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

शीतला प्रसाद

निदेशक (सी.एम.)

SHEETLA PRASAD

Director (CM)

BSNL Board

D.O. No. 34-1/2018-S&M-CM

3rd June, 2019

Dear CGMs,

You all are aware of the market condition and you must be doing the best possible at your end. If we analyse our position as on today and 5 – 10 years back, the only difference is about demand of BSNL products in market. Earlier there was lot of demand even in competitive environment but now we are struggling for the same. Other TSPs might be adopting different ways and means of marketing activities but the big difference with BSNL is that we have large number of skilled staff i.e. executives and non-executives which can be utilised to give a better fight and to increase our market share. We have better/similar technology in CFA and EB segments and even in mobile segment, except 4G new spectrum, almost similar technology is available. Barring Jio, other TSPs too do not have 4G BTSs at all locations and dark zones are every where. As far as download speed is concerned, in most of the locations, BSNL too have similar speed and it is being sold by our people.

Market share and remittance are the two important issues which are required to be focussed with the help of existing staff and it can be done very well. Apart from regular duties and responsibilities, I want to entrust few important responsibilities at different levels of officers/officials for retention of existing business, marketing and revenue collection activities (as per Table in Annex.I) and request to implement this in true spirit. I would like that the CGMs should go through the details of Priority Works and Targets and accordingly, this should be conveyed to your SSA Head and below unit officers for completing day to day activities.

I shall appreciate if any better system is already designed and is being used in your Circle, and may be communicated to Headquarter for improvement. But if not, the instructions given in Table at Annex.I may please be followed and any modification/deletion/addition can be made as per your priorities and targets fixed in the Circle under intimation to Corporate Office.


(Sheetla Prasad)
Director(HR)

All Chief General Managers

North/South/West/East Zone

Encl: As above

Retention of existing business, Marketing and Revenue Collection activities

S.N.	Designation	Works	Target
1.	SSA Heads	NOFN Works: Expenditure reduction & Revenue earning, Network availability CM/CFA/EB	Network availability, Network optimization, NOFN commissioning, NOFN Fibre, O&M and utilization as per target conveyed. Review of contract demand rationalization for all electricity connections. These items must be reviewed by SSA Head daily and focussed attention be paid for utilization of NOFN Fibre. MTTR & Performance Management System be reviewed. CFA Network optimization for low revenue earning exchanges and review of power plant batteries and other electrical infrastructure items.
2	IFA to SSA Heads	Daily remittance, Project Aishwarya in SSA	As per target fixed by Circle Office. Targets for collection of outstanding dues might have already conveyed by circle office. But now I propose minimum Rs.50,000/ (Fifty thousand only) per day from major SSAs headed by GM/PGM and min. Rs.30,000/ per day from minor SSAs headed by TDMs/Dy.GM excluding EB Revenue.
3	D.E.(External)	Retention of existing Landline/ Broadband, FTTH Customers, Fault Clearance per day, per week and beyond	Performance Management System must be strictly monitored in the division to ensure targets of MTTR and gross connection for all sub divisions. 90% retention of existing LL/BB/FTTH comes under ICB cases.
4	Sub Division Headed by SDO/JTO	Demand generation for CFA/CM and provisioning of new connections	1 Landline, 1 Broadband, 1 FTTH connection per day or as per target given by Circle. On average, min.10 LL/BB/(Combo) connections and 10 FTTH conn. must be provided by major SSAs headed by GMs/PGMs and 5 LL/BB Combo and Mini 5 FTTH connections be provided by minor SSAs on daily basis. Demand generation of CFA/CM in second half of the day.
5	SDE (Internal)/ PTO (Internal)	NIL CDR cases	Must be pursued to achieve NIL cases under Nil CDR. It is observed that more than 50% Nil CDR cases are due to no. faulty for so many days. The concerned internal exchange incharge must ensure that all individuals under Nil CDR are dialed and tested but if found faulty , must be informed in writing to external incharge for the likely loss of revenue due

			to disconnection of these numbers as no services are being used by subscribers. Copy should be given to SSA head also for taking necessary action.
6	Phone Mechanic	Maintenance of LL, BB/ installation of new connections and support for Project Aishwarya	Targetted MTTR shall be achieved as already prescribed for each circle and five new connections in a month in each Line Man/ Phone Mechanic section. The concerned field staff is also expected to be utilized for door to door collection and must support collection team.
7	SDE/JTO-CSE In-charge	Retailer visit on Tuesday and Friday alongwith marketing activity	Min. sim sale of 500 per month and LL/BB, FTTH-100 conn. per month. 100% Retailer visit in three months time and 10% POS increase in every month. Any other instructions time to time given by Circle Office/ SSA Office for demand generation and Sale of BSNL product. Every retailer in the jurisdiction of CSC must be mapped with CSC location and a what's app group be created with CSC incharge and retailers. SDE(Mktg) of SSA should also be included.
8	AO(TR)/JAO(TR)/CAO(TR)	TR related works	Depending upon manpower available, 4-5 TRA team be nominated may be with one member or more in each SSA and the team must visit door to door to collect outstanding dues. One team must visit minimum 10 Sub. Houses with corrected bills and manual receipt book in second half of the day. Minimum 300 notices/legal notices should also be sent in a month. Notices for Telephone Adalat must be delivered by field staff and for Lok Adalat, through courier or departmental vehicle. To arrange minimum 4 Telephone Adalats, 1 Lok Adalat in a month and 90% retention of OGB cases. Telephone Adalat will be organized in different exchanges of SSA and prior notice must be given to subscribers through our own field staff Targets of Project Aishwarya conveyed by the SSA / Circle must be achieved. Here also TRA Officer must ensure 90% OGB Nos. are restored and if after dialing and reminding continuously, no reply/busy tones are found and concluded that the numbers are faulty, inform the concerned external SDE/DE and if again no response, written information be given quoting amount (No. of subscriber x FMC) likely to lose per month.
9	SDE(Trans) / NOFN	Transmission related works	(2) Average MTTR must be less than four hours and individual transmission fault must not increase beyond 8 (eight) hours.

10	SDE(Mktg)	Marketing related job	To arrange minimum 20 camps per day in major SSAs headed by PGM/GM and minimum 10 Camps in Minor SSAs headed by TDM. Each Camp target is, 25 SIM, 5 LL/BB(Combo). 3 FTTH connections (in case OLT is available), 10 MNP or more conn. through dialing in each SSA to maintain PO/PI ratio less than 0.5. SDE/JTO (Mktg.) must report directly to SSA Head and should have data base for low revenue BTSs, potential location in SSA for camps/ canopy. He has to ensure availability of poster/dungler, tariff charges, all paper documents regarding CM/CFA products and umbrella/canopy for camps. Depending on market condition, tariff proposal should be given to Circle. To ensure monthly meeting with Franchisees along with FOS and FOS must give their beat plan to cover all retailers in SSA . Franchisee must explore sale of CFA products through Retailers and to fix up target.
11	DET/SDE/JTO(EB) in SSA	EB marketing, Lead generation and 100% same day fault clearance of EB ccts.	To retain our existing market of EB customers.
12	PGM/GM (EB) in circle office IFA to EB vertical in Circle.	To retain existing business and generate new business under Phase I to Phase IV. Big Show rooms depending on staff available. Outstanding Collection, correction of bills and to provide corrected bills for recovery to diferent team.	EB Mela to be organized one day in each month and acquire sufficient business for month. All EB officials in Circle and few officers in SSA should be utilized to cover all EB Consumers and visit to registered companies / factories, big show rooms, colleges, engineering institutions and management institutions. Min. 15 teams should be nominated company wise and daily visit for revenue collection till all the revenue is collected.
13	GM (Mktg) in Circle Office	PO/PI and IN Revenue. PO/PI has to be less than 0.5.	25% increase in IN revenue as of last year. Propose different STV and FRC as per requirement of your circle to achieve the target.
14.	PGM/GM (CFA) in Circle Office	Outsourcing of FTTH (i) Under Case I, II, III & IV. (ii) To convert higher BB plan into FTTH	50% of the target assigned by Circle office through outsourcing in each SSAs.

	wherever feasible to retain customer..	
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All the DEs/SDEs(External) and other field unit officers including JAOs/AOs/CAOs must be fully familiar with the CBPS system and this must be used while visiting door to door for collection of outstanding dues in case of OGB subscribers and ICB subscribers. As far as possible Manual Receipt Book, if issued, must be avoided. AO(Claim) must reconcile these receipts given to field units and TRA team twice in a month.

It is also suggested to choose one day in a week say Saturday (in case State offices are opened) for Mega Mela. More than 50% staff (executives and non-executives) covering most of the potential locations, exchange locations and rural BTS locations to sale, all BSNL products, excluding Transmission people and TRA people to ensure media maintenance and collection work continues. Here no extra expenditure is involved. On Mega Mela day, I expect all existing vehicles can be utilised for visits and arrangements.

Corporate Office will be working to support each circle on day to day basis. The concerned controlling authorities in SSA/Circle/Corporate office must support their subordinate offices to achieve the target. The concerned Unit Head in Circle Office is equally responsible for the achievement of target in SSAs. However, in case, the targets are not achieved or the effort made by Subordinate Officer/official is not satisfactory, then the action must be taken against the poor performers. The action could be disciplinary action or to disallow salary on proportionate basis or both.

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(Sheetla Prasad)

Director(HR)