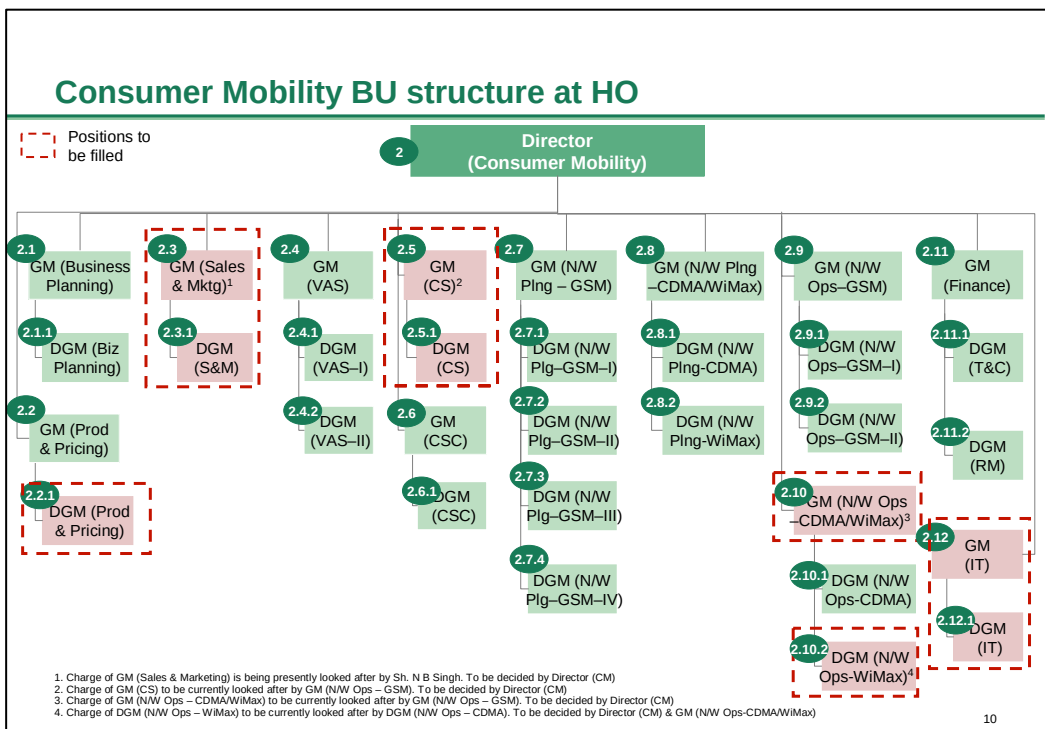


Head Office

Consumer Mobility



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	• Direct - o CMD • Indirect (functional) - o To be decided
Reporting from	• Direct - o GM (Business Planning) – CM - o GM (Products & Pricing) – CM - o GM (Sales & Marketing) – CM - o GM (VAS) – CM - o GM (Customer Service) – CM - o GM (Customer Service Centers) - o GM (Network Planning – GSM) – CM - o GM (Network Planning – CDMA/WiMax) – CM - o GM (Network Operations – GSM) – CM - o GM (Network Operations – CDMA/WiMax) – CM - o GM (Finance) – CM - o GM (IT) – CM • Indirect (functional) - o Head of Consumer Mobility at Circle – PGM/ GM

Key Responsibility Areas (KRAs)
• Formulation of CM business unit strategy, in line with the overall company strategy - o Marketing strategy by liaising with GM (Corporate Marketing) – CA - o Product design, pricing and bundling strategy for CM products such as GSM (2G, 3G), related Value Added Services (VAS) and Roaming - o Sales channel management strategy including margin structure design across products ▪ Franchisees ▪ Setting-up and management of sales alliances - o Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) ▪ Management of access mechanisms – Call centers, online support, CSCs ▪ Setting-up of complaint and grievance management systems and processes - o Network planning, expansion, upgradation and maintenance strategy for all CM network assets ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o IT strategy by liaising with PGM (Corporate IT) – CA and GM (IT) – CM • Operationalisation of business strategy through multiple levers • Creation of annual business plan for CM business unit by liaising with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including - o Financial targets – overall budget (revenue, capex, opex), profitability, etc

- o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc - o 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 action as and when required • 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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader - o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) - o By product (2G, 3G, Roaming, etc) • CM EBITDA (Rs. Cr) - o By product (2G, 3G, Roaming, etc)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader - o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader - o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • Brand strength (based on survey) • Customer satisfaction (Scale of 1 to 5) - o By product (2G, 3G, Roaming, etc)
Operations	• Timely creation of annual business plan for CM business unit • # retailers covered (#) • Fault resolution TAT (Hours) - o 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	• 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	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Business Planning) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• 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 - o Marketing strategy by liaisoning with GM (Corporate Marketing) – CA - o 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 - o Sales channel management strategy including margin structure design across products by liaisoning with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM ▪ Franchisees ▪ Setting-up and management of sales alliances - o Customer service strategy by liaisoning with GM (Customer Service) – CM and GM (Customer Service Centers) - o Network planning, expansion, upgradation and maintenance strategy for all CM network assets by liaisoning with GM (Network Planning – GSM) – CM, GM (Network Planning – CDMA/WiMax) – CM, GM (Network Operations – GSM) – CM and GM (Network Operations – CDMA/WiMax) – CM ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o IT strategy by liaisoning with PGM (Corporate IT) – CA and 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 - o Financial targets – overall budget (revenue, capex, opex), profitability, etc - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc - o 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) - o Financial targets – overall budget (revenue, capex, opex), profitability, etc - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc - o Operational targets – network roll-out & operations, customer service, etc • Publishing quarterly MIS reports on business unit performance - o 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	• Aligned with overall business unit KPIs
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

Financial	• Aligned with overall business unit KPIs
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• 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	• Direct - o GM (Business Planning) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• 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 - o Marketing strategy by liaisoning with GM (Corporate Marketing) – CA - o 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 - o Sales channel management strategy including margin structure design across products by liaisoning with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM ▪ Franchisees ▪ Setting-up and management of sales alliances - o Customer service strategy by liaisoning with GM (Customer Service) – CM and GM (Customer Service Centers) - o Network planning, expansion, upgradation and maintenance strategy for all CM network assets by liaisoning with GM (Network Planning – GSM) – CM, GM (Network Planning – CDMA/WiMax) – CM, GM (Network Operations – GSM) – CM and GM (Network Operations – CDMA/WiMax) – CM ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o IT strategy by liaisoning with PGM (Corporate IT) – CA and 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 - o Financial targets – overall budget (revenue, capex, opex), profitability, etc - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc - o 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) - o Financial targets – overall budget (revenue, capex, opex), profitability, etc - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc - o Operational targets – network roll-out & operations, customer service, etc • Publishing quarterly MIS reports on business unit performance - o 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	• Aligned with overall business unit KPIs
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

Financial	• Aligned with overall business unit KPIs
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

2.2 GM (Products & Pricing) – CM

Job overview	
Job title/ Designation	GM (Products & Pricing) – 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	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Products & Pricing) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Product design for CM business unit for GSM-2G and GSM-3G products - o Understanding the usage pattern and needs across customer segments - o Defining key features and value proposition of each plan - o Including competitive benchmarking and portfolio gap analysis through inputs from market research initiatives - o Testing concepts, feasibility and potential economic benefits, including specification of requirements from other divisions - o Evaluation of product bundling opportunities within CM business unit (eg. 2G+3G, 3G+VAS, etc) and with other business units (e.g. LL+2G, LL+3G, etc) - o Presenting product design & innovation initiatives to senior management and/or customers • Formulation of pricing guidelines for CM products by liaisoning with GM (Finance) – CM - o Ensuring product profitability and regulatory compliance - o Providing pricing guidelines to Circles - o Development and updation of tariff Decision Support System (DSS) for CM business unit • Design of short-term promotional schemes targeted at specific products and/ or customers by coordinating with GM (Corporate Marketing) – CA • Incorporating recommendations from Circles on product design, tariffs and pricing based on learnings from local environment • Fixation of tariffs for new services and revision of tariffs of existing services • 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	• CM revenue (Rs. Cr) - BSNL vs. market leader - o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) - o By product (2G, 3G, Roaming, etc) • % revenue from new products (%) - o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader - o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader - o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • Time to market new product / plan (weeks) - o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (2G, 3G, Roaming, etc)
Operations	• Implementation status of key business unit projects
Employee development	• Feedback from peers • Feedback from direct reportees

2.2.1 DGM (Products & Pricing) – CM

Job overview	
Job title/ Designation	DGM (Products & Pricing) – 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	• Direct - o GM (Products & Pricing) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Product design for CM business unit for GSM-2G and GSM-3G products - o Understanding the usage pattern and needs across customer segments - o Defining key features and value proposition of each plan - o Including competitive benchmarking and portfolio gap analysis through inputs from market research initiatives - o Testing concepts, feasibility and potential economic benefits, including specification of requirements from other divisions - o Evaluation of product bundling opportunities within CM business unit (eg. 2G+3G, 3G+VAS, etc) and with other business units (e.g. LL+2G, LL+3G, etc) - o Presenting product design & innovation initiatives to senior management and/or customers • Formulation of pricing guidelines for CM products by liaisoning with GM (Finance) – CM - o Ensuring product profitability and regulatory compliance - o Providing pricing guidelines to Circles - o Development and updation of tariff Decision Support System (DSS) for CM business unit • Design of short-term promotional schemes targeted at specific products and/ or customers by coordinating with GM (Corporate Marketing) – CA • Incorporating recommendations from Circles on product design, tariffs and pricing based on learnings from local environment • Fixation of tariffs for new services and revision of tariffs of existing services • 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	• CM revenue (Rs. Cr) - BSNL vs. market leader - o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) - o By product (2G, 3G, Roaming, etc) • % revenue from new products (%) - o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader - o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader - o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • Time to market new product / plan (weeks) - o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (2G, 3G, Roaming, etc)
Operations	• Implementation status of key business unit projects
Employee development	• 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	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Sales & Marketing) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc - o Customer research as well as competitor intelligence - o Primary and/ or secondary research - o In-house and/ or outsourced research • Formulation of marketing strategy for CM business unit by liaisoning with GM (Corporate Marketing) – CA - o Above-the-line marketing ▪ TV advertisements ▪ Radio advertisements ▪ Print advertisements - o 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 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 - o 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 - o Creation of sales policy - o 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 - o 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 - o Designing discounts and channel commission structures

- o Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate Accounts) – Fin to motivate sales force ▪ Incorporating guidance from competitive benchmarking - o 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 liaisoning 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 liaisoning with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA+WiMax) – 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 liaisoning with GM (Business Planning) – CM • Bundling of Handsets with BSNL SIMs • 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	• CM revenue (Rs. Cr) - BSNL vs. market leader - o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) - o By product (2G, 3G, Roaming, etc) • % revenue from new products (%) - o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader - o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader - o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • Time to market new product / plan (weeks) - o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (2G, 3G, Roaming, etc) • Number of mobile roaming partners (#) - 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 (%) - o By type of agreement (national-international, inter-circle-intra-circle) • Mobile roaming customer satisfaction (Scale of 1 to 5) - o By type of agreement (national-international, inter-circle-intra-circle)
Operations	• # retailers covered (#) • Fault resolution TAT (Hours) - o By product (2G, 3G, etc) • Implementation status of key business unit projects
Employee development	• 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	• Direct - o GM (Sales & Marketing) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc - o Customer research as well as competitor intelligence - o Primary and/ or secondary research - o In-house and/ or outsourced research • Formulation of marketing strategy for CM business unit by liaisoning with GM (Corporate Marketing) – CA - o Above-the-line marketing ▪ TV advertisements ▪ Radio advertisements ▪ Print advertisements - o 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 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 - o 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 - o Creation of sales policy - o 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 - o 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 - o Designing discounts and channel commission structures - o Designing sales force allowances, awards and incentives by liaisoning with GM (Corporate Accounts) – Fin to motivate sales force

▪ Incorporating guidance from competitive benchmarking - o 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 liaisoning 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 liaisoning with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA+WiMax) – 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 liaisoning with GM (Business Planning) – CM • Bundling of Handsets with BSNL SIMs • 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	• CM revenue (Rs. Cr) - BSNL vs. market leader - o By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) - o By product (2G, 3G, Roaming, etc) • % revenue from new products (%) - o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader - o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader - o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (2G, 3G, etc) • Time to market new product / plan (weeks) - o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (2G, 3G, Roaming, etc) • Number of mobile roaming partners (#) - 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 (%) - o By type of agreement (national-international, inter-circle-intra-circle) • Mobile roaming customer satisfaction (Scale of 1 to 5) - o By type of agreement (national-international, inter-circle-intra-circle)
Operations	• # retailers covered (#) • Fault resolution TAT (Hours) - o By product (2G, 3G, etc) • Implementation status of key business unit projects
Employee development	• Feedback from peers • Feedback from direct reportees

2.4 GM (VAS) – CM

Job overview	
Job title/ Designation	GM (VAS) – CM
Job objective	Management of all Consumer Mobility (CM) Value Added Services (VAS) related issues, including driving VAS revenues and managing relationships with VAS content providers and vendors
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (VAS – I) – CM - o DGM (VAS – II) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Design of policies related to provision of Value Added Services - o Content specifications - o Delivery mechanisms - o Partnerships - o Pricing & billing - o Customer care • Design and delivery of VAS content by coordinating with external vendors & content providers - o Design of appropriate VAS content based on market research through vendors ▪ Content type ▪ Content delivery - o Forging and managing content providers to deliver against planned value added services ▪ Floating and evaluating tenders in coordination with GM (Finance) – CM ▪ Forging relationships with new vendors ▪ Ensuring vendors deliver against well defined SLAs • Designing VAS tariffs and pricing plans in coordination with GM (Finance) – CM • Designing product bundles with VAS component in coordination with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM • Overseeing provisioning of value added services in BSNL's network through various platforms such as SMS, IVR, GPRS etc. on revenue sharing and franchisee basis • 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	• VAS revenue (Rs. Cr) - BSNL vs. market leader
Customer/ Market	• Gross adds and net adds (#) for VAS services - BSNL vs. market leader - o By type of VAS • ARPU (Rs. per month) from VAS - BSNL vs. market leader - o By type of VAS

	• Customer churn (%) - BSNL vs. market leader - o By type of VAS • Customer satisfaction (Scale of 1 to 5)
Operations	• Time to market a VAS service (weeks)
Employee development	• Feedback from peers • Feedback from direct reportees

2.4.1 DGM (VAS – I) – CM

Job overview	
Job title/ Designation	DGM (VAS – I) – CM
Job objective	Management of all Consumer Mobility (CM) Value Added Services (VAS) related issues, including driving VAS revenues and managing relationships with VAS content providers and vendors
Reporting to	• Direct - o GM (VAS) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Design of policies related to provision of Value Added Services - o Content specifications - o Delivery mechanisms - o Partnerships - o Pricing & billing - o Customer care • Design and delivery of VAS content by coordinating with external vendors & content providers - o Design of appropriate VAS content based on market research through vendors ▪ Content type ▪ Content delivery - o Forging and managing content providers to deliver against planned value added services ▪ Floating and evaluating tenders in coordination with GM (Finance) – CM ▪ Forging relationships with new vendors ▪ Ensuring vendors deliver against well defined SLAs • Designing VAS tariffs and pricing plans in coordination with GM (Finance) – CM • Designing product bundles with VAS component in coordination with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM • Overseeing provisioning of value added services in BSNL's network through various platforms such as SMS, IVR, GPRS etc. on revenue sharing and franchisee basis • 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	• VAS revenue (Rs. Cr) - BSNL vs. market leader
Customer/ Market	• Gross adds and net adds (#) for VAS services - BSNL vs. market leader - o By type of VAS • ARPU (Rs. per month) from VAS - BSNL vs. market leader - o By type of VAS • Customer churn (%) - BSNL vs. market leader

	- o By type of VAS • Customer satisfaction (Scale of 1 to 5)
Operations	• Time to market a VAS service (weeks)
Employee development	• Feedback from peers • Feedback from direct reportees

2.4.2 DGM (VAS – II) – CM

Job overview	
Job title/ Designation	DGM (VAS – II) – CM
Job objective	Management of all Consumer Mobility (CM) Value Added Services (VAS) related issues, including driving VAS revenues and managing relationships with VAS content providers and vendors
Reporting to	• Direct - o GM (VAS) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Design of policies related to provision of Value Added Services - o Content specifications - o Delivery mechanisms - o Partnerships - o Pricing & billing - o Customer care • Design and delivery of VAS content by coordinating with external vendors & content providers - o Design of appropriate VAS content based on market research through vendors ▪ Content type ▪ Content delivery - o Forging and managing content providers to deliver against planned value added services ▪ Floating and evaluating tenders in coordination with GM (Finance) – CM ▪ Forging relationships with new vendors ▪ Ensuring vendors deliver against well defined SLAs • Designing VAS tariffs and pricing plans in coordination with GM (Finance) – CM • Designing product bundles with VAS component in coordination with GM (Products & Pricing) – CM and GM (Sales & Marketing) – CM • Overseeing provisioning of value added services in BSNL's network through various platforms such as SMS, IVR, GPRS etc. on revenue sharing and franchisee basis • 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	• VAS revenue (Rs. Cr) - BSNL vs. market leader
Customer/ Market	• Gross adds and net adds (#) for VAS services - BSNL vs. market leader - o By type of VAS • ARPU (Rs. per month) from VAS - BSNL vs. market leader - o By type of VAS • Customer churn (%) - BSNL vs. market leader

	- o By type of VAS • Customer satisfaction (Scale of 1 to 5)
Operations	• Time to market a VAS service (weeks)
Employee development	• 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	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Customer Service) – CM • Indirect (functional) - o Head of Customer Service for CM at Circles

Key Responsibility Areas (KRAs)
• Formulation of customer service strategy for CM business unit - o Pre-sales service – products and services on offer, tariffs, feasibility etc - o Service delivery – following-up with network unit, updating customers, etc - o After-sales service– fault resolution, cross-selling, etc • Management of all CM Call centers - o Monitoring of external vendors - o Designing Service Level Agreements (SLAs) – internal and external - o Monitoring performance against business plan at Corporate level (by Circle) - o 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 - o Liaising with PGM (Corporate IT) – CA and GM (IT) – CM - o 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 - o Liaising with PGM (Corporate IT) – CA and GM (IT) – CM for the IT systems required for the same - o Liaising with GM (Network Operations) – CM 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) • Managing affairs relating to the following PHB section activities - o Policy relating to provision of telephone attachment and allotments (including by private parties) at subscriber's premises - o Provision of telephone facilities during Elections and International Conferences - o Telecommunication arrangements in connection with visits of President, Vice President, Prime Minister, Dy. P.M. Foreign Dignitaries and important meetings • Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies

○ Monitoring, CAF management, CAF verification and payment of penalties on account of non-verified CAFs ● 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
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Key Performance Indicators (KPIs) – to be measured against targets	
Financial	● Budget adherence on capex (Rs. Cr) ● Budget adherence on opex (Rs. Cr)
Customer/ Market	● Customer satisfaction (Scale of 1 to 5)
Operations	● Customer churn (%) - BSNL vs. market leader ○ 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	● 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	• Direct - o GM (Customer Service) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Formulation of customer service strategy for CM business unit - o Pre-sales service – products and services on offer, tariffs, feasibility etc - o Service delivery – following-up with network unit, updating customers, etc - o After-sales service– fault resolution, cross-selling, etc • Management of all CM Call centers - o Monitoring of external vendors - o Designing Service Level Agreements (SLAs) – internal and external - o Monitoring performance against business plan at Corporate level (by Circle) - o 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 - o Liaising with PGM (Corporate IT) – CA and GM (IT) – CM - o 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 - o Liaising with PGM (Corporate IT) – CA and GM (IT) – CM for the IT systems required for the same - o Liaising with GM (Network Operations) – CM 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) • Managing affairs relating to the following PHB section activities - o Policy relating to provision of telephone attachment and allotments (including by private parties) at subscriber's premises - o Provision of telephone facilities during Elections and International Conferences - o Telecommunication arrangements in connection with visits of President, Vice President, Prime Minister, Dy. P.M. Foreign Dignitaries and important meetings • Coordinating with GM (Regulation) – CA for matters pertaining to Lawful Interception Methods (LIS) and interface with Law Enforcement Agencies

○ Monitoring, CAF management, CAF verification and payment of penalties on account of non-verified CAFs ● 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
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Key Performance Indicators (KPIs) – to be measured against targets	
Financial	● Budget adherence on capex (Rs. Cr) ● Budget adherence on opex (Rs. Cr)
Customer/ Market	● Customer satisfaction (Scale of 1 to 5)
Operations	● Customer churn (%) - BSNL vs. market leader ○ 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	● Feedback from peers ● Feedback from direct reportees

2.6 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	• Direct - o Director (Consumer Fixed Access) – CFA - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Customer Service Centers) • Indirect (functional) - o DGM (Customer Service Centers) at Circles - o DGM (Customer Service Centers) in Large Regions

Key Responsibility Areas (KRAs)
• 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 - o Range of products and services offered - o Typical layout of CSCs and standardization thereof - o Potential increase/ decrease in number of CSCs driven by business requirements - o Guidelines on operational metrics for CSCs (e.g. staffing benchmarks) driven by the strategy - o Design and operationalization of services to be demonstrated in CSCs (e.g. 3G) - o 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 - o Sales from CSCs – revenue, # CFA connections, # CM subscribers, etc - o 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	• Revenue (Rs. Cr) - o By business unit (CFA, CM)
Customer/ Market	• Gross adds for CFA and CM business units (#) - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc)
Operations	• SLA adherence for CSCs

	• CSC roll-out status
Employee development	• Feedback from peers • Feedback from direct reportees

2.6.1 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	• Direct - o GM (Customer Service Centers) • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• 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 - o Range of products and services offered - o Typical layout of CSCs and standardization thereof - o Potential increase/ decrease in number of CSCs driven by business requirements - o Guidelines on operational metrics for CSCs (e.g. staffing benchmarks) driven by the strategy - o Design and operationalization of services to be demonstrated in CSCs (e.g. 3G) - o 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 - o Sales from CSCs – revenue, # CFA connections, # CM subscribers, etc - o 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	• Revenue (Rs. Cr) - o By business unit (CFA, CM)
Customer/ Market	• Gross adds for CFA and CM business units (#) - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) - o By product (LL, BB, IPTV, PCO, 2G, 3G, etc)
Operations	• SLA adherence for CSCs • CSC roll-out status
Employee	• Feedback from peers

development	• Feedback from direct reportees
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2.7 GM (Network Planning – GSM) – CM

Job overview	
Job title/ Designation	GM (Network Planning – GSM) – CM
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology GSM <i>(can be modified by the concerned Director)</i>
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Network Planning – GSM – I) – CM - o DGM (Network Planning – GSM – II) – CM - o DGM (Network Planning – GSM – III) – CM - o DGM (Network Planning – GSM – IV) – CM • Indirect (functional) - o Head of Network Planning for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management - o Coordination with GM (Network Planning – CDMA/WiMax) – CM, GM (Regulation) – CA and GM (Core Network Planning) – Ent - o 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• 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	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology GSM Geography North <i>(can be modified by the concerned GM)</i>
Reporting to	• Direct - o GM (Network Planning – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management - o Coordination with GM (Network Planning – CDMA/WiMax) – CM, GM (Regulation) – CA and GM (Core Network Planning) – Ent - o 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• 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	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology GSM Geography East <i>(can be modified by the concerned GM)</i>
Reporting to	• Direct - o GM (Network Planning – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management - o Coordination with GM (Network Planning – CDMA/WiMax) – CM, GM (Regulation) – CA and GM (Core Network Planning) – Ent - o 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• 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	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology GSM Geography West <i>(can be modified by the concerned GM)</i>
Reporting to	• Direct - o GM (Network Planning – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management - o Coordination with GM (Network Planning – CDMA/WiMax) – CM, GM (Regulation) – CA and GM (Core Network Planning) – Ent - o 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• 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	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology GSM Geography South <i>(can be modified by the concerned GM)</i>
Reporting to	• Direct - o GM (Network Planning – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM network assets - across Circles, in line with the overall network plan • Nodal unit for all matters relating to spectrum management - o Coordination with GM (Network Planning – CDMA/WiMax) – CM, GM (Regulation) – CA and GM (Core Network Planning) – Ent - o 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• Feedback from peers • Feedback from direct reportees

2.8 GM (Network Planning – CDMA/WiMax) – CM

Job overview	
Job title/ Designation	GM (Network Planning – CDMA/WiMax) – CM
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology CDMA, WiMax <i>(can be modified by the concerned Director)</i>
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Network Planning – CDMA) – CM - o DGM (Network Planning – WiMax) – CM • Indirect (functional) - o Head of Network Planning for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)

- Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers
 - o CM assets defined as
 - BTS – GSM (2G, 3G), WiMax, CDMA
 - Switches – MSC, BSC
 - o Compilation of expansion plans submitted by each Circle
 - o Liaisoning with other business units for synergy
 - o 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 CM 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr)
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	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• Feedback from peers • Feedback from direct reportees

2.8.1 DGM (Network Planning – CDMA) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – CDMA) – CM
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology CDMA (can be modified by the concerned GM)
Reporting to	• Direct - o GM (Network Planning – CDMA/WiMax) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation

	- o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• Feedback from peers • Feedback from direct reportees

2.8.2 DGM (Network Planning – WiMax) – CM

Job overview	
Job title/ Designation	DGM (Network Planning – WiMax) – CM
Job objective	Planning, roll-out, upgradation and back-integration of all Consumer Mobility (CM) network assets Technology WiMax <i>(can be modified by the concerned GM)</i>
Reporting to	• Direct - o GM (Network Planning – CDMA/WiMax) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of long-term & short-term plan, budget & forecasts for expansion and upgradation of CM assets and mobility towers - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Compilation of expansion plans submitted by each Circle - o Liaisoning with other business units for synergy - o 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 CM 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 PGM (Corporate IT) – CA and 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	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)

Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation - o Network roll-out status within the Zone - o Network upgradation status within the Zone • Timely distribution and delivery of procured equipment and materials to Circles
Employee development	• Feedback from peers • Feedback from direct reportees

2.9 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	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Network Operations – GSM – I) – CM - o DGM (Network Operations – GSM – II) – CM • Indirect (functional) - o Head of Network Operations for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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 – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 PGM (Corporate IT) – CA and 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) - o 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	• Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

2.9.1 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	• Direct - o GM (Network Operations – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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 – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 PGM (Corporate IT) – CA and 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) - o 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	- Budget adherence on capex (Rs. Cr) within the Zone - Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	Aligned with overall business unit KPIs
Operations	- 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	- Feedback from peers - Feedback from direct reportees

2.9.2 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	• Direct - o GM (Network Operations – GSM) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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 – GSM) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 PGM (Corporate IT) – CA and 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) - o 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	- Budget adherence on capex (Rs. Cr) within the Zone - Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	Aligned with overall business unit KPIs
Operations	- 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	- Feedback from peers - Feedback from direct reportees

2.10 GM (Network Operations – CDMA/WiMax) – CM

Job overview	
Job title/ Designation	GM (Network Operations – CDMA/WiMax) – 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 <u>CDMA/WiMax</u> <i>(can be modified by the concerned Director)</i>
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (Network Operations – CDMA) – CM - o DGM (Network Operations – WiMax) – CM • Indirect (functional) - o Head of Network Operations for Consumer Mobility at Circles

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 PGM (Corporate IT) – CA and 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)

- o 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	• Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

2.10.1 DGM (Network Operations – CDMA) – CM

Job overview	
Job title/ Designation	DGM (Network Operations – CDMA) – 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 CDMA (can be modified by the concerned GM)
Reporting to	• Direct - o GM (Network Operations – CDMA/WiMax) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 PGM (Corporate IT) – CA and 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) - o 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	• Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

2.10.2 DGM (Network Operations – WiMax) – CM

Job overview	
Job title/ Designation	DGM (Network Operations – WiMax) – 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 <u>WiMax</u> (can be modified by the concerned GM)
Reporting to	• Direct - o GM (Network Operations – CDMA/WiMax) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Managing operations and maintenance of all CM network assets within the Zone - o CM assets defined as ▪ BTS – GSM (2G, 3G), WiMax, CDMA ▪ Switches – MSC, BSC - o Formulation of policy, issuing of instructions and fixing Quality of Service (QoS) parameters for operations and maintenance - o Ensuring SLA adherence on operations of CM network assets including installation of alarms at all switches - o Conceptualization and implementation of Network Operating Center (NOC) for centralized detection of faults of CM switches - o Ensuring inspection of CM 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) – CM for timely delivery of required equipment and materials • Ensuring prioritized service for enterprise customers - o Service Delivery (SD) – commissioning of projects - o 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 (liaisoning with relevant sections for the same) • Liaisoning with PGM (Corporate IT) – CA and 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) - o 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	• Budget adherence on capex (Rs. Cr) within the Zone • Budget adherence on opex (Rs. Cr) within the Zone
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• 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	• Feedback from peers • Feedback from direct reportees

2.11 GM (Finance) – CM

Job overview	
Job title/ Designation	GM (Finance) – CM
Job objective	Creation of annual financial plan, evaluation and approval of policies and processes regarding tariff & costing and ensuring billing, collections and recovery (revenue management) for Consumer Mobility (CM) business unit
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o Executive Director (Finance) – Fin
Reporting from	• Direct - o DGM (Tariff & Costing) – CM - o DGM (Revenue Management) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Creation of annual financial plan for CM business unit by liaisoning with GM (Business Planning) – CM and GM (Budgeting & Financial Control) – Fin to translate strategic targets into its financial equivalents (by Circle and by product/ service) • Formulation of costing and transfer pricing guidelines for CM network assets by liaisoning with GM (Transfer Pricing) – Fin - o Formulation of costing methodology (by product/ service) - o Management and allocation of business assets and inventory for CFA business unit ▪ Allocation of capex and opex resources (by Circle and by product/ service) - o Performing costing studies and related optimization methods ▪ Fixation as well as periodic revision of rates including benchmarking against competitors' offerings ▪ Evaluating impact on CM business unit ▪ Ensuring compliance with corporate laws and industry guidelines (TRAI, etc) • Approving tariff plans for all products of CM business unit proposed by GM (Business Planning) – CM to ensure profitability and regulatory compliance - o Evaluation of tariffs using market/ competitor benchmarks, internal cost estimates and regulatory guidelines to ensure profitability for the CM business unit (to the extent possible) - o Providing approval for all tariff plans for CM business unit executed in Circles • Liaisoning with CFA, Enterprise and NB business units at Head, Circle and Region Offices for accounting of network elements between business units • Ensuring proper billing, collections & recovery (revenue management) as per policy formulated by GM (Revenue Assurance) – Fin • Engaging and monitoring centralized vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same) • Liaisoning with PGM (Corporate IT) – CA and GM (IT) – CM for implementation of billing, collections and revenue assurance IT systems and tools • 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	• Product profitability (%) - o By product plan • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr) • CM revenue outstanding/ CM revenue (%) • CM bad debt/ CM revenue (%)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely creation of financial plan for CM business unit • Timely preparation of cost quote for CM business unit assets • Timely completion of tender process - o By project • % bills dispatched on time (%) • % bills disputed correctly (%)
Employee development	• Feedback from peers • Feedback from direct reportees

2.11.1 DGM (Tariff & Costing) – CM

Job overview	
Job title/ Designation	DGM (Tariff & Costing) – CM
Job objective	Creation of annual financial plan, evaluation and approval of policies and processes regarding tariff & costing for Consumer Mobility (CM) business unit
Reporting to	• Direct - o GM (Finance) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Creation of annual financial plan for CM business unit by liaisoning with GM (Business Planning) – CM and GM (Budgeting & Financial Control) – Fin to translate strategic targets into its financial equivalents (by Circle and by product/ service) • Formulation of costing and transfer pricing guidelines for CM network assets by liaisoning with GM (Transfer Pricing) – Fin - o Formulation of costing methodology (by product/ service) - o Management and allocation of business assets and inventory for CFA business unit ▪ Allocation of capex and opex resources (by Circle and by product/ service) - o Performing costing studies and related optimization methods ▪ Fixation as well as periodic revision of rates including benchmarking against competitors' offerings ▪ Evaluating impact on CM business unit ▪ Ensuring compliance with corporate laws and industry guidelines (TRAI, etc) • Approving tariff plans for all products of CM business unit proposed by GM (Business Planning) – CM to ensure profitability and regulatory compliance - o Evaluation of tariffs using market/ competitor benchmarks, internal cost estimates and regulatory guidelines to ensure profitability for the CM business unit (to the extent possible) - o Providing approval for all tariff plans for CM business unit executed in Circles • Liaisoning with CFA, Enterprise and NB business units at Head, Circle and Region Offices for accounting of network elements between business units • 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	• Product profitability (%) - o By product plan • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs

Operations	• Timely creation of financial plan for CM business unit • Timely preparation of cost quote for CM business unit assets • Timely completion of tender process - o By project
Employee development	• Feedback from peers • Feedback from direct reportees

2.11.2 DGM (Revenue Management) – CM

Job overview	
Job title/ Designation	DGM (Revenue Management) – CM
Job objective	Implementation of policies and processes on billing, collections and recovery (revenue management) for Consumer Mobility (CM) business unit
Reporting to	• Direct - o GM (Finance) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)	
• Ensuring proper billing, collections & recovery (revenue management) as per policy formulated by GM (Revenue Assurance) – Fin • Engaging and monitoring centralized vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same) • Liaisoning with PGM (Corporate IT) – CA and GM (IT) – CM for implementation of billing, collections and revenue assurance IT systems and tools • Formulation of policy for engaging services of external agencies (as and when required) • Engaging and monitoring centralized vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same) • 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	• CM revenue outstanding/ CM revenue (%) • CM bad debt/ CM revenue (%)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• % bills dispatched on time (%) • % bills disputed correctly (%)
Employee development	• Feedback from peers • Feedback from direct reportees

2.12 GM (IT) – CM

Job overview	
Job title/ Designation	GM (IT) – CM
Job objective	Conceptualization and implementation of all projects specific to the Consumer Mobility (CM) business unit, with specific emphasis on the CRM systems
Reporting to	• Direct - o Director (Consumer Mobility) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o DGM (IT) – CM • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Formulation of IT strategy for CM business unit (long-term as well as short-term) by liaising with PGM (Corporate IT) – CA - o Defining and aligning IT needs of CM business unit as well as shared support functions ▪ Purpose and utility ▪ Scope and specifications - o Prioritizing defined needs based on ▪ Feasibility – investment, time-frame, complexity, etc ▪ Business impact – increase in revenue, increase in service levels, reduction of cost, etc - o Evaluating in-house development versus outsourcing on project-by-project basis - o Monitoring development progress in terms of cost, quality and time ▪ Coordination with Corporate IT for in-house development (smaller projects) ▪ Vendor management for outsourced projects (larger projects eg. CRM) - o Testing and user acceptance - o Roll-out to all Circles and other field units - o Pro-active testing of beta technologies • Operationalisation of IT strategy through multiple levers • Formulation of annual IT budget for CM business unit by liaising with GM (Business Planning) – CM • Monitoring budget spend and implementation status of projects against prescribed targets (by Circle and by project) • Assessing business impact of projects in terms of key metrics such as - o Increase in revenue - o Increase in service levels - o Reduction in cost • 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	• CM IT cost/ CM revenue (%) • Budget adherence on capex (Rs. Cr)

	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• User satisfaction (Scale of 1 to 5)
Operations	• Implementation status of IT projects for CM business unit
Employee development	• Feedback from peers • Feedback from direct reportees

2.12.1 DGM (IT) – CM

Job overview	
Job title/ Designation	DGM (IT) – CM
Job objective	Conceptualization and implementation of all projects specific to the Consumer Mobility (CM) business unit, with specific emphasis on the CRM systems
Reporting to	• Direct - o GM (IT) – CM • Indirect (functional) - o To be decided
Reporting from	• Direct - o To be decided • Indirect (functional) - o To be decided

Key Responsibility Areas (KRAs)
• Formulation of IT strategy for CM business unit (long-term as well as short-term) by liaising with PGM (Corporate IT) – CA - o Defining and aligning IT needs of CM business unit as well as shared support functions ▪ Purpose and utility ▪ Scope and specifications - o Prioritizing defined needs based on ▪ Feasibility – investment, time-frame, complexity, etc ▪ Business impact – increase in revenue, increase in service levels, reduction of cost, etc - o Evaluating in-house development versus outsourcing on project-by-project basis - o Monitoring development progress in terms of cost, quality and time ▪ Coordination with Corporate IT for in-house development (smaller projects) ▪ Vendor management for outsourced projects (larger projects eg. CRM) - o Testing and user acceptance - o Roll-out to all Circles and other field units - o Pro-active testing of beta technologies • Operationalisation of IT strategy through multiple levers • Formulation of annual IT budget for CM business unit by liaising with GM (Business Planning) – CM • Monitoring budget spend and implementation status of projects against prescribed targets (by Circle and by project) • Assessing business impact of projects in terms of key metrics such as - o Increase in revenue - o Increase in service levels - o Reduction in cost • 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	• CM IT cost/ CM revenue (%) • Budget adherence on capex (Rs. Cr)

	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• User satisfaction (Scale of 1 to 5)
Operations	• Implementation status of IT projects for CM business unit
Employee development	• Feedback from peers • Feedback from direct reportees