

## General Manager (S & M - CM)

Sales & Marketing - Consumer Mobility  
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भारत संचार निगम लिमिटेड

(भारत सरकार का उद्यम)

**BHARAT SANCHAR NIGAM LIMITED**

(A Government of India Enterprise)



No. GM (S&M-CM) / T-210 /10-11/ Franchisee corres / 73

04.10.2012

To

All Heads of SSAs,  
Tamil Nadu Circle.

SUB: Franchisees meeting at SSA level -Reg

Ref: C.O lr no .2B-112012-S&M-CM / 7 Dated: 27 .09.201

As per section 4.2 of S&D Policy 2012, Each SSA must conduct a review meeting in first week of every calendar month where each franchisee's performance in previous month must be evaluated and the same was insisted by CGM, TN circle in the Franchisee meeting conducted at Chennai. In this regard, the procedure for performance evaluation as per S& D Policy 2012 is furnished below for taking necessary action at your end.

### **Performance Management:**

#### **Appointment of Review committees:**

Each SSA must appoint a performance review committee of at least three executives which must consist of SSA Head and SSA Sales Head (Mobility) and Retailer Manager Coordinator (RMC). Franchisee manager of particular franchisee should also be part of review discussion for that franchisee.

Weightage for targets for evaluating performance

Parameters	Weightage
Type A Parameters	
FRC / Plan Voucher	45%
RC	15%
POS	15%
Type B Parameters	
% of CAF forms submitted	15%
Percentage of recharge sales via C-TOPUP	10%
Total	100%
<b>Bench Mark Score</b>	<b>50%</b>

Note: FRC / Plan Voucher include new connections of GSM / CDMA / Wi-MAX.

Regular performance measurement and evaluation of franchisee performance needs to be done as follows:

The performance for each franchisee should be evaluated monthly by SSA review committee on the bases of above guidelines. It should be noted that all existing territories of the franchisee should be aggregated while calculating the cumulative performance score as described above. In case the franchisee has territories across multiple SSAs, each SSA must provide the performance inputs to the Circle who should compile the franchisee performance score. SSA must communicate the monthly performance inputs to franchisee so that he can improve.

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**Review Process at SSA:** For the purpose of monthly reviews various parameters, their scoring and cut-offs are given in table below

	Parameter (measured on monthly basis)	Scoring	Cut-Off Score
1	Gross Connections GSM, CDMA, Wi-MAX	% of target achieved in each product	>50%
2	Revenue/ Recharge sales GSM/ CDMA/ Wi-MAX in month	% of target achieved in each product	>50%
3	No. of retailers billed in month through BSNL specified system	% of target achieved	>50%
4	% of CAF forms submitted	No. of CAF submitted within specified time frame as a ratio of No. of activations within Franchisee's Network	>90%
5	% of Recharge sales via C-TOPUP out of total recharge sale	% of target achieved	>60%

Maximum score on any parameter will be limited to 100%.

Apart from the parameters listed above, review committee should discuss about any other complaints received about the franchisee and warnings / monetary fines could be issued / imposed. SSA committee must prepare a scorecard for each franchisee before monthly review meeting. The scorecards for three months should be sent for Circle level review each quarter.

Meeting minutes along with the performance evaluation/score card should reach this office before 8<sup>th</sup> of every month for evaluating the performance of the Franchisees having more than one territory across the multiple SSAs.

As the S&D Policy 2012 has been implemented in Tamil Nadu Circle and Franchisees have been migrated to S&D Policy 2012, the performance will be evaluated for every quarter and allowance / continuation of Franchiseeship is based on the performance only.

Deputy General Manager (Sales-CM),  
Rollout Manager,  
Tamil Nadu Circle, Chennai.

Copy to: 1. Sr.GM (TR), Chennai,  
2. All AGM (sales)/AO (sales), TN circle