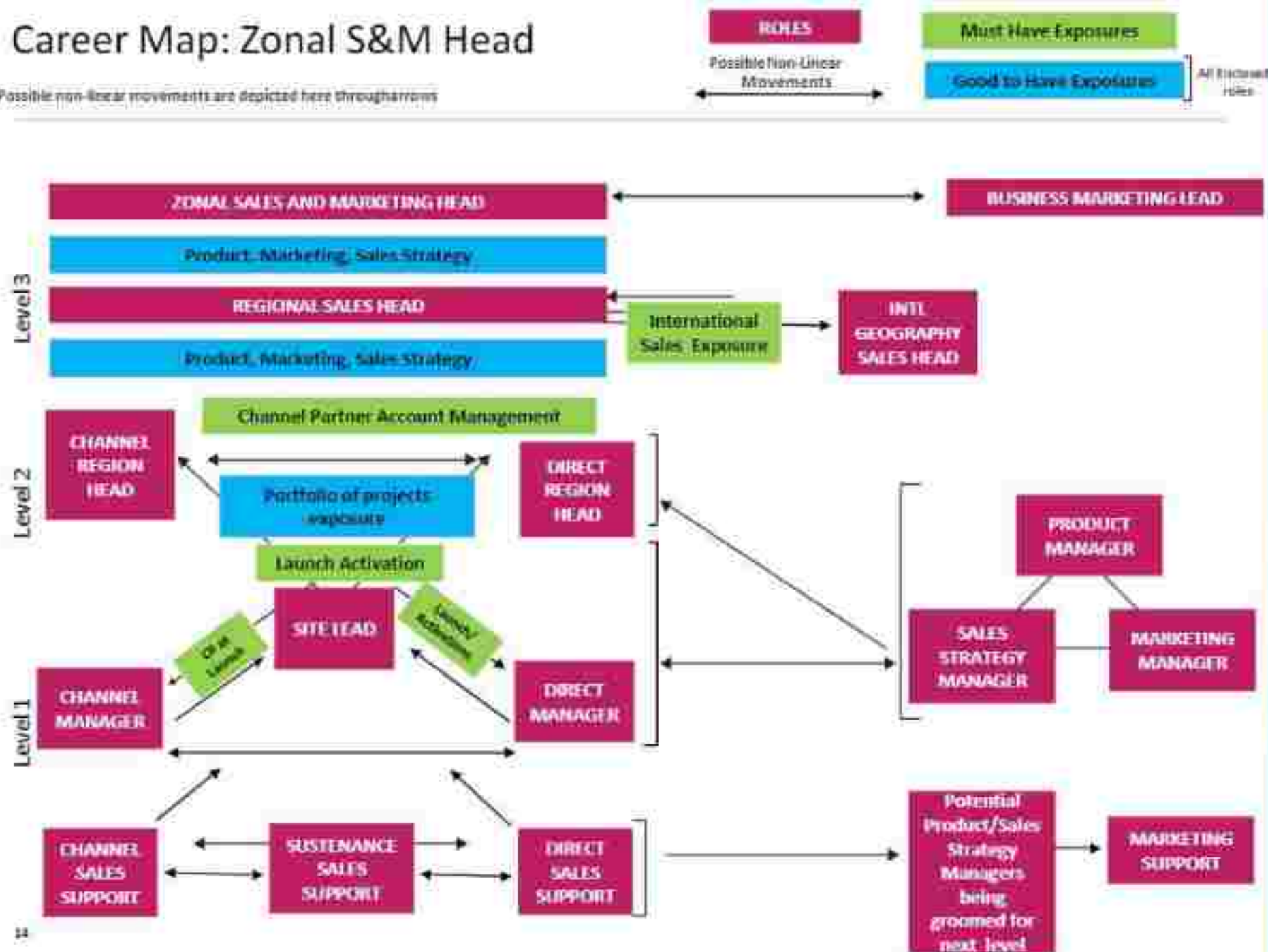


**Career Path-
Sales & Marketing**

Career Map: Zonal S&M Head

Possible non-linear movements are depicted here through arrows



1. For a Regional & Zonal Function Head, exposure in different aspects of sales - sourcing, closing, launch, channel partner are critical. For Zonal S&M Head, product and marketing also become strongly desirable.

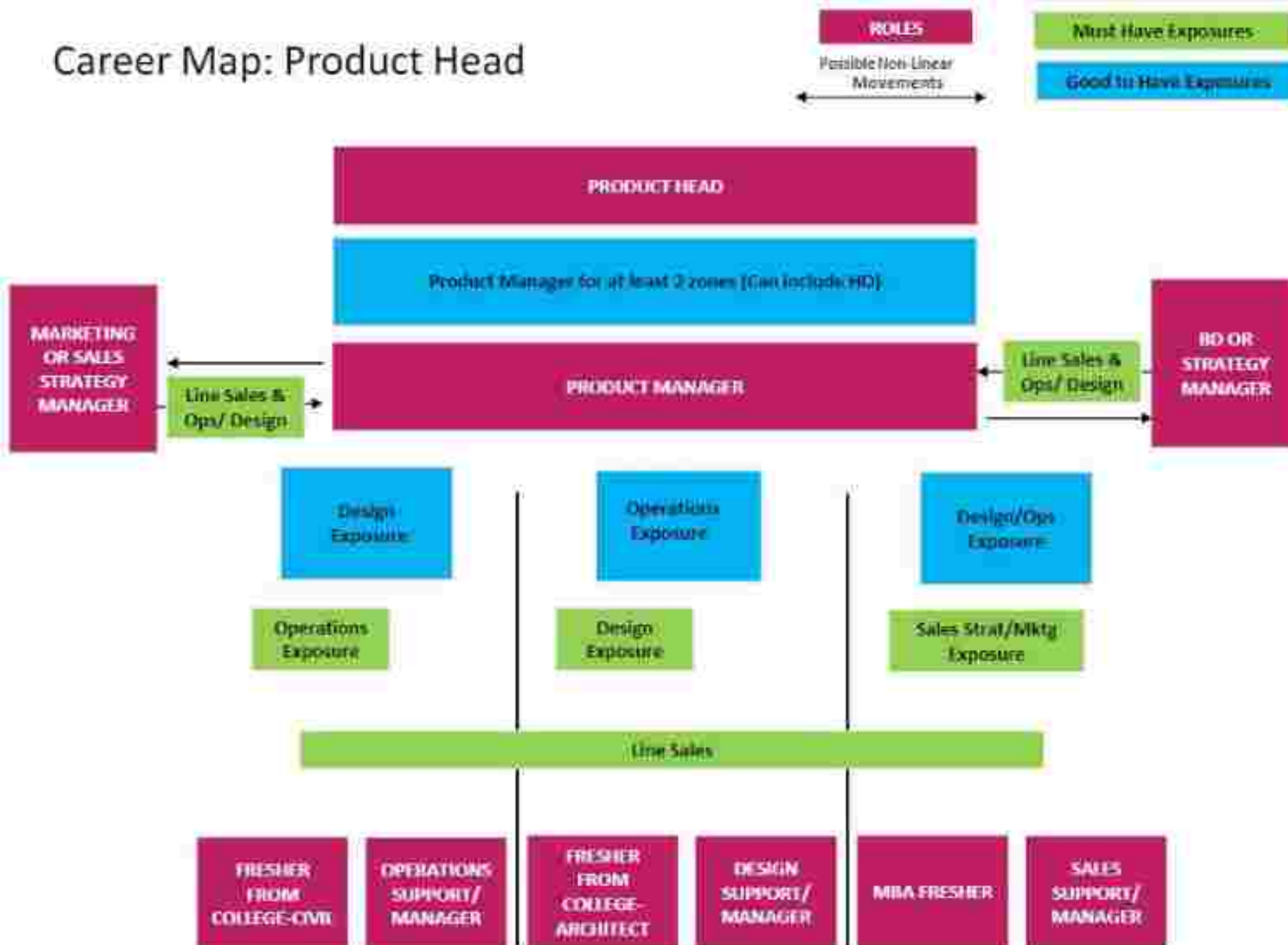
2. For becoming Regional & Zonal Function Head from Product, Sales Strategy, Marketing, a strong sales skill with team management of a large-sized team is critical. An ideal movement is to any Line Sales Cluster Head role (Channel, Direct, Sustenance).

3. To move to Marketing, one strong sales skill is strongly desirable along with the exposure to a portfolio of different types of projects.

— Zonal S&M Head can move into Sustenance Marketing Lead role and vice versa.

— Regional Sales Head can move into International Geography Sales Head role, for this international sales exposure is critical. Likewise, geography heads can move into RSM roles.

Career Map: Product Head



1. The ideal candidate is a civil engineer or an architect with an MBA. Exceptional talent from operations, design and sales can also be considered.
2. Line sales start is a critical entry level exposure for all product aspects.
3. Further, exposure to one of design/operations is extremely desirable. A product manager is expected to understand design and operations intimately.
4. A product manager after completing a learning cycle can move on to explore another zone (including HD) or choose to move into a RD/Strategy role (preferably as a district zone) or a Marketing/Sales Strateg. manager role (preferably as a different one).

Career Map: International S&M Head

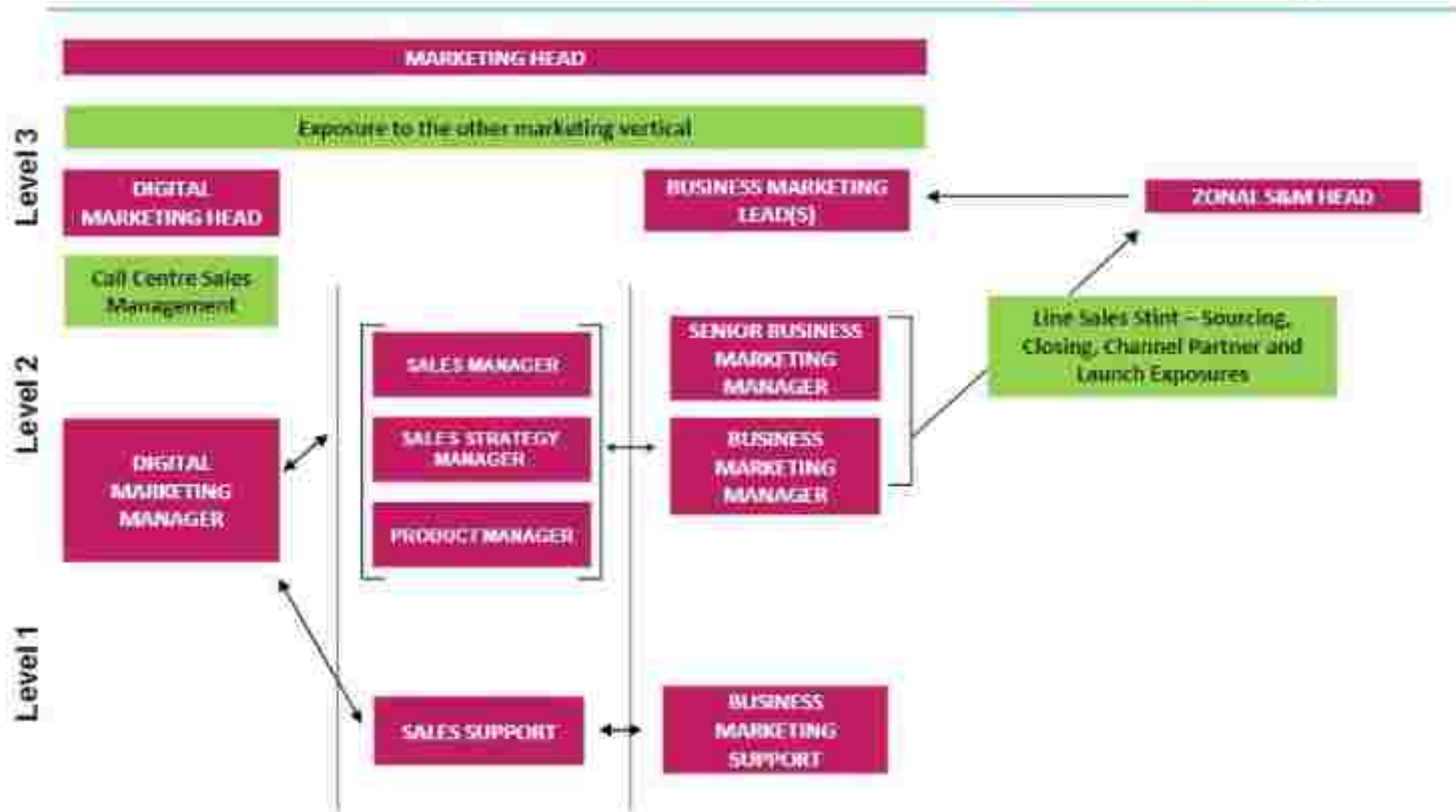
Possible non-linear movements are depicted here through arrows



1. Multi-geography exposure is a good to have for any incumbent moving into International Sales
2. For a International Sales and Marketing Head, exposure as a Geography Head is critical and exposure to > 1 geographies is strongly desirable
3. For a Geography Head, having an input sales stint is critical. The ideal route to a Geography Head is by doing domestic sales and then moving to international sales as an expat.
4. A geography head can move into a regional sales head role for domestic markets (they already have exposure to sourcing, closing, channel partners, marketing, customer custody). For a regional sales head to move into a geography head role, international sales exposure is critical
5. An expat international sales manager can move into a direct channel cluster head for the domestic business
6. For movement to International Sales from Marketing/Sales Strategy, a strong line sales stint is critical (direct sales is preferable)

Career Map: Marketing Head

Possible non-linear movements are depicted here through arrows



1. For a Marketing Head, exposure to both Digital and Business Marketing is critical
2. For a Digital Marketing Head, exposure to both Digital Marketing and Call Centre Sales is critical
3. For becoming a Marketing Manager Role Sales, Sales Strategy, Product, it is desirable to have at least one strong line sales stint, preferably in direct sales
4. For becoming Zonal SBM Head from Business Marketing Manager, exposure to line sales aspects of sourcing, closing, CP Management and Launches is critical