भारत संचार निगम लिमिटेड
(भारत सरकार का उद्यम)

BSNL

BHARAT SANCHAR NIGAM LIMITED
(A Government of India Enterprise)

राकेश कुमार उपाध्याय
अध्यक्ष एवं प्रबन्ध निदेशक

RAKESH K. UPADHYAY
Chairman & Managing Director
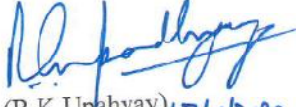
D.O.No.7-1/2013-WS&I

Dated 17 Oct.,2013

Dear CGM,

  Thanks for your valuable inputs and active participation in the Conference of Heads of Circles on 24th-25thSeptember, 2013. The informed, high-quality and exhaustive deliberations in the conference on different aspects of business and organization culminated in emergence of some thought-provoking new ideas.

2. As an outcome of the Conference, we have arrived at some very important actionable ideas which have the potential of improving of BSNL's performance and financial health. The list of such action points is enclosed.

3. We should now immediately start working on these points in right earnest. If any bottlenecks or issues are encountered in implementation, please do not hesitate in getting in touch with the concerned officers at Corporate Office & / or me.

4. I am sure you and your entire team must be actively implementing the 100 days programme & special drive already launched during the BSNL Foundation Week to increase the business & revenue in all the three verticals of CFA, CM & EB.

5 I am confident that with positive frame of mind and dedicated efforts of you and your team, implementation of these ideas would result in better organizational performance and sense of achievement for all of us.

(R.K.Upahyay) 17/X/2013

All Chief General Managers,
(Territorial and Non-Territorial Circles),
Bharat Sanchar Nigam Limited.

Action Points on Thematic presentations made in HOCC held on 24th & 25th Sept 2013.

Based on the discussions that took place on various Themes in the HOCC held on 24th and 25th Sept. 2013, key action points in respect of various business units in BSNL are as under:-

A. Consumer Mobility(CM) Business Unit

1. **Strengthening of Sales Channel:**

   - Use of IT tools (including improvement in existing Sancharsoft system) to enable direct online payment of commission & incentives to Retailers.
   - Inclusion of automatic SMS alerting to FOS (Feet On Street) for collection of CAF from Retailers and activation of numbers within few hours.

2. **Induction of Data Analytics Engine:**

   - Induction of Data Analytics Engine in the network to capture customer's life cycle and to facilitate market segmentation. This will enable customer specific offerings and also VAS.

3. **Efforts to increase revenue from Data Usage:**

   - Ensuring better availability of Network carrying data traffic.
   - Provisioning of competitive Tariffs.
   - Improved awareness & visibility, adequate Content & Data services and better customer care.

4. **Reduction in OPEX:**

   - Energy conservation with major emphasis on avoiding requirement of air conditioning in BTSs/ Node-Bs, Extensive use of Air cooling systems instead of air conditioning.
   - Launch of Special drive to get Electric Mains (EB) connections for non electrified (Non EB) sites.
   - Detailed scrutiny of Electricity bills for taking benefit of any incentive scheme and rules regarding electricity usage by major client like BSNL.

5. **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.

6. Leasing out BSNL Tower Sites to other TSPs for defined lock in period of seven years to generate additional revenue for BSNL.

- Circles to energize their teams for doing this business proactively.

B. Consumer Fixed Access(CFA) Business Unit

7. **Marketing: Visibility of BSNL brand in public domain (also applicable to CM Business)**
   - Multi level Marketing like 'Amway'.
   - E Marketing – Online Marketing.
   - Mass canvassing – Rotary / Lions Club /Colleges / Universities.
   - Market Research: Customer Survey / Perception / Feedback.
   - Bundling Offer with established brand of PC / Laptop.
   - Face book / Twitter channel for product promotion.

8. **Utilization of 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 last one month.
   - Outbound calls immediately after DNP as incoming calls are allowed upto 30 days from the date of DNP.
   - outdoor staff/field officers to identify reasons for non-payment/spot resolution of complaint if any- suggest alternative suitable tariff plan for customer retention.

9. **New Developing Areas (NDA) Project: 45 High revenue SSAs**
   - Focussed attention on 45 high revenue SSAs (High Revenue SSAs are those whose revenue is Rs.10 Crores and above per month.
   - Estimates Preparation & Sanction having IRR more than 16% so that the potential new areas are made feasible.
   - Fund and material allotment on priority to these SSAs - Priority Execution of expansion work in such TNF areas and also Retrieval of cable pairs

10. **Improvement in Customer Experience**
    - Peering of servers of most popular sites (Youtube, Google, Torrent) for optimizing international bandwidth usage.
    - Introduction of centralized billing for corporate customers having pan India presence.
    - Integration of CFA and CM billing platform.

11. Outsourcing Model for Broadband Maintenance to improve Quality of Experience & Revenue.

12. Broadband combo Plan to be allowed for DID Franchisees & Policy on access of Tech Park/Malls.

13. Closure of standalone exchanges with DELs less than 20 & revenue less than Rs 15000 per month.

C. Enterprise(ENT) Business Unit

14. Launch of Enterprise Customers Portal.

15. Augmentation of Core network bandwidth. Availability of IP/MPLS Network and Expansion to Managed Next Generation Transport.

16. New NMS to tap ever growing MPLS VPN market opportunities and to bring qualitative improvement in services to customers.

D. Finance

17. **Capital Project Preparation and Business Case Appraisal**

Sound appraisal system to ensure generation of incremental revenue by capital expenditure projects. Appraisal of CAPEX proposals to be done on sound empirical principles. Where necessary, assumptions must be supported by a rational justification. BSNL Corporate Office to prescribe a template and also annually declare the benchmark RoI for assessing the feasibility of any project. Detailed guide lines on lines similar to those implemented for 45 SSAs to be prepared and issued.

E. Human resources(HR) Unit

18. **Enhancing performance oriented work culture and employee accountability through**

- Development of Key Performance Indicators(KPIs) for employees.
- Development of linkage of KPI score with APAR/financial/other non-financial incentives.

19. Restructuring / Reorganizing Circles, SSAs.

20. **Improvement in Skill set- Local Training at SSA level**

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