

Terms and Reference for Freelance Marketing Officers on a Commission Basis

1. Introduction

As Bhutan Broadcasting Service (BBS) continues to face challenges in meeting the annually increasing revenue targets set by the Royal Government of Bhutan (RGoB) to achieve financial sustainability in operational expenditure (OPEX), the pressure on the Marketing Division has intensified. The shift in advertising trends, growing competition from digital platforms, and budget constraints among traditional advertisers have made it increasingly challenging to generate the required revenue. Additionally, the rising targets have contributed to a high turnover of marketing officers, further impacting the division's ability to secure consistent revenue streams.

To address these challenges while ensuring the retention of marketing officers without incurring additional fixed costs, it has become essential to adopt new avenues and innovative strategies for revenue generation. One such strategy is engaging freelance marketing officers on a commission basis, allowing BBS to leverage a broader network of professionals to secure advertisements, sponsorships, and commercial partnerships. This model ensures a performance-driven approach where earnings are directly tied to revenue contributions, reducing financial risks while maximizing market outreach.

This proposal outlines the rationale, structure, and expected outcomes of this initiative, aiming to enhance revenue generation, improve cost efficiency, and expand BBS's advertising reach. By implementing this model, BBS can tap into a diverse pool of marketing talent, strengthen its commercial partnerships, and drive sustainable revenue growth while maintaining financial prudence and operational flexibility.

2. **Objective:** The primary goal of engaging freelance marketing officers is:

- **Increase Advertising and Sponsorship Revenue:** Leverage a broader network of marketing professionals to attract new clients and maximize revenue potential.
- **Optimize Cost Efficiency:** Minimize financial risks by eliminating fixed salary obligations, benefits, and allowances while ensuring performance-based earnings.
- **Expand Market Reach:** Engage experienced marketing professionals with established industry connections to penetrate new markets and industries.
- **Enhance Sales Performance:** Foster a results-driven sales culture by directly linking earnings to revenue contributions, encouraging proactive client acquisition.

- **Achieve Sustainable Revenue Growth** – Support BBS's long-term financial sustainability by diversifying revenue streams and improving sales efficiency.

3. Expected Benefits/ outcome:

- **Increased revenue:** Through the acquisition of new advertising clients and sponsorship deals.
- **Cost-Effective:** No fixed salary or financial burden, aligning costs with revenue generation.
- **Expertise:** Freelancers often have diverse experience across various industries, providing valuable insights and strategies.
- **Enhance Brand Awareness:** Effective marketing strategies will improve our brand's visibility and reputation
- **Customer Acquisition:** attracting new customers through innovative marketing campaigns.
- **Access to Professional Networks:** Freelancers will bring established industry relationships to BBS, broadening the potential client base.
- **Scalability:** The ability to scale the sales force up or down based on performance and market conditions, providing flexibility in achieving revenue goals.
- **Focus on Result:** Freelancers are usually goal-oriented and driven by performance metrics, ensuring a strong focus on revenue generation.

4. Scope of Work (roles and Responsibilities):

- The freelancers will work independently to identify, engage, and secure new advertising and sponsorship clients (excluding existing BBS clients)
- Their role will involve identifying prospects, negotiating contracts, and securing deals that align with BBS's advertising guidelines and ethical standards.
- They will be required to develop tailored marketing proposals based on client needs, ensuring that all advertising content adheres to BBS's editorial and regulatory policies.
- The freelancers will actively explore new business opportunities, including partnerships with corporate entities, government agencies, NGOs, and international brands, to enhance BBS's sponsorship and commercial engagement.
- They will be responsible for maintaining strong client relationships, providing ongoing support to advertisers, and ensuring seamless execution of advertising campaigns.
- The freelancers will report to the Marketing & Sales Division and will be required to submit regular weekly progress reports, detailing client acquisition efforts, revenue generated, and challenges encountered.
- The freelancer shall be responsible for marketing all BBS products and services, except the reality shows

5. Recruitment criteria :

- Prior sales experience
- Good communication skills and networking skills
- Willingness to work on a commission basis

6. Commission structure :

Sales Range	Commission Rate
Nu. 1,000,000 – Nu. 2,999,999	5%
Nu. 3,000,000 – Nu. 4,999,999	7%
Nu. 5,000,000 and above	10%

- Commission paid upon receipt of payment from the client (70% of the commission shall be released immediately after the receipt of the payment, and the remaining 30% shall be retained and paid at the end of the financial year, contingent on meeting the agreed-upon revenue target)
- In the event of partial payment by the client, the commission will be paid proportionally.
- In case of LTC, commission shall be released upon utilization of the airtime slots, as there is always a possibility that the client may cancel the agreement.

7. Performance Expectations(evaluation / termination) :

- A minimum revenue target of Nu. 5 million annually and 1.25 M quarterly for each freelancer.
- Monthly reviews of performance to ensure targets are being met and to assess alignment with organizational goals.
- Freelancers must meet the agreed-upon revenue targets to continue their engagement under this model
- BBS reserves the right to terminate the engagement if performance expectations are not met or if there is a breach of the terms of engagement.

8. Payment and Financial Transactions: Freelance marketing officers are strictly prohibited from receiving any cash payments directly from clients. All payments for advertisements, sponsorships, or commercial partnerships must be made directly to the official Bhutan Broadcasting Service (BBS) account. Alternatively, all financial transactions should be processed through the BBS Accounts Division to ensure transparency, accountability, and proper record-keeping. Failure to comply with this policy may result in immediate termination of the engagement and further legal or disciplinary action.

9. Proposed Target and Engagement Term:

- Target: Nu. 5,000,000 M annually (1,250,000 M quarterly)
- **Duration:** 12 months (renewable)
- **Number:** maximum 5
- **Reporting to:** Marketing Manager, BBS
- **Work Arrangement:** Flexible hours, with a minimum number of weekly deliverables
- **Performance Review:** Monthly progress report and target achievement review