



# **Awareness Session with Union and Associations**

**30<sup>th</sup> November 2013**

Use of IT tools (including improvement in Sancharsoft system) to enable direct online payment of commission & incentives to Retailers.

- Rectification of existing wrong creations has been started in Ctopup & the same is to be copied in Sancharsoft . Dependency on BSNL staff.
- Direct on-line payment of additional incentive to Retailers for MNP @ Rs. 25/- is started with effect from on 01-11-13 to begin with.
- Separate wallet for postpaid bill payments (GSM, CDMA, Landline & WiMax) has been introduced with provision of direct payment of commission to POS. Franchisees be asked to refill 2nd wallet meant for postpaid.

Inclusion of automatic SMS alerting to FOS (Feet On Street) for collection of CAF from Retailers & activation of numbers within few hrs

- The process for SMS alerting for CAF collection has been introduced vide Order dt 9-10-13 for pilot Circles Bihar, Gujrat, Rajasthan & AP
- Work on mapping of FOS with Franchisee & Retailers/ POS by Circle C-Topup teams is in progress . Unions can help expediting this work.
- Franchisee Managers are to play vital role. Associations/ Unions may try to push this activity for early completion.

# Efforts to increase revenue from Data Usage

- Ensuring better availability of Network carrying data traffic
  - Detailed analysis of QoS for better data speed has been done. Based on that
    - Additional IP addresses have been arranged,
    - Re-parenting of SGSNs with GGSNs has been done
    - Bandwidth between SGSN/ GGSN and NIB is being augmented.
- IP boards are being commissioned between Node-B and RNCs .
- Expansion of Bandwidth in core network is being pursued through CN Cell.
- ABC classification of Node-Bs based on traffic for differential importance. Associations & Unions can help to identification of reasons & better availability of high traffic Node-Bs

# Efforts to increase revenue from Data Usage

- Provisioning of competitive Tariffs
  - BSNL's Data USPs (3G Coverage in >1300 towns, Free Data roaming & the lowest tariff) be made known in the market by all of us.
  - Unification of tariff for 2G & 3G has been done creating a benchmark for industry to follow.
  - More than 24 Data STVs were creating confusion- Now, there are just 9 Data STVs.
  - Bundling of Data STV with Tablets & Smart phones has been streamlined.
  - Retailing of Mobile TV bundled with Data STV has been made live in South Zone. (Apalya, Pkonline & Exnxt).

# Franchisee Territories

- Total - 2067, Filled -1792 & vacant-275.
- Adequate power delegated to CGMs to fill up through a Committee, if could not be filled through EOI.
- Non-remunerative territories remain vacant- being analyzed & merged
- Work completed for Asm (58-48), NE-I (23-18), MP (135-136), Utkd (29-28), Ktk (134-127) & Bih (114-96)
- Associations & Unions can help to identify potential Franchisee/ RDFs/ DSAs/ POS, specially in vacant territories.

# Tariff Management

- Customers are more comfortable with monetary value instead of talk time in minutes. Changes in tariff have been initiated.
- Monthly Tariff Posters by 5th at every POS. It can't be ensured without active role of FMs, RMCs & RMs. Associations & Unions to keep watch for this.
- Trade Scheme be used effectively and improvement be suggested.
- Tariff Order Management (TOM) module in sancharsoft be used for Tariff Announcements.
- Automatic extension of Validity has been implemented.
- Free SIM offer & Full Talktime even on lower denominations are allowed during 100 days programme



# आकर्षक STVs



STV for Reduce Voice Calls		
Special Tariffs	MRP in Rs. (incl. S/T)	Validity in days
90 Min Local / STD any net	30	1
Unlimited Local / STD on net	144	6
Local call- Own Network Unlimited free	343	27
Local call- Own Network Unlimited free	894	81
Local/ STD voice call- Own Network Unlimited free	699	30
Unlimited Local ennet call and 5000min free Local/STD calls any net	574	27
Unlimited Local ennet call and 15000min free Local/STD calls any net	1494	81
*STV for Life Time plan :- for Per Sec. Voice tariff		
Local On-Net @ 1.2 Paise, Off-net & STD On-Net / Off-net @1.5 Paise	24	90
for other plans :- All Local on net Calls @ 1 Paise per sec*		
*STV for Per Min. Voice tariff Life Time :-		
Local /STD On-Net@ 60 P/Min	19	90
Local /STD On-Net@70 P/Min		
All Local on net Calls @ 49 Paise/min (Except Life Time, anant Plan)	28	90
350 Min Local/STD Any-net call	135	30
Local / STD on net @ Rs. 0.20/- per min	47	30
Local & STD on BSNL network in Night @ Rs. 0.05/Min (11PM to 6AM)	35	30
Local/STD Rs. 1.00/3Min on BSNL network & Rs. 1.20/3 Min on other network	29	30
Local on any net Rs. 0.012/2 Seconds	44	30
Local on any net Rs. 0.012/2 Seconds	122	90
Local on-net @ 20 p/min, Local Off-Net-30 P/Min, STD any network@40 P/Min	79	30
Local on net @ Rs. 0.10/- per min	209	90
Local on net @ Rs. 0.10/- per min	65	30
Free Incoming calls in BSNL & MTNL N/W & all GIG in Roaming @1.5 p/sec.	5	1
Free 50 SMS* Usage/Value Rs. 5	67	30
STV for Call forwarding (free call forwarding any BSNL LAND LINE/WLL NUMBER)	21	30
STV for Free Video call - 125 Minutes free local video calls on net	57	30
SMS @ 10P* + Usage/Value Rs. 20/-	68	30
Free 50 SMS* Usage/Value Rs. 5	13	2

STV Night Call Pack		
800 min Local/STD ennet night(11 PM to 6 AM)	59	30
1800 min Local/STD ennet night(11 PM to 6 AM)	121	30

STV Based SMS Pack		
(a) Local/National On-net SMS 100 SMS per day free*	31	15
(b) for Local/National Off-net SMS @ 12p/SMS*	53	30
130 Local/National (Any-Net) SMS Free	11	7
265 Local/National (Any-Net) SMS Free	20	13
395 Local/National (Any-Net) SMS Free	33	20
520 Local/National (Any-Net) SMS Free	52	30
1450 Local/National (Any-Net) SMS Free	83	30
3000 Local/National (Any-Net) SMS Free	147	60

\* The SMS tariff is applicable up to 100 SMS per day only. All the SMS beyond 100SMS/day will be charged Rs.0.50/SMS or SMS charges as per Base Tariff whichever is higher.

STV for Voice Combo Plan		
Local any Network @ 30 P/Min+ Usage/Value Rs. 20	72	30
STD any Network @ 35 P/Min+ Usage/Value Rs. 30	149	30
Local / STD any Network @ 30 P/Min+ Usage/Value Rs. 40	218	45

**Activation of STVs via SMS / NET**

\*You can select an STV by SMS. Amount will be deducted from your main account. (amount:MRP & Tax 12.36 %) will be deducted from your account balance, & SMS to 52344 is free of cost.) send SMS ->help VOICE- to 52344 You will get menu, select the option. Other option are ->help SMS->, ->help SMS->, ->help ISD->

Note: The plans available in the menu are based on customer service class. The plans are displayed as per priority setting of the STV at the time of configuration at SELFCARE. The plans may vary in the menu for different customer on day to day basis. or Subscriber can also subscribe via Net by visiting : <http://192.248.65.243/3773/voicecombo/> . Type username : 16 digit mobile number ex: 9406415471 \* You will receive a one-time password on your mobile to login\*

**For on Screen Enquiry of Account Balance of STV, SMS, Voice, Data Balance etc. : Dial Code \*123\* (1-10)\***

STV for ISD Pack		
Special Tariffs	MRP in Rs. (incl. S/T)	Validity in days
Australia, Bhutan, Indonesia, Kuwait, Nepal @ Rs. 6.45/Min & SMS @Rs. 2.50 per SMS	9	7
Bangladesh, Germany, Malaysia @ Rs. 2.99/Min & SMS @Rs. 2.50 per SMS	23	30
Bahrain, France, Pakistan, Sri Lanka, UK @Rs. 4.45/Min & SMS @Rs. 2.50 per SMS (*STV is not Applicable for UK* code ->004470.	12	7
Canada, USA, Hongkong, Singapore, Thailand @ Rs. 25/min will be charged for above UK ISD Code.)	27	30
*S.Arab & UAE 13p/sec	16	7
	41	30
	26	30

STV for Data Pack		
100 MB FREE (Promotional offer for 90 Days from 15.08.13)	14	3
240 MB FREE (Promotional offer for 90 Days from 15.08.13)	40	7
500 MB FREE (Promotional offer for 90 Days from 15.08.13)	79	15
700 MB FREE (Promotional offer for 90 Days from 15.08.13)	98	21
1 G Data FREE	139	30
2 G Data FREE	251	30
3 G Data FREE	361	30
4 G Data FREE	471	30
5 G Data FREE	581	30
6 G Data FREE	691	30
7 G Data FREE	801	30
8 G Data FREE	911	30

Data charges after free usage @ 2P+14.45 & Customer. Data speed will be 3G as default with no speed restriction. For "best stream" data charges charges will be @Rs. 0.20/SMS

PREPAID MOBILE PLAN VOUCHERS		
Plan voucher for New Lifetime Plan (200Min/10Min, Outoff-net, Voice calls Free) for 30 Days	36	Life time*
Plan voucher for Per Min. Plan (200Min/10Min, Outoff-net, Voice calls Free) for 30 Days	37	180
Plan voucher for Per Sec Plan (1200Sec/600 sec, Outoff-net, Voice calls Free) for 30 Days	42	180
Plan voucher for Per Min. Plan (3000Sec/1500 sec, Outoff-net, Voice calls Free, 3000Sec Video call, 50 MB, 25 any net SMS Free) for 30 Days	80	90
Plan voucher for Student Special plan (Free 45/45 min Outoff-net call, 45 MB, 20 Local any net SMS Free) for 30 Days	97	180
3rd Jewell plan (3125 sec/3125 sec, Outoff-net, Voice calls Free, 10 MB, Free) for 30 Days	99	30
Plan voucher for General plan (Free 75/75 min Outoff-net call, 50 MB, 25 Local any net SMS Free) for 30 Days	180	180
Roam free Plan voucher (4000Sec/4000 sec, Outoff-net, Voice 3000Sec Video call, 50 MB, 25 any net SMS Free) for 30 Days	199	180
RTT-400, Free VC Roaming @ 80Rs, 20W on MTNL, 30W @ 0.75 P/min, Free 168/168 min Outoff-net call, 100 min Video call, 200 MB, 50/50 Local/National SMS ) for 30 Days	405	180
VIP-PR/95, All VC Calls Free across country, Free 168/168 min Outoff-net call, 100 min Video call, 200 MB, 50/50 Local/National SMS ) for 30 Days	705	180

New Data Plan Voucher		
Data Plan Vouchers: Free 75GB Data per month for 12 Months	1251	365
Data Plan Vouchers: Free 1.5 GB Data per month for 12 Months	2299	365
Data Plan Vouchers: Free 2.5 GB Data per month for 12 Months	3299	365

Data Cards bundled with BSNL 3G SIM		
Data Plan Vouchers for SIM class 6240, Voice tariff as per General plan 180, Data Tariff as per Data recharge, Free 1GB Data valid for 30 Days	104	365
Data Plan Vouchers for SIM not bundled with BSNL 3G data cards	51	365

Data Card Offered Rate		
Type	Rate (in Rs.)	
3.6 Mbps	1260/-	
7.2 Mbps*	1313/-	
14.4 Mbps*	1395/-	
(* promotional offered rate for 90 Days from 10.09.13)**		

Note : \* Life time plan validity extension customer should Top Up with Rs. 200 for 180 days & for Saral Anant plan validity extension customer should Top Up with Rs.55/- for 180 days validity. # Night (11.00 PM to 7.00 AM) For Data Usages. \$Night (11 PM to 6 AM) for Voice calls

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## Improve Visibility

- Hoarding on Departmental Buildings & few important hired places to be ensured
- Wall painting, specially in rural areas is the most economical & effective means
- Dangers at Points of Sale (POS) to mark BSNL presence- RMCs/ RMs to play significant role.
- Presence on Facebook/ Twitter- All employees to start posting favorable comments
- Have Experience Centers in BSNL premises & in major CSCs for demo of BSNL products
- Association/ Union websites may contain BSNL products promotional messages

# Sales & Marketing

## Sales & Marketing

- Internal Marketing for BSNL Schemes and Products . Unions & Associations may earmark some of their time while in their meetings/ gatherings to make staff aware.
- EB & Sales teams to visit to College campus etc. and to organise Melas/ Camps.
- Weekly press release by all SSAs. Unions may keep watch on this.
- BSNL Channel Partners/ Bundling Partners/ VASPs are allowed to have canopies/ posters/ banners in BSNL premises.
- Sale Canopies be used in low traffic BTS areas as well
- Reduction in tariff should be the last means after :-
  - Network availability & QOS
  - Ease of access to customers,
  - BTL promotion and
  - Customer care.

# Bundling of Tablets & Smartphones

- Device Bundled Coupon process through Sancharsoft made operational & has started showing results (Increased to 10806 in Oct from just 1000 in Apr-Jun 13)
- Secret PINs (Device Bundled Coupons) being sold to Bundling Partners
  - SUK-30: Free 500 MB & 50 mnts on-net calls per month for 6 monts
  - SUK-31: Free 500 MB data per month for 12 months
  - SUK-35: Free 100 mnts on-net calls per month for 12 months
- Details of Bundling Partners available on website
- Associations & Unions can help contacting Hon'ble MPs spending their funds for social cause. Suggestion for distribution of Tablets to students may be given
- BSNL is likely to get project from USOF to distribute 2.5 crore mobile handsets to Govt. identified beneficiaries.

# Value Added Services

- Forced activation of VAS checked:-
  - Confirmation by MO-SMS is mandated for VAS subscriptions
  - CVPS cum CG under installation- by Dec 2013
  - Browsing VAS encouraged by increasing revenue share
- New VAS:-
  - Re 1/- Store and BSNL LIVE on web being launched
  - VAS selling through Customer portal by 15-12-13
  - Policy for grabbing M-Gov opportunity finalized
  - Six More VASPs empanelled to execute M-Gov Projects
- Identify staff having acumen for VAS and be encouraged to acquire expertise in a particular VAS.
- Unions & Associations may help in gathering market Intelligence regarding VAS being provided by others.

## Roll out of GSM/UMTS Ph-7 Expn. Project

- Circles in NZ, SZ & EZ along with phase VII vendor(s) M/s ZTE and ALIL are making all out efforts to expedite the completion of roll-out of the ordered equipment by facilitating on following items:
  - Early handover of the sites along with required media
  - Early completion of AT and issue of AT certificate
- Provision of IP media for 3-G Node-Bs is being pursued
- The tender for procurement of 0.63 Million capacity for West Zone is under evaluation
- Procurement of 1.73 millions of SIMs is under the process
- Circles are asked to plan for 3-G coverage up to Block level and for villages with population of more than 2000

# BTS Repair time

- Besides difficult Circles like J & K and North East the circles of UP (East), UP (West), Bihar, Jharkhand , Kolkatta and Chennai TD have very high average BTS repair time ranging between 15 to 45 hours.
- Main causes are- Transmission media failure & non-availability of power.
- Associations & Unions can help keeping watch on works likely to damage media & raise alert
- Most of the 3 phase Power plants can be re-wired to work as 1 phase in low power area

# Reduction in OPEX

- **Energy conservation with major emphasis on avoiding requirement of air conditioning in BTSs / Node-Bs, Extensive use of Air cooling systems.**
  - **About 5500 sites provided with Free-cooling system**
  - **Estimates have been sanctioned for many more. Associations & Unions may pursue for early completion**
- **Launch of Special drive to get Electric Mains (EB) connections for non electrified (Non EB) sites.**
  - **Bihar is having more than 2000 BTSs without EB connection. Associations & Unions may pursue with their counter parts in Electricity Boards.**
- **Detailed scrutiny of Electricity bills for taking benefit based on present consumption or of any incentive scheme for major client like BSNL.**
  - **Action has been initiated & progress is being monitored.**

# Non-Conventional Energy Solutions

- **Reduction in OPEX through use of cluster based solutions for complete power management using non-conventional energy systems, especially at non EB sites. Provision of these systems on fixed OPEX basis while CAPEX to be incurred by the solution provider.**
  - **Bihar Circle has awarded the work of a cluster of 15 non-EB sites for Solar Energy solution on OPEX model as a pilot trial.**
  - **Possibilities are being explored for using low power BTS with non-conventional energy source where ever electricity is not available.**
  - **Associations & Unions may use their links with Hon'ble MPs to raise fund for green energy solutions in low electricity areas.**



# Leasing out BSNL Tower Sites

- **Leasing out BSNL Tower Sites to other TSPs for defined lock in period to generate additional revenue for BSNL.**
  - **Circle Heads have been asked through a DO from CMD to give importance to this new business.**
  - **Associations & Unions are requested to contribute in this business**

# Status of leased out sites (towers)

S. No	Circle	FY-2010-11				FY-2011-12				FY-2012-13				FY-2013-14			
		(Target)	Achievement			(Target)	Achievement			(Target)	Achievement			(Target)	Achievement		
			Num	% age	Grading		Num	% age	Grading		Num	% age	Grading		Num	% age	Grading
1	HR	450	27	6.0	7	60	6	10.0	12	51	20	39.2	6	70	12	17.14	4
2	HP	200	1	0.5	19	100	0	0.0	26	86	26	30.2	8	70	1	1.42	17
3	J&K	200	0	0.0	26	45	0	0.0	26	39	0	0.0	26	10	0	0	26
4	PB	650	15	2.3	13	100	10	10.0	12	86	-2	-2.3	26	70	8	11.42	9
5	RAJ	750	11	1.5	16	250	2	0.8	17	214	14	6.5	18	110	0	0	26
6	UPE	1000	70	7.0	6	250	15	6.0	14	214	16	7.5	17	100	6	6	12
7	UPW	530	41	7.7	5	100	23	23.0	9	86	41	47.7	4	100	5	5	13
8	UTK	220	4	1.8	15	50	9	18.0	10	43	17	39.5	5	70	0	0	26
9	KTK	450	15	3.3	12	210	20	9.5	13	180	46	25.6	11	135	20	14.81	6
10	KRL	450	24	5.3	8	160	43	26.9	6	137	198	144.5	1	300	41	13.66	8
11	AP	750	6	0.8	18	300	23	7.7	14	257	47	18.3	13	150	39	26	1
12	CH-TD	300	10	3.3	12	75	8	10.7	11	64	11	17.2	14	70	2	2.85	15
13	TN	750	26	3.5	10	300	80	26.7	7	257	139	54.1	3	200	41	20.5	892

# Status of leased out sites (towers)

S. No	Circle	FY-2010-11				FY-2011-12				FY-2012-13				FY-2013-14			
		(Target)	Achievement			(Target)	Achievement			(Target)	Achievement			(Target)	Achievement		
			Num	% age	Grading		Num	% age	Grading		Num	% age	Grading		Num	% age	Grading
14	GUJ	850	12	1.4	17	210	59	28.1	5	180	145	80.6	2	200	32	16	5
15	CG	250	25	10.0	4	80	43	53.8	1	69	7	10.1	16	70	0	0	26
16	MH	850	29	3.4	11	300	115	38.3	3	257	77	30.0	9	200	29	14.5	7
17	MP	350	5	1.4	17	200	68	34.0	4	171	23	13.5	15	125	11	8.8	10
18	A&N	0	0	0.0	0	10	0	0.0	26	10	0	0.0	26	5	0	0	26
19	AS	250	0	0.0	26	60	0	0.0	26	51	0	0.0	26	15	1	6.66	11
20	BH	400	96	24.0	1	300	6	2.0	16	257	0	0.0	26	100	3	3	14
21	JHK	200	3	1.5	16	50	5	10.0	12	43	1	2.3	19	70	0	0	26
22	NE-I	50	7	14.0	2	25	1	4.0	15	21	7	33.3	7	25	8	16	5
23	NE-II	50	1	2.0	14	25	0	0.0	26	21	0	0.0	26	15	3	20	3
24	OR	400	49	12.3	3	90	46	51.1	2	77	23	29.9	10	100	2	2	16
25	WB	350	14	4.0	9	105	27	25.7	8	90	21	23.3	12	100	0	0	26
26	KOL-TD	300	0	0.0	26	45	0	0.0	26	39	0	0.0	26	20	0	0	26
<b>GRAND TOTAL</b>		<b>11000</b>	<b>491</b>	<b>4.5</b>		<b>3500</b>	<b>609</b>	<b>17.4</b>		<b>3000</b>	<b>877</b>	<b>29.2</b>		<b>2500</b>	<b>264</b>	<b>10.56</b>	

Note: 69 sites surrendered by VTL in TN and 18 RFIE sites cancelled in WB due to Union issue.

# Points on Infra Sharing

- **Fixed Hourly Energy Charges” (FHEC) for leased out sites to other Telecom Service Providers (TSPs). So far implemented by circles namely BH, CHTD, HR, GJ, MP, OR, PB, RJ, TN and UP(E) and remaining circles yet to implement.**
- **“Fixed Hourly Energy Charges” (FHEC) by circles for hired sites from Infrastructure Providers (IPs). FHEC in circles namely CG, GJ and UP(W) is not yet implemented.**
- **Timely payment to IPs for the hired sites and reconciliation of old outstanding payments.**
- **Reconciliation/Updating of site/tower data details on the website [www.pinfra.bsnl.co.in](http://www.pinfra.bsnl.co.in)**

# LEASING OF BSNL TOWER SITES

- This new business has the following key features which must be understood and realized by all of us:-
  - BSNL has more than 60,000 tower sites
  - BSNL has 2nd largest portfolio of Tower Sites in the industry.
  - Spare tower slots & space lying idle can be monetized.
  - Low CAPEX requirement for this business.
  - Reduction in recurring OPEX by 20-40%.
  - Business is for an assured “ Lock in Period” as per agreement (7 years).
- BSNL owns larger portfolio of Rural Tower Sites.

# LEASING OF BSNL TOWER SITES

- **BSNL possesses many strategic tower site locations as a legacy.**
- **Opportunity is for a smaller period of only 4-5 years.**
- **As per Consultants [M/s. KPMG] assessment model, it is anticipated that BSNL may grab the business in the form of New Tenancies of the order of 17- 18,000 over FY-14 to 18**
- **It's a myth that if we facilitate TSPs roll out their services through our tower, our customer base would shrink.**
- **TSPs would rollout their services anyway with or without us.**

# SLOW PACE OF LEASING

- **Achievements so far, are below the satisfaction.**
- **High number of cases being declared non feasible.**
- **Delay in making the sites RFIEd for which they have already received the Service Order.**
- **Delay in conveying the feasibility of the sites to operators.**
- **Less Sales and Marketing efforts in order to get the new tenancy request from the operators.**
- **Longer time to upgrade the sites for additional tenancy.**

# LEASING OF BSNL TOWER SITES

## A Calculation for ready reference and understanding:

Infra provisioning fee per month per site (Base rate for GBT Rs. 35,000)

Revenue per site for one year	35000 X 12	Rs.4,20,000/-	Rs. 4.2 Lakh
Revenue for one year for 100 sites	35000 X 12 X 100	Rs.4,20,00,000/-	Rs. 4.2 crore
Revenue per site for lock in period	35000 X 12 X 7	Rs.29,40,000/-	Rs. 29.4 lakh
Revenue for lock in period of 100 sites	35000 X 12 X 7 X 100	Rs.29,40,00,000/-	Rs. 29.4 Crore

**Note:** Leasing of 1 Tower for one month = Rs. 35,000/- (Base rate) = Gaining approximately 500 new customers (taking Rs. 890 as an ARPU)



# **“Monetizing Tower Assets”**

- **Decision of BSNL to maximize the existing capabilities of the infrastructure with minimal additional cost.**
- **Selections of M/s KPMG as “consultant” to advice BSNL to hive off tower assets into a new company.**

## **Recommendations of the Consultant:**

- **Phase 1: Formation of a Strategic Business Unit (SBU) including outsourcing of O&M and S&M.**
- **Phase 2: Creation of subsidiary and induction of a Joint Venture (JV) partner.**
- **The timeline for the phase 1 and phase 2 is expected to be 12-18 months.**
- **Proposal forwarded to DoT for the approval.**

# Steps taken to increase Enterprise Business

- **Dedicated Business Unit formed**
- **Customer Segmentation**
  - Platinum
  - Gold
  - Silver
- **9 Platinum Offices & 64 Gold Offices headed by GMs opened for targeted selling to Enterprise customers & SD/SA**
- **Dedicated NAM/KAMs appointed for selling to Platinum/Gold customers and CRMs appointed for SD/SA**
- **78 Channel Partners in 16 Circles appointed for selling to Silver customers**
- **Clear cut Discount Policy announced and discounting powers delegated to field units for faster response to customers**

# Steps taken to increase Enterprise Business

- **Fast track mechanism for approval of Enterprise cases - ECT meets twice weekly to clear tariff proposals from Circles**
  - Cases called on e-mail and responded on e-mail within 0 to 5 days
  - About 70-80 cases dealt per month
  - No. of cases dealt in 2012-13 - 683, Approvals granted worth - Rs.243 Cr
- **New Enterprise products launched**
  - *BSNL Managed Network Service*
  - *Free EPABX Services for enterprise customers*
  - *Data Centre Services*
- **Regular revision of tariffs and discounts of Enterprise products**
- **Sales Funnel monitored on weekly basis at Dir (Ent) level**

# MLLN

- **Severe shortage of MLLN modems/ports**
- **Order for 21000 MLLN modems placed on M/s ITI**
- **Equipments despatched to all locations as per PO and 416 VMUX have been installed**
- **Installation & commissioning is under progress**

# Expectations from field officials

- **Timely provisioning of pending circuit**
  - To be provided with 30 days of booking
  - The advance gets converted to revenue only on commissioning of circuit
- **Timely rectification of faults**
  - Leased circuit being a premium product offered to Enterprise customers, its timely rectification is most important
  - Instruction regarding extended hours of fault repairs already exist, we need to comply.
  - SD / SA related obligations committed to enterprise customers should be ensured.

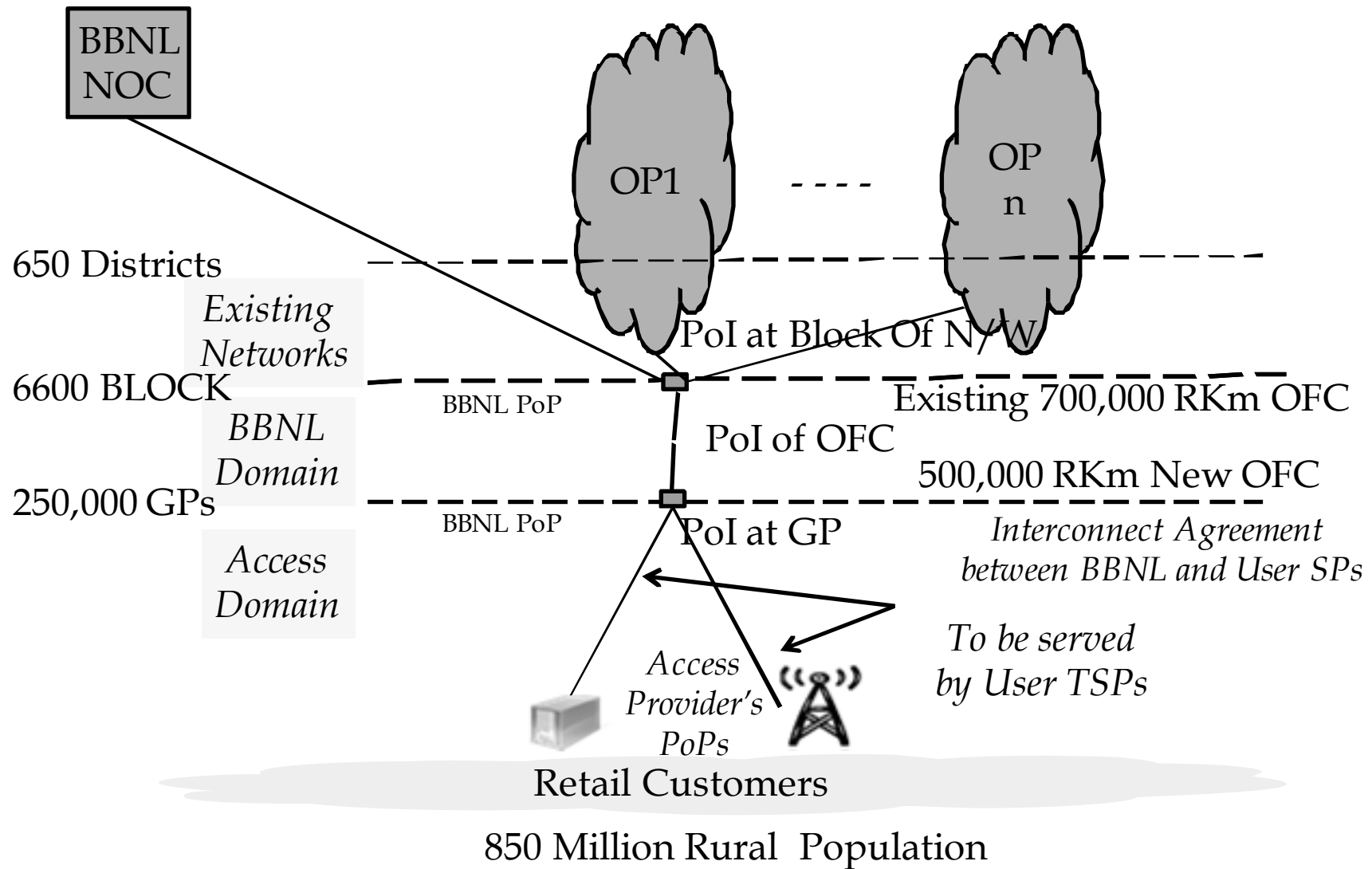
# Expectations from field officials contd...

- **Disconnection of 2 Mbps and above circuit**
  - Should not be a routine matter
  - It has to be approved by CGM of the circle
  - Customer must be contacted and resolve any issue, be it service related or tariff related

# What is NOFN

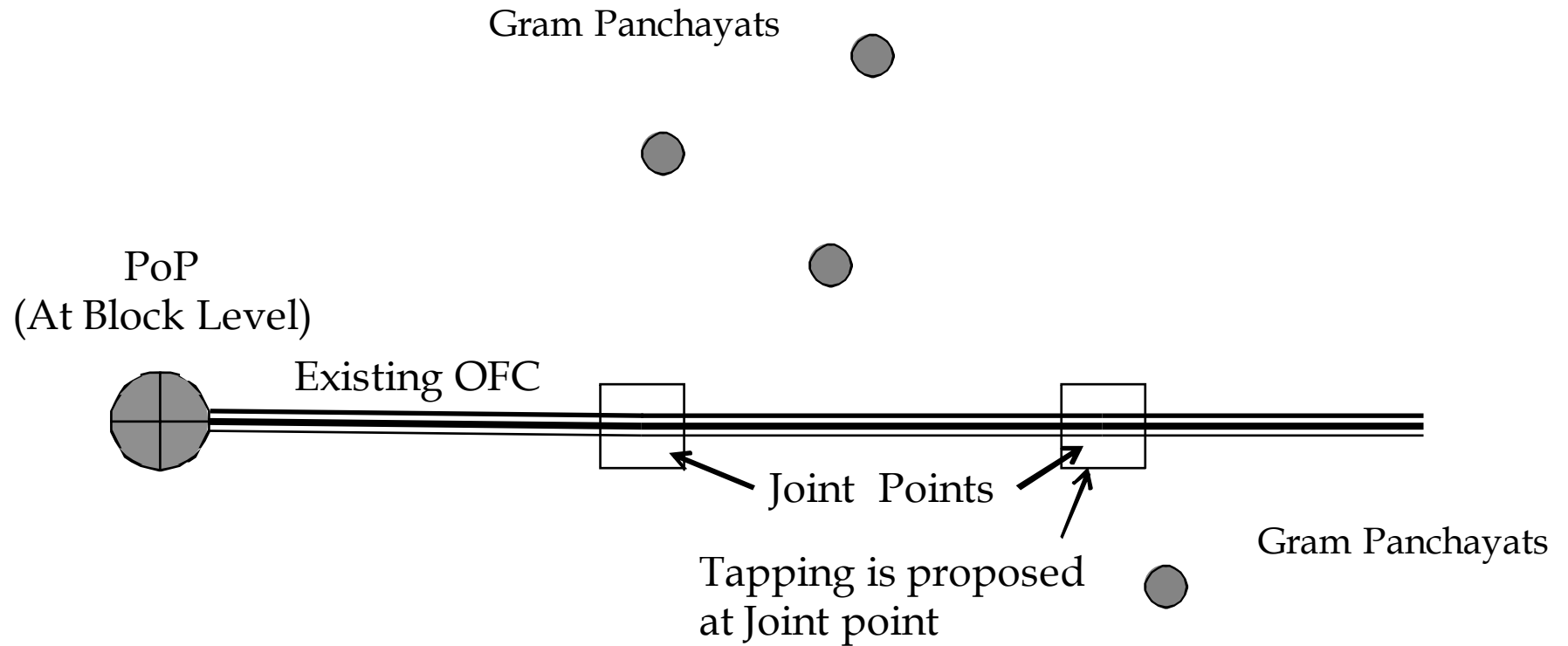
- **2.5 lakh Gram Panchayats to be connected on Optical Fiber**
- **Bridge the gap in Aggregation Layer by extending the existing networks**
- **Approx 100 MB bandwidth at each Gram Panchayat**
- **Approx 5 lakh km new Incremental OFC to be laid**
- **Approx 4 to 5 lakh km of dark fiber of BSNL / Railtel / Powergrid required on long term lease basis**
- **Proposal approved by Cabinet on 25-Oct-2011**
- **Cost of the Project : Approx Rs 20,000 Cr**
- **Bharat Broadband Network Limited (BBNL) created on 25-Feb-2012**
- **Executing Agencies on behalf of BBNL - BSNL, Powergrid, Railtel**

# NOFN - Block to Gram Panchayat

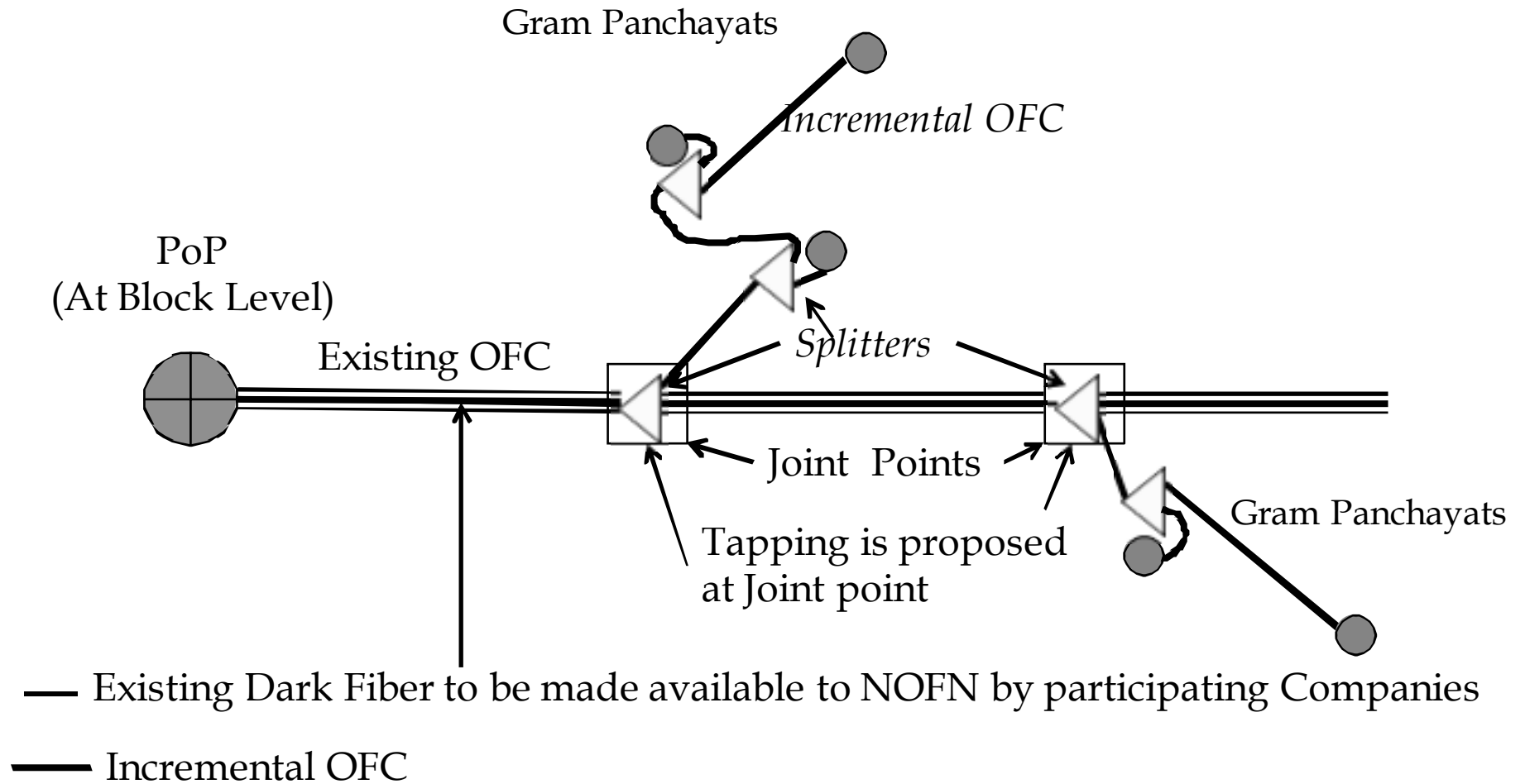




# NOFN Concept: Making available Dark Fibers by BSNL



# NOFN Concept: Making available Dark Fibers by BSNL



# Revenue streams expected for BSNL

- **OFC laying Execution (*one time*)**
  - Centage (profit) on Execution - 10%
  - Towards Establishment cost (Survey, Planning, Work execution, QA, A/T etc)
  - Towards Storekeeping cost
  - Rs 140 Cr provided as mobilisation advance
- **Dark Fiber Leasing to BBNL**
- **Rental for Space and Power at Block**
- **2 MBPS circuits from Block location (OLT) to BBNL NOC at Bengaluru**
- **E-Governance services**
- **Backhaul connectivity from Block locations upwards**
- **Maintenance of BBNL OFC routes after commissioning**

# BSNL's role in allocated States

BSNL (70%)	Railtel (15%)	Powergrid (15%)
<b>Andaman &amp; Nicobar</b> <b>Assam</b> <b>Bihar</b> <b>Chhattisgarh</b> <b>Haryana</b> <b>Jammu &amp; Kashmir</b> <b>Karnataka</b> <b>Kerala</b> <b>Madhya Pradesh</b> <b>Maharashtra</b> <b>Punjab</b> <b>Rajasthan</b> <b>Uttar Pradesh – UP(E), UP(W)</b> <b>Uttarakhand</b> <b>West Bengal, Sikkim</b>	<b>Gujarat</b> <b>NE-I</b> <b>NE-II</b> <b>Tamil Nadu</b>	<b>Andhra Pradesh</b> <b>Himachal Pradesh</b> <b>Jharkhand</b> <b>Orissa</b>

*Indirect role of BSNL in Railtel & Powergrid areas:*

- BSNL to provide Dark Fiber from FPOI Joints to OLT, if spare, as the same will be leased to BBNL
- Space and Power for BBNL OLTs in BSNL exchanges at Blocks
- Provisioning of E-Governance services
- Backhaul connectivity

# Basic Execution Plan

- Execution to be done in 3 phases :

Phase	No.of GPs covered	BSNL To Do	Timeline
Phase-1	1,00,000	70,000	31 <sup>st</sup> March'14
Phase-2	1,00,000	70,000	31 <sup>st</sup> March'15
Phase-3	50,000	35,000	30 <sup>th</sup> Sept'15

- **PLB Duct procurement : by BSNL**

- Status : High rates as compared to BBNL SOR, Circles to finalise
- Tender may be refloated, if required, as per BSNL procedures

- **OFC procurement : by BBNL**

- Status : Under negotiations for 4 lakh km

- **GPON equipment : by BBNL**

- Status : Tender floated by BBNL

- **OFC Laying and execution : by BSNL**

## Distribution of Phase-1 GPs in Circles

Circle	No. of SSAs where work is planned	No. of Districts where work is planned	No. of Blocks planned	Tentative Incremental OFC	No. of GPs
A&N	1	3	7	322	66
Assam	8	21	109	4,823	1,323
Bihar	19	35	260	10,950	4,115
Chhattisgarh	6	23	28	4,963	1,804
Haryana	9	20	63	5,956	3,213
J&K	4	12	27	1,346	620
Karnataka	20	30	164	10,095	5,134
Kerala	11	15	165	1,073	1,014
Maharashtra	31	33	152	21,488	10,739
MP	34	46	110	23,693	8,570
Punjab	11	20	65	8,339	5,992
Rajasthan	24	32	135	14,200	5,043
UP(East)	31	47	192	23,691	12,235
UP(West)	19	25	98	13,068	6,168
Uttaranchal	5	8	25	3,306	1,578
West Bengal	13	16	256	7,638	2,585
Total BSNL Phase-1	246	391	1861	1,54,958	70,199

# Key milestones for achieving target

- **Formation of dedicated teams at Circle and SSA level**
- **Technical Sanction (Provisional) of Survey Reports by BBNL**
- **Technical Sanction of Survey Reports by BBNL**
- **Block wise Estimate preparation and sanction by SSA**
- **Calling tenders for OFC Laying by SSA**
- **Procurement of PLB Duct by Circles**
- **QA and receipt of OFC, GPON by BSNL consignee**
- **Network set up, A/T and commissioning**

# Additional resources

- NOFN Portal in BSNL Intranet [www.intranet.bsnl.co.in](http://www.intranet.bsnl.co.in)
- [gis.nic.in/telecom/indexold.html](http://gis.nic.in/telecom/indexold.html) for GIS maps with route planning data and GP locations
- [bsnlnofnsurvey@gmail.com](mailto:bsnlnofnsurvey@gmail.com) for Survey Reports
- Google Drive by BBNL for Survey status
- [nofnphase1@gmail.com](mailto:nofnphase1@gmail.com) for Phase-1 execution and associated Google Drive for status of execution
- BBNL has provided *Prima Vera* software for Project Management



# Procurements

- CLIP Instruments – to meet the field requirement for the year 2013-14, a tender was finalized in Jan-2013 for 29 Lakh instruments with provision of 50% add-on quantity.
- Upto Nov-2013, total 14.2 Lakhs supplied
- Stock balance with circles – 9.36 Lakh

## Procurement (contd...)

- **PIJF Cable-** to meet the field requirement, two tenders i.e. one for 10-200 pairs and other is for 400-1200 pairs.
  - **Tender of 10-200 pairs was finalized in Sep-2013 for 22.88 LCKM with provision of 50% add-on quantity.**
  - **Tender of 400-1200 pairs for 11 LCKM still to be finalized due to matter in court.**
- **BSNL CO has allowed to circles to prepone the supply schedule as per requirement**
- **PIJF supply and availability status in circle**

## Customer Retention: Utilize CDR capabilities

- Utilize CDR system capabilities in PSTN/broadband customers churn management with focus on retaining them:
  - Identify PSTN / Broadband Customers with outgoing calls zero usage/ zero IPDR or decreasing usage
  - Identify PSTN/ Broadband Customers with high/ repeat complaints in a month & last three months
  - Outbound calls immediately after DNP as incoming calls are allowed upto 30 days from the date of DNP
  - outdoor staff/field officers need to identify the reasons for non-payment/spot resolution of complaint if any- suggest alternative suitable tariff plan for customer retention

# New Features - CDR System

- ❖ **“MY BSNL App” initiative from BSNL: Hon’ble CMD BSNL has launched a new mobile application “My BSNL App” on 04.10.2013 for android and windows users for fast and seamless access to the BSNL’s online payment.**
- ❖ **GO-GREEN Initiative from BSNL: Under this initiative BSNL is encouraging its customer to “GO-GREEN” by subscribing telephone bills on “Email” .**
  - ❖ **This will saves the consumption of paper in printing the telephone bills and delivery of bills on cost efficient automated channels basis.**
  - ❖ **BSNL is granting 10 loyalty reward points to BSNL LL/BB customers who opt for getting their bill thro “E-mail only”.**

# New Features - CDR System

- ❖ **Introduced Pan India E-Stapling of Telephone Bills :** A feature to present a single bill to Corporate Customer for landline & Broadband working across country.
- ❖ **Introduced reward point scheme:** BSNL's loyalty reward point scheme is a innovative reward program through which loyal customers get reward points - Landline and Broadband services.
- ❖ **Credit Limit Monitoring:** This is RA (revenue assurance) implemented by BSNL to track the high usage customers.
  - **Salient Features of CLM:**
    - Credit limit based on account category, Deposit amount and 6 months average usage
    - Sending alerts to AOTR for the customer who crosses 80%.
    - APN(Advance Payment Note) generation in CRM for presentation to customer for advance payment

# New Features - CDR System

## ❖ **SMS BASED INTERACTION WITH LINEMAN FOR FAULT REPAIR SERVICE:**

- Customer can book landline /broadband service fault through SMS and after booking of fault a SMS alert is sent to concerned Lineman on booking of a fault by customer.
- Lineman after attending fault can close the fault docket through SMS. Fault closure intimation is being sent to customer through SMS.

## ❖ **WEBSELF CARE PORTAL : A WEB based portal has been introduced**

## **STEPS TO BE TAKEN TO IMPROVE COLLECTION EFFICIENCY**

- **Billing of heavy callers, CICs, Corporate & Broadband customers in the first week of the month**
- **Reminder over phone, SMS, IVRS , E-mail before DNP date.**
- **Customer contact -under DNP, during incoming call facility of 30 days to pay their bills and retain them with BSNL before permanent closure.**
  - **Issue notices & Personal contact with such customers by SSA retention team of field staff to motivate them to pay bills and restore their telephone/broadband services.**

# Marketing

<b>Marketing: Visibility of BSNL brand in public domain</b>	
<b>Action Point</b>	<b>Progress</b>
E marketing - online Marketing.	Marketing agencies have been contacted for inputs, RFP is being prepared.
Mass Canvassing - Rotary/Lions club/ colleges/ Universities	Circles have been instructed, draft letters issued and matter is being followed up with circles.
Market Research: Customer Survey/ Perception/ Feedback	Quotation invited from 20 top research firm. Quotation received from research firm have been opened and a committee has been formed to take presentations from research firms and evaluate the quotations.
Bundling Offer with established brand of PC/Laptop	RFP is available on web-site. Circles are being told again to activate the same.
Facebook/Twitter channel for product promotion.	Marketing agencies have been contacted for inputs, RFP is being prepared.



# Initiatives to improve customer Experience

Improvement in customer Experience	
Action Point	Progress
Peering of servers of most popular sites ( YouTube, Google, Torrent) for optimizing international bandwidth usage.	Peering with Google, Yahoo, Akamai, Rediff, NIC etc is already implemented. More than 80 GB traffic is already passing thro' peering arrangement.
	Facebook and Twitter have no server presence in India hence direct peering is not being persuaded. With Google, one more direct peering at Delhi is under process. Expected to be completed by Dec'13 end.
Outsourcing Model for broadband Maintenance to improve Quality of Experience & Revenue	Committee Report is submitted for approval. MC note is being prepared

# Improving performance orientation

## Gist of HOCC Deliberations

- **Urgent need for improving performance orientation**
- **Fast track promotions for high performers**
- **Incentives and awards to encourage high performance**

## Improving Performance Orientation through robust PMS

- For linking of performance to incentives and awards, it is important to have a performance evaluation system which is seen as objective, fair and transparent.
- The Performance Management system (PMS) should also harmonize goals of an individual to the goals of the Company.

# Performance Management System in BSNL

Given BSNL's size and complexity, a step-wise approach adopted to introduce PMS in BSNL

Comprehensive group based approach to cover all employees in Group PMS (GPMS)

Field PMS to cover field units involved in fixed line exchange opns, mobile opns and the CSCs

Individual PMS (IPMS) for Executives

## **Improving Performance Orientation through robust PMS**

### **Proposal for linking of PMS to career progression opportunities and other incentives**

- **Because of large employee base, performance of Non-Executives to be based on Performance of the Group to which the employee belongs (GPMS).**
- **Performance of Executives to be assessed at Individual Level through IPMS.**

## **Group Performance Management System (GPMS)**

- **Covers all BSNL employees in 19 group types.**
- **Each Territorial Circle, non-Territorial Circle, SSA is a Group.**
- **Key Performance Indicator(KPI) based score cards designed for objective and transparent assessment of performance.**
- **Group score cards are finalized with targets assigned to all groups.**

# Sample GPMS Score Card of a territorial Circle

Group	Group level weightage	S. No.	Dimension	KPI	Weight age	Target
Consumer Fixed Access	25%	1	Financial	CFA Revenue - Basic (LL, PCO, VAS, etc.) (Rs. Cr.)	20%	<b>692.48</b>
		2	Financial	CFA Revenue - Broadband (including VAS, IPTV) (Rs. Cr.)	20%	<b>393.00</b>
		3	Customer / Market	Net adds - (by number of subscribers) Basic (in 000's)	5%	<b>-118.67</b>
		4	Customer / Market	Net adds - (by number of subscribers) Broadband (in 000's)	7.5%	<b>350</b>
		5	Customer / Market	Customer satisfaction level (including QoS) (Scale of 1 to 5)	7.5%	<b>5</b>
		6	Operations	Net adds in tax capacity(in KC)	2.5%	<b>212</b>
		7	Operations	CDR Implementation (No. of SSAs)	5.0%	<b>21</b>
		8	Operations	CCR rate for Landline local	2.5%	<b>69.8</b>
		9	Operations	CCR rate for Landline STD	2.5%	<b>54</b>
		10	Operations	Fault rate LL	2.5%	<b>4.2</b>
		11	Operations	Fault rate BB	2.5%	<b>5%</b>
		12	Operations	% of faults cleared by next working day LL	2.50%	<b>90%</b>
		13	Operations	% of faults cleared by next working day BB	2.50%	<b>100%</b>
		14	Operations	% of new services (LL) provisioned within the norm (7 days for LL)	2.50%	<b>99%</b>
		15	Operations	% of new services (BB) provisioned within the norm (7 days of BB) [subject to technical feasibility]	5.00%	<b>100%</b>
		16	Operations	Overall performance (on scale of 1 to 5 - to be assessed by Director - CFA)	10%	<b>5</b>
Consumer Mobility	30%	17	Financial	CM revenue (Rs. Cr.)	40%	<b>1458.83</b>
		18	Customer / Market	CM Net adds - GSM (by number of subscribers) (in 000's)	13%	<b>2497.00</b>
		19	Customer / Market	CM Net adds - CDMA (by number of subscribers) (in 000's)	2%	<b>70</b>
		20	Customer / Market	CM Net adds - WiMAX (by number of subscribers) (in 000's)	5%	<b>80.80</b>
		21	Operations	BTS availability (%)	10%	<b>98%</b>
		22	Operations	Call drop rate (%)	10%	<b>2%</b>
		23	Operations	Blocked call rate - TCHcongestion (%)	10%	<b>189 2%</b>
		24	Operations	Overall performance (on scale of 1 to 5 - to be assessed by Director - CM)	10%	<b>5</b>

## Group based Awards in FPMS

- **FPMS covers FM, RM and staff involved in fixed line exchanges, mobile operations and the CSC staff**
- **Performance of sales staff, FMs and RMs is evaluated based on set parameters and achievements against assigned targets.**
- **Score cards are prepared for each of the groups indicating the parameters to be measured and targets for each.**
- **Exchange with the best score in a SSA is awarded Swarna Exchange Award.**
- **For consumer mobility operations and CSCs, top 3 groups are awarded in every circle.**



## Expectations from Staff Unions

- **The Staff unions may bring awareness among employees about the PMS and all out efforts for improving performance of their Unit, SSA and Circle.**
- **Eventually, grant of any form of incentive would be dependent on performance of the Group to which they belong.**

# **PMS for Executives**

## Individual Performance Management System(IPMS)

- IPMS facilitates transparent and objective assessment of performance of an individual.
- Key Performance Indicators (KPIs) being identified for each job based on job description.
- Executive IPMS score card would comprise of Key Performance Indicators (KPIs) with appropriate weightage, relevant to individual's role .
- Targets would be assigned for each of the KPIs at the start of the year.

## IPMS contd...

- **IPMS score will be worked out on the basis of achievements against specified targets.**
- **IPMS score cards are prepared for officers in Corporate Office.**
- **KPI banks for different roles of Executives in different verticals in Territorial Circles/SSAs have been prepared.**
- **Individual score cards are to be prepared based on specific role of a person.**

# **Improving Performance Orientation through robust PMS**

## **Proposal for linking of IPMS to career progression opportunities for Executives...**

- **IPMS to be made part of APAR- Score card to be included by executive in self appraisal in part II of the APAR.**
- **IPMS score will be based on achievements against specific KPIs.**
- **Reporting officer shall consider IPMS score while giving performance grading in APAR.**
- **2013-14 : IPMS to prepared for awareness building and learning**
- **2014-15 onwards-Linking of IPMS to APAR**

## **Need for Review of criteria for SSA categorization**

- **Non- availability of adequate number of officers to head all SSAs as per the current sanctions**
- **Level of SSA head is currently determined by land lines.**
- **Need for review of this norm because SSA has the responsibility of not only land line business but overall business of the company including mobile, infra sharing, enterprise business etc.**
- **SSA revenue is a better criteria for SSA categorization**

# Proposed New Norms

Sl.No.	Annual Review of SSAs	Level of SSA Head
1.	Upto 10 crores	TDE
2.	10 to 30 crores	TDM
3.	30 to 300 crores	GM
4.	More than 300 crores	PGM

## Comparison of existing number of SSAs and revised SSAs as per new Criteria

Sl.No.	Level of SSA Head	Existing Nos.	Revised Nos.
1.	TDE	12	25
2.	TDM	74	109
3.	GM	227	193
4.	PGM	19	5



## SSA categorization ( contd...)

- While SSAs have been categorized on Revenue norms, it is appreciated that some other factors such as geographical spread of the SSA, number of revenue districts, administrative requirements and business potential are also important factors in determining SSA category.
- Proposals have been sought from circles. These are being examined.

## Other Proposals under examination

### **i) Merger of SSAs**

- **Some circles have proposed merger of Some SSAs where two independent heads are not required.**
- **This would help in reducing establishment costs and other expenses**
- **For the purpose of transfer liability of non-executives however, constituent SSAs will continue as separate entities**
- **These are under detailed examination.**

## Other Proposals under examination (contd...)


- As per new norms, number of SSAs headed by DE and DGM level officers has gone up.
- Financial powers of SSA head would also accordingly be lower
- With the objective that decision making process does not slow down, Some circles have given suggestion for reporting of SSAs headed by TDM/TDE to GM of nearby SSA.
- Such GM(TD) may be designated as Area G.M.
- The Area GMs would discharge the responsibility in addition to their functions of GM (TD).
- The matter is under examination.

# Skill Building

- **Training for CSC staff - customer services**
- **Training for TMs for prompt fault redressal mechanism**
- **Training for Executives in Performance Management & Project Management**

# 1. Training for CSC staff - Customer Services

- A two days training on 4C (Challenging Competition through Customer Care) was imparted in recent past, to the staff attached to various CSCs/CSRs of different circles to enhance their skill for assigned duties.
- The course includes changes & challenges, inter-personal communications, effective communication, confidence building, customer care, behavior and attitudinal changes with one session on tariff & commercial information on various products & services from BSNL along with physical demonstration of the product & services.
- Since the proposed training is the focus area for the front line staff of BSNL dealing with our customers at various stages of their normal operation, it is now decided that a renewed focus shall be made for making this programme available for front-line staff through the field training in all SSA level.

- 
- **BRBRAITT Jabalpur will remain the nodal reference center for delivery of this programme.**
  
  - **Mode of imparting training**
    - **The mode of imparting the training for CSC staff shall be preferably Field Training Program arranged at various SSAs by the identified experts from the respective SSA under the supervision of the respective RTTCs.**
    - **Some pilot programme can also be conducted at field units, by faculties of training centers.**
    - **The course content for this training is already available in our training centers and the necessary coordination/guidance shall be extended by the faculties of the respective training center in implementation of this training program at SSA level.**

## 2. Training TMs for prompt fault redressal mechanism

- The fault rectification by the staff is a crucial component of our performance and this has been an ongoing activity for long at the field levels.
- This shall be suitably addressed by carving out a mechanism for re-energising the basic training on fault rectification to our staff involved in the day to day services.
- The prompt rectification of faults shall minimize the loss of time and give confidence to our customers on BSNL.
- The mode of imparting this training shall be preferably Field Training Program arranged at various SSAs by the field staff/faculties of our training centers.

### 3. Training of Executives in Performance Management & Project Management

- As a prelude to building Performance culture in the organization, a set of Key Performance Indicators (KPI), has been designed and circulated by the Restructuring Cell.
- There is a need to build and strengthen this aspect in our operations, through spread of suitable information on this issue.
- Faculties of the Training centers have been requested to arrange to deliver these in gradual manner so as to sensitize the staff appropriately.
- Restructuring Cell, in association with ALTTC, would design the content and delivery of this module, preferably through a workshop at ALTTC.
- Field units have been asked to contact their respective training centers, for the scheduling of this programme in their areas.



## Action taken by Training Cell

- Necessary instructions have already been issued by Training Cell of corporate office to all the circles for taking suitable action in consultation with respective training centers immediately.
- The circles have also been asked to enter the details of staff so trained on this initiative in the CTMS training portal for proper monitoring and a submission of comprehensive report to the management.
- On pursuance by the training cell, it is noted that some of the circles have already initiated action on this matter and the rest of the circles have been requested to take the necessary action immediately.