REVISION HISTORY

REV	Description of Change	Author	Effective Date
1.0	Strategic Business Units	Manasi Das	13-Feb-13

REFERENCE DOCUMENTS

Document Number	Document Title

1. POLICY STATEMENT:

Ensure organizational objective is aligned to business growth along with addition of new strategic units to the business.

Headquarters (HQ) denotes the location where most, if not all, of the important functions of an organization are coordinated. Headquarters is the entity at the top of a corporation that takes full responsibility for the overall success of the corporation, and ensures Corporate Governance.

Corporate headquarters is a key element of a corporate structure and covers different corporate functions such as strategic planning, corporate communications, tax, legal, marketing, finance, HR, IT, Procurement (CPO).

Strategic Business Unit (SBU) : A SBU is a profit center which focuses on product offering and market segment. SBUs typically have a discrete marketing plan, analysis of competition, and marketing campaign, even though they may be part of a larger business entity.

As on date CSM (P) L has **4 SBUs.**

1. **SBU-Bihar**
2. SBU-Joda
3. SBU-Chandigarh
4. SBU-Sudan

Each of SBUs is responsible for its own profitability with their own business strategy and objectives. However, they are responsible to a parent corporation.

2. OBJECTIVE:

2.1 To ensure that the organization is promoted and handled as though it were present at the specified location.

2.2 To expand and safeguard the organization's business interests at the SBU location.

2.3 To ensure that each product or product line offered by the company would receive the same attention as if it were developed, produced and marketed at the specified location.

2.4 To reduce the operational cost of the organization.

2.5 To reflect the expansion of the company so as to accommodate its growth.

3. SBU ADVANTAGES :

3.1 Improvement of strategic management

3.2 Improvement of accounting operations

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3.3 Easier planning and execution of activities

3.4 To make the company's presence in the local market

3.5 Provides a strategically relevant way to organize the business-unit portfolio of a company

3.6 Allows implementation of strategic planning done by the company on a global platform

3.7 Helps allocate corporate resources to areas with greatest growth opportunities

4. MAJOR ACTIVITIES OF THE SBU:

4.1 The SBU is responsible for the alignment of Sales and Marketing strategies to the overall business plans of the organization, which includes proper planning, forecasting, merchandising, marketing and formulation of sales and operations policies to further enhance company objectives.

4.2 Participate in every Govt. and private tendering to expand the business horizon.

4.3 Techno-commercial negotiations to obtain contracts and oversee smooth and timely execution.

4.4 Overall completing corporate objectives related to the particular SBU.

4.5 Business promotion, Branding, achieving territory sales target, business expansion, partnership, local delivery and customer engagement.

5. TEAMS THE SBU WOULD COORDINATE WITH HQ (DEPT & PURPOSE):

5.1 Activities in coordination with BSS Dept:

1. System Study
2. Software Development
3. Implementation
4. Training/Handholding
5. Technical information for RFP/Tender etc
6. Proposed Solution
7. Technical Support
8. CR Management
9. Product/Solution delivery
10. Effort Estimation

5.2 Activities in coordination with Finance Dept:

1. Tour settlement
2. EMD / bank guarantee for tenders
3. Budgetary approval for any infrastructure requirement
4. Settlement of monthly expenses

5. Advance
6. Vendor Payment

5.3 Activities in coordination with HR Dept:

1. Recruitment
2. Retention /Counseling
3. Termination
4. Joining / Exit Formalities
5. Issue of offer letters / Bond Sign
6. Training
7. Appraisal

5.4 Activities in coordination with Admin Dept:

1. Infrastructure requirement
2. Approval for Infrastructure expenses
3. Gifts for Clients (Occasions like- Diwali & New Year)

5.5 Activities in coordination with NSA Dept:

1. Hardware Requirement
2. Network issue
3. Telephone issue
4. Project Implementation

6. COMMUNICATION STRATEGY FOR SBU-BIHAR

6.1 **Software Development (BSS):**

As per the policy on Communication strategy of SBU-Bihar, there will be a single person of contact **(SPOC)** at our Headquarters (Bhubaneswar) and all communication related to issues in Software Development from SBU-Bihar is to be done through the SPOC.

There will be a team, from SBU-Bihar, who will communicate with the SPOC stationed at the Headquarters. In case an issue is not resolved within a stipulated time by the SPOC then the issue may be escalated to Higher Authority. Even after that if the issue stands unresolved then it may be escalated to CEO.

In case of escalation at SBU-Bihar, it will first be handled by the Account Manager. If the issue persists even after appropriate intervention then it may be escalated to Delivery Manager stationed at Bihar.

Mentioned are the concerned authorities for communication:

At Headquarter:

SPOC - Mr. Amulya Kumar Pati, QA Manager

1st level issue escalation - Mr. Pradyut Mohan Dash, Program Manager

2nd level issue escalation – Mr. Priyadarshi Nanu Pany, CEO

At SBU-Bihar:

SPOC - Ms. Ankita Shree, Pre Sales Executive

1st level issue escalation - Mr. Ashwini Kumar, Account Manager

2nd level issue escalation – Mr. Shubhangam Sinha, Delivery Manager

The person contacting his/her counterpart must do so in writing only. Any communication done through phone must not be considered as a communication rather information only and the same must be put in a written format & send across to be considered for action. The written mail helps in maintaining a record of developments. Over the phone, details of any issue could be discussed.

6.2 **HR/Finance/Operational activities :**

Issues related to HR/Finance and Operational activities, the communication should be done in writing only, however the details of the issue could be discussed over phone with the concerned authority.

7. COMMUNICATION METHODS BETWEEN SBU'S AND HQ

Our Proposed Communication Methods are as follows:-

- Phone Calls, Help Desk
- Email, Weekly Status Report
- Review meeting

Following protocols will be maintained for the email communication for any sort of issues/requirement:

Purpose	Mail from CSM	Mail from SBU-Bihar
Software Development issues	Primary : amulya.pati@csmpl.com	Primary : ankita.shree@csmpl.com
	CC: pradyut@csmpl.com; sankarsan.dash@csmpl.com	CC: ashwini.kumar@csmpl.com
Other issues (HR/Admin/Finance/Networking related)	Concerned authority from the respective department	As per the requirement, from any of the member to the concerned authority

In case of any change in the email protocol either party will notify the other in advance.

8. PURPOSE (WHERE SBU'S NEEDS TO VISIT HQ):

8.1 Training and induction

8.2 Quarterly Review

8.3 Officer's Meet

8.4 Special occasion (like-Annual function, event etc)

9. PURPOSE (WHERE HQ NEEDS TO VISIT SBU'S):

9.1 Business development point of view:

    9.1.1 Domain expert helping hand

    9.1.2 Client presentation

    9.1.3 New business opportunities and promotional activities

9.2 Technical point of view

    9.2.1 System Study

    9.2.2 Implementation

    9.2.3 Training

9.3 Operational point of view

    9.3.1 Office infrastructure

    9.3.2 Review of Inventory/Assets/Petty cash

10. JOB RESPONSIBILITY OF INDIVIDUALS IN SBU-BIHAR

Profile of the Personnel at SBU Bihar

10.1 Delivery Manager

    10.1.1 Overall responsibility of SBU Bihar.

    10.1.2 Responsible for budgeting and ensuring the team achieves the pre-determined targets.

    10.1.3 To ensure the generation of revenue and profits from SBU Bihar.

    10.1.4 To build a team to achieve the growth planned.

    10.1.5 Motivate and mentor the team to keep them on track for targets.

10.2 Accounts Manager

    10.2.1 Lead the sales drive at SBU Bihar. Identifying opportunities and following up till conversion. Interacting with other companies to explore scope of partnership for bigger deals.

10.2.2 Maintain the rapport with key clients.

10.2.3 Conceptualize the application as per the needs of clients. Co-ordinate with HO to implement projects.

10.2.4 Business Development Consultant

10.2.5 Generate new leads and convert them into business.

10.2.6 Ensure generation of revenue.

10.3   Business Development Consultant

10.3.1 Generate leads from new clients.

10.3.2 Follow up the leads and develop them to maturity.

10.3.3 Visit clients to study their requirements and convey to HO.

10.3.4 Also assist in implementation as and when required.

10.3.5 Co-ordinate with district officials for effective implementation at district level.

10.4   Business Development Executive

10.4.1 Generate leads from new clients.

10.4.2 Follow-up with the existing clients for payment processing.

10.4.3 Assist in the implementation of projects (Particularly the call centre projects)

10.4.4 Admin role in terms of dealing with ESIC and Bank for account opening.

10.4.5 Assist in the recruitment process for executives for projects.

10.4.6 Co-ordinate with HO to ensure smooth running of existing applications.

10.5   Pre Sales Executive

10.5.1 Prepare documents required by the clients.

10.5.2 Prepare and give presentations to prospective clients.

10.5.3 Assist in preparing technical proposal for tenders we participate in.

10.5.4 Visit clients to study their processes and requirements.

10.5.5 Selectively visit prospective clients for securing new business.