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भारत संचार निगम लिमिटेड
(भारत सरकार का उद्यम)
BHARAT SANCHAR NIGAM LIMITED
(A Government of India Enterprise)

आर. के. उपाध्याय

अध्यक्ष एवं प्रबन्ध निदेशक

R. K. Upadhyay

Chairman & Managing Director

D.O. No. 87 – Cordin.I / 2011
Dated: June , 2011

Dear

As you are aware of, 'Circle of the Year' award has been constituted from this year to recognize and reward the good revenue performance of Circle heads. CGMs of Karnataka, Orissa, Himachal Pradesh Circles and Chennai Telephones were honoured with the award in May 2011 at a function organized in the Corporate Office for their exemplary performance during 2010-11.

During the felicitation program, concerned CGMs shared their experience and briefly narrated the initiatives taken by them to increase the revenue. I am enclosing gist of initiatives taken by these Circles, which helped to increase the revenue for your information and necessary action.

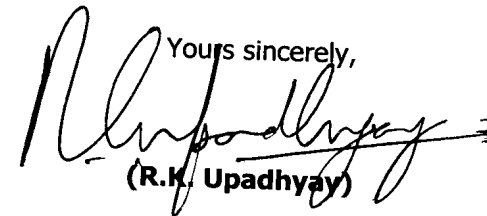
I would like to re-iterate that Hon'ble MOC&IT would be regularly monitoring the financial performance of various Circles and may have recourse to imposing disincentives for the under performing Circles. I trust that you would take effective steps to generate additional revenue during the current year and be front runner to compete the 'Circle of the year 2012' award for your circle. I wish you good luck in your mission.

With regards,

Shri

All Chief General Manager

_____ Telecom Circles / Telecom Districts

Yours sincerely,

(R.K. Upadhyay)
17/6/2011

Copy for information to: Director (CFA) / Director (CM) / Director (ENT) / Director (HR)

Gist of Initiatives taken by Award winners of 'Circle of the Year 2011' Awards to increase Revenue

GSM Growth and GSM Network Operations

- Maximized GSM growth to compensate for fall in tariffs and revenue loss from reducing land lines.
- Within a business segment, focused on increasing market share by increasing gross connections, improving network, improving complaint redressal mechanism and containing disconnections.
- Information regarding BTS failures, duration elapsed is available live for GSM and WLL, which enables the concerned to look at for immediate corrective action. Key performance parameters TCH, SDCCH, Call Drop rate etc. also available live BTS wise.
- BTS wise percentage loading also available live for 3G nodes, E1 down and BER high status also monitored separately.
- Daily VLR count and graphical representation is also available.
- Quality of mobile network, including associated transmission network is kept at high level. This was achieved by prompt dispatch of SMS by the system to all concerned staff and by empowering maintenance staff with all facilities like vehicles etc.
- More care was given on RF optimization. Special teams with experts formed to reduce coverage problems, call drop, congestion etc.
- Optimum utilization of mobile network to handle more traffic by re-shuffling TRX from low traffic areas to congested areas and installing mini links for reliable connectivity vis-à-vis unreliable OFC media getting damaged frequently due to road widening works and digging activities by Civic agencies.
- Need based specific products were launched with matching content and price, keeping in view the prevalent competition.
- Introduced practice to contact the customers showing inclination to port out of BSNL. Persuasion helped in retaining upto 80% customers with BSNL.

Land line and Broadband - Growth and Operations

- Motivated staff to perform better by ensuring availability of real time information. CGM's dashboard was implemented on Circle Intranet Portal. Dashboard provides upto date information on the network size, network operational status, key financial updates, enterprise business information and other focus areas.
- Udaan performance, CAF status and MNP status (updated four times daily) is available on CGM dashboard with complete details.
- Proper attention given to the maintenance of broadband network and project.
- After implementation of CDR, ensured instant restoration of disconnected phone connections on receipt of payment from customer, resulting in customer delight.
- Top most priority given to network performance for restoring landline / broadband faults for better customer satisfaction and reducing disconnections.
- Many RSU / DLC opened with available resources which resulted in increased booking of broadband and delighted the customers using broadband.
- FTTH projects were given thrust and MOUs being executed to fetch more revenue.
- Direct interaction with Udaan team, which motivates them to perform better. The best performing member is rewarded periodically.
- Implementation of NMEICT project geared up.
- Broadband penetration increased. Agencies selling computers persuaded to set up sale points in rural areas for better PC penetration and to improve loading of rural DSLAMs. Help of the State Government and PSUs under it was taken to implement the initiative.
- VPNOBB provided for Schools, Colleges and SWAN projects. Redeployment of DSLAMs to improve broadband coverage in exchanges to optimize the available capacity.
- Monitoring of DSLAM faults on daily basis with the help of NOC Bangalore.
- On net monitoring of priority parameters i.e. longer duration faults of exchanges, BB, DSLAMs, GSM and WLL BTSs; Revenue receipts; inspection of Roadside camps and retailers; net addition of subscribers; network expansion at commercially important locations as well as remote locations and public grievances registered / resolved.
- More emphasis given to EVDO and 3G Data cards.

Enterprise / New Business

- Enterprise business increased with the State Government offices. Bagged almost all projects of State Governments and its PSUs by taking quick decisions and empowering technical sales teams.
- MOUs signed with business houses to increase enterprise business.
- MNS based services were marketed to various State Government departments.
- Special drive conducted with the banks to use EVDO routers for ATMs. The banks are satisfied due to reliability and easy maintenance.
- Civil wing of BSNL was empanelled with the State Government for undertaking construction work of various buildings of State Government, which helped generation of additional revenue for BSNL.
- Formed additional teams to take care of the restoration of frequent OFC cuts. Linear data circuits / leased line circuits are converted into rings for hassle free service.
- Utilize regional / district training centers to impart training to students and fetch additional revenue through this initiative.
- Constantly looking at available / prospective business opportunities in the Enterprise Business segment.

Sales and Marketing Initiatives

- Increased mobile customer base by organizing roadside camps to supplement franchisee/retailers and customer service centres. The camps offered new connection bookings, MNP port in registration, C-Top Ups, display of various products of BSNL and registered PG complaints also.
- Value added services advertised and demonstrated in 3G Experience Centers setup in the Customer Service Centers, which helped increasing traffic.
- Daily sales of SIMs monitored franchisee wise, CSC wise and DSA wise. Name of Top Franchisee / DSA was published daily for information of all. Monthly meeting held at Circle level and top performers honoured. Similar meetings held at SSA level also.
- Daily update of pending leased circuits prepared SSA wise and week wise sales funnel prepared.
- Closely monitored sales and marketing of CUGs and high value post paid customers.
- Frequent umbrella marketing / road shows organized to popularize BSNL brand.

- Keeping Customer Service Centres open beyond office hours.
- Encouraged healthy competition amongst SSAs.
- Daily collection, trial balance of previous month, SLR of the month compared with status of previous year same period.
- Taken extra care of sales network introduced payment of upfront and instant commission to retailers at time of FRC activation. This resulted in quantum jumps of sale of mobile connections.
- Held frequent meetings at highest level to resolve problems of franchisees / retailers etc.

Other Initiatives

- Holding of Periodic Video Conference and SSA meetings based on CGM's dashboard information.
- Availability of day-to-day information on dashboard helped to constantly pursue and reduce the time period for corrective action at all levels.
- Employees are made aware of the focused areas once every month through a letter sent to them alongwith their pay-slip.
- Continuous interaction with Unions / Associations to improve productivity and maintain industrial peace / discipline.
- Redeployment of under utilized staff in CTOs to fully utilize their services.
- Periodical monitoring of collection efficiency and cash flow.
- Reducing expenditure by shifting from rented buildings to own departmental buildings; conservation of energy through energy audits and use of low cost energy efficient instruments in BTSs / exchanges etc.
- Effective utilization of staff by instituting spreadsheet on intranet containing periodic status of priority portfolios and their assignment amongst various officers.