PGM (Corporate Planning & Monitoring) – CA • Monitoring performance against business plan at Corporate level (by Circle) <ul style="list-style-type: none"> ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc ○ Operational targets – network roll-out & operations, customer service, etc • Publishing quarterly MIS reports on business unit performance <ul style="list-style-type: none"> ○ Coordinating with GM (Coordination) – CA • Sharing best practices across Circles and outlining corrective actions that can be taken, if required • Liaising with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely creation of annual business plan for CM business unit • Timely setting of targets for Circles • Timely review of performance and publishing of MIS reports
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.3 GM (Sales & Marketing) – CM

Job overview	
Job title/ Designation	GM (Sales & Marketing) – CM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products and excellence in sales. Promotion of Consumer Mobility (CM) business through marketing activities such as advertisements and promotions based on focused market research
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Sales & Marketing) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc <ul style="list-style-type: none"> ○ Customer research as well as competitor intelligence ○ Primary and/ or secondary research ○ In-house and/ or outsourced research • Formulation of marketing strategy for CM business unit by liaisoning with GM (Corporate Marketing) – CA <ul style="list-style-type: none"> ○ Above-the-line marketing <ul style="list-style-type: none"> ▪ TV advertisements ▪ Radio advertisements ▪ Print advertisements ○ Below-the-line marketing <ul style="list-style-type: none"> ▪ Promotions ▪ E-mails ▪ Loyalty benefits • Providing inputs to GM (Corporate Marketing) – CA on quantum, type, medium etc. of advertising required for CM business unit • Development of marketing action agenda for Circles by liaisoning with Head of Consumer Mobility at Circle • Formulation of annual marketing and research budget for Head Office <ul style="list-style-type: none"> ○ Above-the-line marketing, below-the-line marketing and research • Monitoring marketing spend against budget at Corporate level (by Circle) • Management of CM sales channels to drive growth of GSM (2G, 3G) and related VAS revenues <ul style="list-style-type: none"> ○ Creation of sales policy ○ Evaluation of different sales models such as ‘Own Sales team’ and ‘DSA’ model on key metrics <ul style="list-style-type: none"> ▪ Reach – resources required for full reach ▪ Extraction – new connections per person ▪ Effective cost – per new connection or retention including salary, allowances, incentives, etc ○ Definition of new sales processes for adopted model <ul style="list-style-type: none"> ▪ For example defining knowledge-build, contact planning, customer visits, reporting and follow-up etc. for ‘Own Sales team’ model ○ Designing discounts and channel commission structures ○ Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate Accounts) – Fin to motivate sales force

- Incorporating guidance from competitive benchmarking
- Setting-up and management of sales alliances, including revenue-sharing agreements (if any), including policy formulation and management of channel partners
- Documentation / EOI for various existing / new distribution channels
- Creation and monitoring of sales teams
- Implementation and monitoring of Sancharsoft software
- Registration of telemarketers
- Target-setting across sales channels by liaising with GM (Business Planning) – CM
- Formulation of mobile roaming business strategy, long-term as well as short-term
 - Performing excess capacity analysis on mobility access network by liaising with GM (Network Planning – GSM) – CM
 - Pricing and product bundling strategy, including
 - Evaluating different pricing models such as cost-plus and retail-minus models
 - Adherence to regulatory guidelines
 - Collecting competitive intelligence
 - Evaluating bundling of wholesale product offering with other potential products such as Passive Infrastructure Sharing
 - Relationship management (sales) strategy with other carriers
 - Buyers from BSNL
 - Sellers to BSNL
- Target-setting for mobile roaming business by liaising with GM (Business Planning) – CM
- Bundling of Handsets with BSNL SIMs
- Liaising with Circles for smooth day-to-day operations
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> ● CM revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) ● Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) ● % revenue from new products (%) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Budget adherence on marketing and research spend (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> ● Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Time to market new product / plan (weeks) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) ● Number of mobile roaming partners (#) <ul style="list-style-type: none"> ○ Buyers by type of agreement (national-international, inter-circle-intra-circle) ○ Sellers by type of agreement (national-international, inter-circle-intra-circle) ● Mobile roaming market share by revenue (%)

	<ul style="list-style-type: none"> ○ By type of agreement (national-international, inter-circle-intra-circle) ● Mobile roaming customer satisfaction (Scale of 1 to 5) ○ By type of agreement (national-international, inter-circle-intra-circle)
Operations	<ul style="list-style-type: none"> ● # retailers covered (#) ● Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Implementation status of key business unit projects
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

2.3.1 DGM (Sales & Marketing) – CM

Job overview	
Job title/ Designation	DGM (Sales & Marketing) – CM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products and excellence in sales and marketing
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Sales & Marketing) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc <ul style="list-style-type: none"> ○ Customer research as well as competitor intelligence ○ Primary and/ or secondary research ○ In-house and/ or outsourced research • Formulation of marketing strategy for CM business unit by liaisoning with GM (Corporate Marketing) – CA <ul style="list-style-type: none"> ○ Above-the-line marketing <ul style="list-style-type: none"> ▪ TV advertisements ▪ Radio advertisements ▪ Print advertisements ○ Below-the-line marketing <ul style="list-style-type: none"> ▪ Promotions ▪ E-mails ▪ Loyalty benefits • Providing inputs to GM (Corporate Marketing) – CA on quantum, type, medium etc. of advertising required for CM business unit • Development of marketing action agenda for Circles by liaisoning with Head of Consumer Mobility at Circle • Formulation of annual marketing and research budget for Head Office <ul style="list-style-type: none"> ○ Above-the-line marketing, below-the-line marketing and research • Monitoring marketing spend against budget at Corporate level (by Circle) • Management of CM sales channels to drive growth of GSM (2G, 3G) and related VAS revenues <ul style="list-style-type: none"> ○ Creation of sales policy ○ Evaluation of different sales models such as ‘Own Sales team’ and ‘DSA’ model on key metrics <ul style="list-style-type: none"> ▪ Reach – resources required for full reach ▪ Extraction – new connections per person ▪ Effective cost – per new connection or retention including salary, allowances, incentives, etc ○ Definition of new sales processes for adopted model <ul style="list-style-type: none"> ▪ For example defining knowledge-build, contact planning, customer visits, reporting and follow-up etc. for ‘Own Sales team’ model ○ Designing discounts and channel commission structures ○ Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate Accounts) – Fin to motivate sales force <ul style="list-style-type: none"> ▪ Incorporating guidance from competitive benchmarking ○ Setting-up and management of sales alliances, including revenue-sharing agreements (if any),

- including policy formulation and management of channel partners
 - o Documentation / EOI for various existing / new distribution channels
 - o Creation and monitoring of sales teams
- Implementation and monitoring of Sancharsoft software
- Registration of telemarketers
- Target-setting across sales channels by liaising with GM (Business Planning) – CM
- Formulation of mobile roaming business strategy, long-term as well as short-term
 - o Performing excess capacity analysis on mobility access network by liaising with GM (Network Planning – GSM) – CM
 - o Pricing and product bundling strategy, including
 - Evaluating different pricing models such as cost-plus and retail-minus models
 - Adherence to regulatory guidelines
 - Collecting competitive intelligence
 - Evaluating bundling of wholesale product offering with other potential products such as Passive Infrastructure Sharing
 - o Relationship management (sales) strategy with other carriers
 - Buyers from BSNL
 - Sellers to BSNL
- Target-setting for mobile roaming business by liaising with GM (Business Planning) – CM
- Bundling of Handsets with BSNL SIMs
- Liaising with Circles for smooth day-to-day operations
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • CM revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> o By product (2G, 3G, Roaming, etc) • % revenue from new products (%) <ul style="list-style-type: none"> o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader <ul style="list-style-type: none"> o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> o By product (2G, 3G, etc) • Time to market new product / plan (weeks) <ul style="list-style-type: none"> o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> o By product (2G, 3G, Roaming, etc) • Number of mobile roaming partners (#) <ul style="list-style-type: none"> o Buyers by type of agreement (national-international, inter-circle-intra-circle) o Sellers by type of agreement (national-international, inter-circle-intra-circle) • Mobile roaming market share by revenue (%) <ul style="list-style-type: none"> o By type of agreement (national-international, inter-circle-intra-circle)

	<ul style="list-style-type: none"> • Mobile roaming customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By type of agreement (national-international, inter-circle-intra-circle)
Operations	<ul style="list-style-type: none"> • # retailers covered (#) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Implementation status of key business unit projects
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.5 GM (Customer Service) – CM

Job overview	
Job title/ Designation	GM (Customer Service) – CM
Job objective	Management of customer service for Consumer Mobility (CM) business unit including Call centers and setting-up and management of online customer service support
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Customer Service) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Customer Service for CM at Circles

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Formulation of customer service strategy for CM business unit <ul style="list-style-type: none"> ○ Pre-sales service – products and services on offer, tariffs, feasibility etc ○ Service delivery – following-up with network unit, updating customers, etc ○ After-sales service– fault resolution, cross-selling, etc • Management of all CM Call centers <ul style="list-style-type: none"> ○ Monitoring of external vendors ○ Designing Service Level Agreements (SLAs) – internal and external ○ Monitoring performance against business plan at Corporate level (by Circle) ○ Tendering/ negotiating with vendors for setting-up Call centers (if required) by liaising with GM (Finance) – CM • Setting-up and management of online customer service support for CM business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CM ○ Tendering/ negotiating with vendors for setting-up online customer service support (if required) by liaising with GM (Finance) – CM • Evaluating roles that CM Call centers/ online customer service support can play in sales and retention and evaluating metrics that can be used to measure the same • Conceptualizing, designing and delivering on provisioning, billing and customer care modules of all new projects within the CM business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CM for the IT systems required for the same ○ Liaising with GM (Network Operations – GSM) – CM and to ensure smooth provisioning, fault detection and correction within acceptable service levels • Managing all matters related to PHA Section (policies relating to allotment of mobile telephones registered under various categories/transfers/shifting, out of turn connection, temporary connection, casual connection and transfer/shifting of existing telephone connections for mobile phones) • Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies <ul style="list-style-type: none"> ○ Monitoring, CAF management, CAF verification and payment of penalties on account of non-verified CAFs • Liaising with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • SLA adherence for Call centers (e.g. response time, abandon rate, etc) • SLA adherence for online customer service support (e.g. response time, etc) • Call center roll-out status • Online portal implementation status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.5.1 DGM (Customer Service) – CM

Job overview	
Job title/ Designation	DGM (Customer Service) – CM
Job objective	Management of customer service for Consumer Mobility (CM) business unit including Call centers and setting-up and management of online customer service support
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Customer Service) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Formulation of customer service strategy for CM business unit <ul style="list-style-type: none"> ○ Pre-sales service – products and services on offer, tariffs, feasibility etc ○ Service delivery – following-up with network unit, updating customers, etc ○ After-sales service– fault resolution, cross-selling, etc • Management of all CM Call centers <ul style="list-style-type: none"> ○ Monitoring of external vendors ○ Designing Service Level Agreements (SLAs) – internal and external ○ Monitoring performance against business plan at Corporate level (by Circle) ○ Tendering/ negotiating with vendors for setting-up Call centers (if required) by liaising with GM (Finance) – CM • Setting-up and management of online customer service support for CM business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CM ○ Tendering/ negotiating with vendors for setting-up online customer service support (if required) by liaising with GM (Finance) – CM • Evaluating roles that CM Call centers/ online customer service support can play in sales and retention and evaluating metrics that can be used to measure the same • Conceptualizing, designing and delivering on provisioning, billing and customer care modules of all new projects within the CM business unit <ul style="list-style-type: none"> ○ Liaising with GM (IT) – CM for the IT systems required for the same ○ Liaising with GM (Network Operations – GSM) – CM and to ensure smooth provisioning, fault detection and correction within acceptable service levels • Managing all matters related to PHA Section (policies relating to allotment of mobile telephones registered under various categories/transfers/shifting, out of turn connection, temporary connection, casual connection and transfer/shifting of existing telephone connections for mobile phones) • Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies <ul style="list-style-type: none"> ○ Monitoring, CAF management, CAF verification and payment of penalties on account of non-verified CAFs • Liaising with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • SLA adherence for Call centers (e.g. response time, abandon rate, etc) • SLA adherence for online customer service support (e.g. response time, etc) • Call center roll-out status • Online portal implementation status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.7 GM (Network Planning – GSM) – CM

Job overview	
Job title/ Designation	GM (Network Planning – GSM) – CM
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets</p> <p>Technology GSM (can be modified by the concerned Director)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Network Planning – GSM – I) – CM ○ DGM (Network Planning – GSM – II) – CM ○ DGM (Network Planning – GSM – III) – CM ○ DGM (Network Planning – GSM – IV) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Network Planning for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management <ul style="list-style-type: none"> ○ Coordination with GM(Network Planning – CDMA/WiMax) – CFA, GM (Regulation) – CA and GM (Core Network Planning) – Ent ○ Interface with WPC and DoT • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Interaction with TRAI/DoT/C-DoT etc. for Technology related issues • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.7.1 DGM (Network Planning – GSM – I) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – GSM – I) – CM
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets</p> <p>Technology GSM</p> <p>Geography North (can be modified by the concerned GM)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management <ul style="list-style-type: none"> ○ Coordination with GM (Network Planning – CDMA/WiMax) – CFA, GM (Regulation) – CA and GM (Core Network Planning) – Ent ○ Interface with WPC and DoT • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Interaction with TRAI/DoT/C-DoT etc. for Technology related issues • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.7.2 DGM (Network Planning – GSM – II) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – GSM – II) – CM
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets</p> <p>Technology GSM</p> <p>Geography East (can be modified by the concerned GM)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management <ul style="list-style-type: none"> ○ Coordination with GM (Network Planning – CDMA/WiMax) – CFA, GM (Regulation) – CA and GM (Core Network Planning) – Ent ○ Interface with WPC and DoT • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Interaction with TRAI/DoT/C-DoT etc. for Technology related issues • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship 	

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.7.3 DGM (Network Planning – GSM – III) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – GSM – III) – CM
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets</p> <p>Technology GSM</p> <p>Geography West (can be modified by the concerned GM)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management <ul style="list-style-type: none"> ○ Coordination with GM (Network Planning – CDMA/WiMax) – CFA, GM (Regulation) – CA and GM (Core Network Planning) – Ent ○ Interface with WPC and DoT • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Interaction with TRAI/DoT/C-DoT etc. for Technology related issues • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.7.4 DGM (Network Planning – GSM – IV) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – GSM – IV) – CM
Job objective	<p>Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets</p> <p>Technology GSM</p> <p>Geography South (can be modified by the concerned GM)</p>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Planning – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Compilation of expansion plans submitted by each Circle ○ Liaisoning with other business units for synergy ○ Pro-active evaluation, testing and adoption of new technologies, based on <ul style="list-style-type: none"> ▪ Business needs ▪ Competitor benchmarking • Ensuring timely roll-out, upgradation and back-end integration of CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management <ul style="list-style-type: none"> ○ Coordination with GM (Network Planning – CDMA/WiMax) – CFA, GM (Regulation) – CA and GM (Core Network Planning) – Ent ○ Interface with WPC and DoT • Formulation of policy for engaging services of external agencies (as and when required) for network expansion, upgradation and back-integration • Engaging and monitoring centralized vendors for network upgradation, expansion, back-integration (if any) against pre-defined SLAs (liaisoning with relevant sections for the same) • Ensuring timely delivery of required equipment and materials to the field units • Liaisoning with GM (IT) – CM for IT systems and tools required in planning and roll-out of network • Interaction with TRAI/DoT/C-DoT etc. for Technology related issues • Liaisoning with Circles for smooth day-to-day operations • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation <ul style="list-style-type: none"> ○ Network roll-out status within the Zone ○ Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.8 GM (Network Operations – GSM) – CM

Job overview	
Job title/ Designation	GM (Network Operations – GSM) – CM
Job objective	Maintenance of all Consumer Mobility (CM) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology GSM (can be modified by the concerned Director)
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ Director (Consumer Mobility) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ DGM (Network Operations – GSM – I) – CM ○ DGM (Network Operations – GSM – II) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Network Operations for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Managing operations and maintenance of all CM network assets within the Zone <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches ○ Ensuring inspection of CM business unit network assets on a periodic basis by liaising with CGM (Inspections) – CA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaising with GM (Network Planning – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA) – fault detection and repair • Escalating critical delays in enterprise SD and SA to Director (Consumer Mobility) – CM and Executive Director (Core Network) – Ent • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaising with relevant sections for the same) • Liaising with GM (IT) – CM for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaising with Circles for smooth day-to-day operations • Monitoring utilization of deployed network assets at Zonal level (by Circle) <ul style="list-style-type: none"> ○ Results to be incorporated into overall plan for network modification and expansion • Development of employees to ensure continuous improvement in individual and company

<p>performance</p> <ul style="list-style-type: none"> • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.8.1 DGM (Network Operations – GSM – I) – CM

Job overview	
Job title/ Designation	DGM (Network Operations – GSM – I) – CM
Job objective	Maintenance of all Consumer Mobility (CM) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology GSM Geography North, East <i>(can be modified by the concerned GM)</i>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Operations – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Managing operations and maintenance of all CM network assets within the Zone <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches ○ Ensuring inspection of CM business unit network assets on a periodic basis by liaising with CGM (Inspections) – CA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaising with GM (Network Planning – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA)– fault detection and repair • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaising with relevant sections for the same) • Liaising with GM (IT) – CM for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaising with Circles for smooth day-to-day operations • Monitoring utilization of deployed network assets at Zonal level (by Circle) <ul style="list-style-type: none"> ○ Results to be incorporated into overall plan for network modification and expansion • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

2.8.2 DGM (Network Operations – GSM – II) – CM

Job overview	
Job title/ Designation	DGM (Network Operations – GSM – II) – CM
Job objective	Maintenance of all Consumer Mobility (CM) network assets and ensuring priority in service delivery and service assurance for enterprise customers within the business unit Technology GSM Geography South, West <i>(can be modified by the concerned GM)</i>
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Network Operations – GSM) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ To be decided • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • Managing operations and maintenance of all CM network assets within the Zone <ul style="list-style-type: none"> ○ CM assets defined as <ul style="list-style-type: none"> ▪ BTS – GSM (2G, 3G), ▪ Switches – MSC, BSC ○ Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance ○ Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches ○ Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches ○ Ensuring inspection of CM business unit network assets on a periodic basis by liaising with CGM (Inspections) – CA • Defining specifications for procurement of equipment and materials required for network maintenance (as and when required) • Liaising with GM (Network Planning – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers <ul style="list-style-type: none"> ○ Service Delivery (SD) – commissioning of projects ○ Service Assurance (SA)– fault detection and repair • Formulation of policy for engaging services of external agencies (as and when required) for network maintenance • Engaging and monitoring centralized vendors for network maintenance against pre-defined SLAs (liaising with relevant sections for the same) • Liaising with GM (IT) – CM for IT systems and tools required in Network Maintenance, Operations and Monitoring • Liaising with Circles for smooth day-to-day operations • Monitoring utilization of deployed network assets at Zonal level (by Circle) <ul style="list-style-type: none"> ○ Results to be incorporated into overall plan for network modification and expansion • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Zone • SLA adherence for enterprise customers on Service Delivery and Service Assurance within the Zone (e.g. time for project commissioning, uptime, fault resolution TAT, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees