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भारत संचार निगम लिमिटेड  
(भारत सरकार का उपक्रम)  
**BHARAT SANCHAR NIGAM LIMITED**  
(A Govt. of India Enterprise)

No. BSNLCO-RSTG/22(11)/1/2021-RSTG

Date: 8.06.2021

To

The Chief General Managers  
All Territorial Circles  
Bharat Sanchar Nigam Limited

**Subject: Job Description of Partnership Management and Digital Marketing**

In view of current market trends and business requirement, a new unit has been created under marketing which will look after the exclusive work of Partnership Management (PM) and Digital Marketing to latch on to the digital platform for Marketing and to support and facilitate our business partners to harness the activities for Business Growth. This unit has already been included in the BA structure conveyed vide letter No. 4-2/2014-Restg Vol. V (pt.) dated 27.08.2020 (available on intranet) and same is proposed to be implemented in Circle also.

Competent Authority has now approved the job description and KPIs of Partnership Management (P.M.) and Digital Marketing (D.M.) to identify the particular skills or abilities that are necessary for staff posted in these units and also used as tools for performance measurement. The detailed job description and KPI of these two units are attached in Annexure-I. Circles are requested to kindly take further necessary action please.

Circles are also requested to provide feedback or suggestions for further improvement in the job description/KPI please.

This is issued with the approval of Competent Authority.

  
(Manish Kumar)  
8.6.21  
GM(Restg/WS&I)

Encl: As above

Copy for information to:

1. All Functional Directors, BSNL Board

**Job Description of Partnership Management and Digital Marketing**

**A. Partnership Management:**-Partnership Management in general shall be responsible for developing and maintaining the company's policy, dealing with customers service delivery through franchisee or Business partners. The aim is to facilitate the franchisee / partners with IT Enabled BSNL business processes with an aim to create a better service delivery.

**Job Descriptions of Partner Management**

1. To do agreements with partners for business development with aim to increase sales and better customer service delivery.
2. To prepare tenders /contract documents related to outsourcing of works on partnership model or franchisee model for carrying out either the operational & maintenance works or sales works for customer acquisition and retention with a possible combination of all the three verticals i.e. under CFA/CM/EB Business operation.
3. To define SLA for such contract.
4. To Assess New Partnership Opportunities.
5. To determine the operational framework and criteria for the partnerships.
6. Procuring and analyzing data about various available partners in the market and analyse their competency matching to BSNL requirements.
7. To provide support to the partners / franchisee necessary in completing the works by partners/franchisee as per the contract agreement.
8. To maintain Relationships and coordination with Strategic Partners for creating an environment of better business development.
9. To prepare a framework to analyse the performance of partners / franchisee
10. To Conduct training on BSNL Product & incentive programme with channel partners/franchisee
11. Timely review of Partners/ franchisee revenue share and their monthly or timely settlement as per the agreement.
12. Meetings with Partners/franchisee on weekly/fornightly/monthly/qtrly/yearly as per business requirement.

## **KPIs of Partnership Management**

### **1. Contract Management: -**

- a. Partner on-boarding including all paperwork for contract signing, creations of user ID/Login in various IT systems like FMS,DKYC,CDR system, e-pay system, wallet etc.
- b. Monthly settlement of revenue share thru ERP and wallet
- c. Exchange of all information related to sales and market activities.
- d. No.of Lead generated i.e. by getting partner organizations to register or refer new leads that are potential customers.
- e. No.of Concluded/completed leads/ Deals.
- f. Percentage settlement of Network issue raised by partners within a time frame.

### **2. Channel Churn**

The cost of on-boarding a new channel partner is high. It can be six months before a new channel partner starts to deliver a return on investment. High churn rates are indicative of a flawed channel program that is not delivering on the promise of a more efficient indirect sales model.

### **3. To ensure sustainable Margins for partners**

Partners that are not making money selling a product will turn their attention elsewhere. They may tolerate low product margins if they are making good margins on the services that are enabled by that product.

### **4. To ensure Customer Satisfaction with Partners**

Partners are directly connected with end customers. So the overall satisfaction of customer and the satisfaction with partners are to be measured.

### **5. Partner Profitability (Stable partners)**

It's critical for the organisation to have a stable base of channel partners. A lot of time and effort can be wasted when there is a lot of churn in the channel. One of the primary

indicators of forthcoming channel churn is a lot of marginally profitable channel partners that are either about to be acquired or, worse yet, go out of business altogether.

**6. Number of Meetings Attended**

There is no product or service that sells itself. If a partner isn't setting up customer meetings, there's little or no chance that sales are being actively pursued. Partners that don't have many sales meetings on their calendars are typically hoping a customer will make an inquiry.

**7. Percentage of Partners through e-Pay: partners must be encouraged for using digital platforms for payment processes. Payments by BSNL to partner or by customers to BSNL/ partner should be a key parameter in partner's performance evaluation and sustenance.**

**B. Digital Marketing:** Digital marketing managers in general shall be in-charge of planning and managing marketing campaigns that promote company's brand, products, and services through digital platform. These creative professionals play a major role in promoting brand awareness. Their duties include preparing campaign reports, leading brainstorming sessions, and planning digital campaigns.

**Job Description of Digital Marketing:**

Digital Marketing Managers (DMM) will develop and oversee a company's marketing campaigns across all digital platforms. There will be different job roles in digital marketing, like marketing campaigns designing, maintaining, supplying the right content for an organization, engaging people through social media, checking and keeping visitors flow on the website. Further DMM will be responsible for various activities like to conceptualize and build new digital products, seek partnerships ,tie-ups and drive adoption of digital products & revenue generation, to attract new customers for digital products, increase usage and build revenue source, to own and develop the digital channel for BSNL, including mobile apps and online portals e.g. payment portal. Business partnering with the BU Heads to develop digital channel.

**Circle Level**

1. To promote company's product and services on digital platform.

2. To develop, implement, and manage marketing campaigns that promote the products and services of a company.
3. To manage organization's website and to optimize content for the website and social networking channels such as Facebook, Twitter, Instagram, Google Plus, etc about company's product and services.
4. To Track the website traffic flow and provide internal reports regularly
5. To Attend networking events and product launches.
6. To Identify new digital marketing trends and ensure that the brand is in front of the industry developments.
7. To Edit and post content, videos, podcasts, and audio content on online sites.
8. To Execute social media efforts to improve KPIs, likes, shares, tweets, etc.
9. To Create and execute SMS, and email-based marketing campaigns.
10. To Enhance brand awareness in the digital space.
11. To Drive website traffic and acquire leads.
12. To Measure site traffic, identify and evaluate new digital technologies and optimize marketing campaigns, email marketing, social media, and display & search advertising using web analytics tools.

### **BA Level**

1. To develop, implement, and manage marketing campaigns that promote the products and services of a company.
2. To Attend networking events and product launches.
3. To Identify new digital marketing trends and ensure that the brand is in front of the industry developments.
4. To generate/edit and post content, videos, podcasts, and audio content on online platforms.
5. To Execute social media efforts to improve KPIs, likes, shares, tweets, etc.
6. To Create and execute SMS, and email-based marketing campaigns.
7. To acquire leads through digital platform and ensure completion.

**KPI's for Digital marketing:**

1. Sales Growth
2. No. of Online leads- marketing qualified leads
3. Website traffic and leads
4. Percentage lead conversion
5. Sales team response time
6. E-mail marketing performance
7. Deliver on time (each release)
8. % Revenue driven from digital services
9. Number of new/repeat users online(daily, weekly and monthly)
10. % growth in connecting with existing or new customers