

### Annexure I : Base Reimbursements

1. Base Reimbursement will cover travel and meal expenses incurred by Sales teams in Consumer fixed access (CFA), Consumer Mobility (CM) and Enterprise business units. This will be in lieu of TA/DA and thus no TA/DA allowance should be drawn over & above this reimbursement

#### **1.1: Base Reimbursements for Consumer Mobility (Project Vijay) sales team**


The following table gives the base reimbursements for Project Vijay channel management team member:

<b>Role</b>	<b>Reimbursement type (travel, meal, mobile)</b>	<b>Reimbursement amount / month</b>
Franchisee Manager	Travel and meal	Rs.1,800
	Mobile (if not already provided)	Rs. 500
Retailer Manager Coordinator	Travel and meal;	Rs.1,300
	Mobile (if not already provided)	Rs. 500
Retailer Manager For Visits up to 40 Kms/day avg.	Travel and meal	Rs.1,800
	Mobile (if not already provided)	Rs. 500
Retailer Manager For Visits beyond 40 Kms/day avg.	Travel and meal	Rs.2,600
	Mobile (if not already provided)	Rs. 500

Notes to above table:

1. Franchisee Manager is expected to manage up-to 2 Franchisees, and visit them every alternate day; Franchisee Manager is also expected to visit each sub-franchisee once a month
2. Retailer Manager Coordinator is expected to manage up to 15 Retailer Managers, and do 1 inspection visit per Retailer Manager per month
3. Each retailer manager is typically assigned ~200-300 retailers, depending on area/ geography, and is expected to visit each retailer ~2 times a month
4. Final decision on which category the Retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator

The base reimbursement will be paid to Franchisee Manager and Retailer Manager Coordinator upon meeting a minimum of 10% achievement on Primary sale (# of SIM and Recharge value) KPAs. The base reimbursement will be paid to Retailer Manager upon meeting a minimum of 30% achievement on no. of retailer visits done as a proportion of the total no. of retailer visits assigned. The KPA definitions for the above are provided in Annexure V.



The base reimbursement is to be provided as a lump sum every month along with the salary, against a declaration of expense by the Channel Management Team member.

### 1.2: Base Reimbursements for Consumer Fixed Access (Project Udaan)

Role	Reimbursement type (travel, meal, mobile)	Reimbursement amount / month
Sales Associate	Travel(Rs . 1000) and meal(Rs 400), Mobile (Rs.500 only for non-executive, if not already provided)	Rs.1,400 + Rs.500
Sales Team Leader	Travel, meal	Rs.1,400


Base reimbursement to be given only if Sales Associate & Sales Team Leaders achieve minimum of 10 connections in the month (for the Sales Team Leaders, it is average achievement of team).

### 1.3: Base Reimbursements for Enterprise Sales Team

Role	Reimbursement type (travel, meal, mobile)	Reimbursement amount / month
National Account Manager (NAM) / Key Account Manager (KAM)	Meal + sundry expenses	Up to Rs.1,000
National Account Manager (NAM) / Key Account Manager (KAM)	Travel (to be paid if official vehicle not provided)	Up to Rs.3000 per month in NCR, Mumbai, Chennai, Kolkata, Pune, Hyderabad, Bangalore and Ahmedabad  Up to Rs.2000 per month in other circles
National Account Manager (NAM) / Key Account Manager (KAM)	Mobile phone reimbursements	Up to Rs.500

Base reimbursement to be given only if National Account Manager (NAM) or Key Account Manager (KAM) makes atleast 5 customer visits in a month.

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## Annexure II :Facilities

### **2.1: Facilities for Sales Teams for Project Vijay**

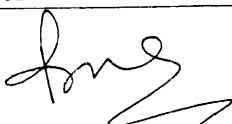
<b>Role</b>	<b>Facility</b>
SSA sales head	Office space, Desktop with broadband, GSM SIM or WLL phone (if not available)
Franchisee Manager	Office space, Desktop with broadband, GSM SIM or WLL phone (if not available)
Retailer Manager Coordinator	Office space, Desktop with broadband, GSM SIM or WLL phone (if not available)
Retailer Manager	GSM SIM / WLL phone (if not available)

### **2.2: Facilities for Sales Teams for Project Udaan**

<b>Role</b>	<b>Facility (mobile, car, desktop, laptop, data card, etc.)</b>	<b>Remarks</b>
Sales Associate	One time mobile handset reimbursement (if not already provided)	Rs.1500 / one time
Sales Associate	Sales Bag worth Rs.500 every six months (if not already provided)	Rs.500 per sales associate per six months

### **2.3: Facilities for Enterprise Sales Teams**

<b>Role</b>	<b>Facility (mobile, car, desktop, laptop, data card, etc.)</b>	<b>Duration (ongoing, 3 months, pilot period, etc.)</b>
NAMs / KAMs	Laptops with BSNL data cards and desktops (if not already provided) <ul style="list-style-type: none"> <li>• Desktops / laptops (with data cards) to be provided to all NAMs / KAMs</li> <li>• Requirement for laptops with data cards for the platinum office= Total No. of NAMs – existing desktops available</li> <li>• Requirement for laptops with data cards for the gold office= Total No. of KAMs – existing desktops available</li> </ul>	Laptops & data cards required for 100% of NAMs and 60% of KAMs
NAMs / KAMs	Monthly rental for data card provided to NAMs / KAMs	



### Annexure III : Awards

#### 3.1: Channel Management Team Awards for Project Vijay

Name of award	Level	Frequency	Amount	Basis for decision
Best Franchisee Manager	Within circle	Quarterly	Rs.3,000	Highest average score on KPAs <sup>1</sup> for Franchisee Managers
Best Retailer Manager Coordinator	Within circle	Quarterly	Rs.3,000	Highest average score on KPAs <sup>1</sup> for Retailer Manager Coordinators
Best Retailer Manager	Within SSA	Quarterly	Rs.750	Highest average score on KPAs <sup>1</sup> for Retailer Managers
Best SSA sales head (Consumer Mobility)	Within circle	Quarterly	Rs.5,000	Highest average score on KPAs <sup>1</sup> for SSA sales heads

The average score on KPAs<sup>1</sup> would be calculated as follows:

$$\text{Average score on KPAs} = \frac{\text{Score on KPA}_1 + \text{Score on KPA}_2 + \dots + \text{Score on KPA}_n}{n}$$

where, n = No. of KPA parameters defined for the CMT role.

The score on individual KPAs (KPA<sub>1</sub>, KPA<sub>2</sub>.., KPA<sub>n</sub>) would be calculated as per the following table:

Sl. No.	Category achievement <sup>1</sup> on individual KPA	Score on individual KPA
1.	No Category	0.00
2.	Category I	0.75
3.	Category II	0.90
4.	Category III	1.00
5.	Category IV	1.25

In case of a tie, the award amount may be equally split.

In order to qualify for an award, the Franchisee Manager or Retailer Manager Coordinator must meet a minimum of 10% achievement on Primary sale (# of SIM and Recharge value) KPAs. Similarly, in order to qualify for the award, the Retailer Manager must meet a minimum of 30% achievement on no. of retailer visits done as a proportion of the total no. of retailer visits assigned.

The final decision on awards at the circle level should be made by the PGM/GM (Consumer Mobility) at circle level at the end of the month, after taking into the account the average score on KPAs received from SSAs.

<sup>1</sup> Defined in Annexure V

The final decision on the awards at the SSA level should be made by the SSA head, advised by the SSA sales head (Consumer Mobility) at the end of the month, after taking into account the average score on KPAs.

These awards should be conferred on the recipients by the CGM of the circle, in a monthly ceremony.

### **3.2: Sales Team Awards for Project Udaan**

<b>Name of award</b>	<b>Level</b>	<b>Frequency</b>	<b>Amount</b>	<b>Basis for decision</b>
Best sales person	Within circle	Quarterly	Rs.5,000	Highest number of connections within circle
Best sales team	Within circle	Quarterly	Rs.25,000	Highest number of connections within circle for the whole team

In case of a tie, the award amount may be equally split. In order to qualify for an award, the sales person must achieve minimum of 10 connections in the month.

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### Annexure IV : Incentives

#### **4.1: Variable (performance-linked) Incentives for Project Vijay**

A **KPA-linked incentive** will be provided to Channel Management Team members under Project Vijay on achievement of targets on all KPAs specified.

<b>Role</b>	<b>Incentive type</b>	<b>Incentive amount/ month</b>
SSA sales head	KPA linked	Rs. 2,500
Franchisee Manager	KPA linked	Rs 2,500
Retailer Manager Coordinator	KPA linked	Rs 2,500
Retailer Manager For Visits up to 40 Kms/day avg.	KPA linked	Rs 2,500
Retailer Manager For Visits beyond 40 Kms/day avg.	KPA linked	Rs 2,500
AO (Sales/ CMTS) in charge of mobile inventory in SSA	KPA linked	Rs 2,500
SDE (sales) in charge of CAF management in SSA (if existing)	KPA linked	Rs 2,500

Guidelines to be noted regarding incentives:

1. The KPA linked incentive for SDE (sales) in charge of CAF management in SSA is only for the employee centrally responsible for all CAF management in SSA (if this post exists in the SSA); Incentive is not applicable for all SDE (sales) in the SSA
2. AO (Sales/ CMTS) is assumed to be the custodian of mobile products inventory (SIM, Recharge vouchers and CTOP-UP) in the SSA; In case more than one employee is the custodian of mobile inventory, the KPA linked incentive for AO (Sales/ CMTS) may be equally split.
3. Monthly incentive would be paid for one role only (even if, for some reason, multiple roles are being performed by the same person)
4. In case a channel management team member is on leave, the base reimbursement would proportionally be reduced by the number of days of leave.
5. The final decision on amount of KPA linked incentive applicable to a channel management team member should be made by the SSA head, advised by the SSA sales head.
6. Final decision on which category the Retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator

#### **Variable incentive – basis for payment**

The KPA linked incentive will be paid as per following table, based on category achievement on all KPA parameters specified for a particular CMT role.



Sl. No.	Category achievement	%age of KPA linked incentive to be paid
1.	At least minimum category on all KPAs (Category I)	50% of incentive (Rs.1,250)
2.	At least medium category on all KPAs (Category II)	75% of the incentive (Rs.1,875)
3.	At least achieved target on all KPAs (Category III)	100% of the incentive (Rs.2,500)
4.	At least exceeded target on all KPAs (Category IV)	150% of the incentive (Rs.3,750)

In Annexure V, KPAs are defined for each CMT role in two parts:

1. Key Performance Area (KPA) parameters
2. Definition of KPA category achieved (based on achievement on the KPA parameters defined)
3. Targets for calculating KPA achievement should be given to the channel management team five days before the beginning of the month. These targets, once communicated, should not be changed during the month for the purpose of calculating the KPA achievement

The final decision on payment of KPA-linked incentives should be made by officer nominated by the PGM/GM (Consumer Mobility) at circle and nodal officer nominated by IFA in circle at the end of the month but before the 10<sup>th</sup> of next month, after taking into the account the average score on KPAs received from SSAs. KPA-linked incentives should definitely be paid along with next month's salary.

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