

Date: 15th June 2026

To: All Business Managers, Regional Managers, Zonal Managers and National Sales Managers

Subject: Driving Field Excellence, Business Growth, and Higher Earnings Through Performance-Linked Daily Allowance

Dear Team,

At our organization, sustainable growth is driven by consistent field activity, quality customer engagement, and strong leadership at every level. To further strengthen our market presence and create greater earning opportunities for all field employees, we are implementing a performance-linked **Daily Allowance (DA) framework effective from May 01, 2026**. This initiative is designed to encourage higher productivity, improve market coverage, and support business growth while enabling employees to maximize their Daily Allowance and incentive earnings.

Objectives of the Initiative

- Improve doctor and retailer coverage.
- Increase prescription generation and business growth.
- Enhance field discipline and productivity.
- Encourage teamwork and accountability across all levels.
- Help employees maximize incentive earnings through consistent performance.

Definition of Active Business Manager

An **Active Business Manager (BM)** is one who:

- Is present and working in the field on the given day.
- Has submitted attendance and DCR as per company policy.

Only Active Business Managers will be considered for team performance calculations.



Business Manager (BM)

Business Managers play the most critical role in driving business growth through effective field coverage and customer engagement.

Daily Allowance Eligibility

Calls per Day	DA Eligibility
26 Calls & Above	100% DA Payable
21–25 Calls	75% DA Payable
Less than 20 Calls	50% DA Payable

We encourage every BM to consistently achieve **26 or more calls per day** to maximize earnings, improve customer reach, and contribute to overall business success.

The above Daily Allowance eligibility criteria shall not apply to newly joined Business Managers during the first two (2) months from their Date of Joining (DOJ). During this initial period, they will be eligible for 100% Daily Allowance as per company policy.

Regional Manager (RM)

Regional Managers are responsible for leading, coaching, and motivating their BM teams to achieve field productivity standards.

Daily Allowance Eligibility

Team Performance (Active Business Managers)	RM Daily Allowance Eligibility
80% or more of Active BMs achieve 20 calls per day	100% DA Payable
50% to less than 80% of Active BMs achieve 20 calls per day	75% DA Payable
Less than 50% of Active BMs achieve 20 calls per day	50% DA Payable

The above Daily Allowance eligibility criteria shall not apply to newly joined Regional Managers during the first two (2) months from their Date of Joining (DOJ). During this initial period, they will be eligible for 100% Daily Allowance as per company policy.

Leadership Focus

- Daily field coaching
- Route planning support
- Performance monitoring
- Team motivation and development

Strong team performance directly contributes to RM earnings and reflects effective leadership.

Zonal Manager (ZM / Dy. ZM / Sr. ZM)

Zonal Managers are responsible for creating a high-performance culture across regions and ensuring consistent execution of field excellence standards.

Daily Allowance Eligibility

Performance of Active RMs	ZM DA Eligibility
80% or more Active RMs qualify for Full DA	100% DA Payable
50% to less than 80% Active RMs qualify for Full DA	75% DA Payable
Less than 50% Active RMs qualify for Full DA	50% DA Payable

Leadership Focus

- Regional performance reviews
- Coaching and mentoring RMs
- Driving accountability
- Building high-performing teams

Success at the zonal level is achieved through strong leadership, effective coaching, and consistent execution.

National Sales Manager (NSM)

The National Sales Manager (NSM) is responsible for driving overall field excellence across the organization by providing strategic direction, monitoring zonal performance, and ensuring consistent execution of business objectives nationwide.

Daily Allowance Eligibility

The Daily Allowance (DA) of the NSM will be linked to the Daily Allowance eligibility performance of active Zonal Managers (ZM / Sr. ZM / Dy. ZM).

Performance of Active ZMs	NSM DA Eligibility
80% or more Active ZMs qualify for Full DA	100% DA Payable
50% to less than 80% Active ZMs qualify for Full DA	75% DA Payable
Less than 50% Active ZMs qualify for Full DA	50% DA Payable

Leadership Focus

- Driving national sales strategy and execution.
- Reviewing zonal performance and productivity.
- Coaching and mentoring Zonal Managers.
- Ensuring alignment of field activities with organizational objectives.
- Building a culture of accountability, productivity, and performance excellence.

Our Shared Commitment

Together, we aim to:

- Increase field productivity
- Improve customer coverage
- Strengthen market penetration
- Maximize incentive earnings
- Drive sustainable business growth

Every call made, every customer interaction, and every coaching effort contributes to our collective success. We are confident that through commitment, discipline, and teamwork, we will achieve new milestones while creating greater earning opportunities for everyone.

Let us work together to achieve excellence, maximize incentives, and build a stronger future for our organization.

Best Wishes,



Mr. Rijul Sharma
Chief People Officer



Mr. Hitesh Bhandari
Director & Chief Financial Officer