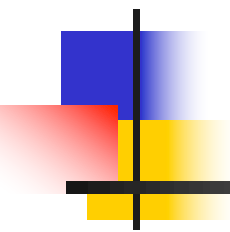


# PACIFY

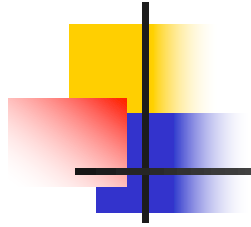


A model  
for fighting  
intense competition..

Sunil Kumar

GMTD Satara

A modern customer care approach..




# PACIFY

A Six Step Process

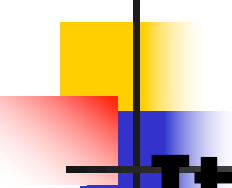
Sunil Kumar GMTD Satara

What is ?

# What is Pacify?

- 
- PACIFY is an acronym given to model developed for fighting competition. It has been successfully tested. In fact various things was experimented and PACIFY is a result of that experimentation, which works.
  - **Fighting Competition is more a matter of Attitude. No body else except us can defeat us.** This model (if implemented) will help in restoring our confidence and extract huge opportunities the competition offers.

# What is Pacify?

- 
- **It does not involve any expenditure.** It attacks on the way of working and for having a lasting effect the “Basic Change Model” based on Paradigm has been adopted.
  - **It does not require any structural change in the organization** but certainly needs flexibility and support for smooth execution.



# P A C I F Y

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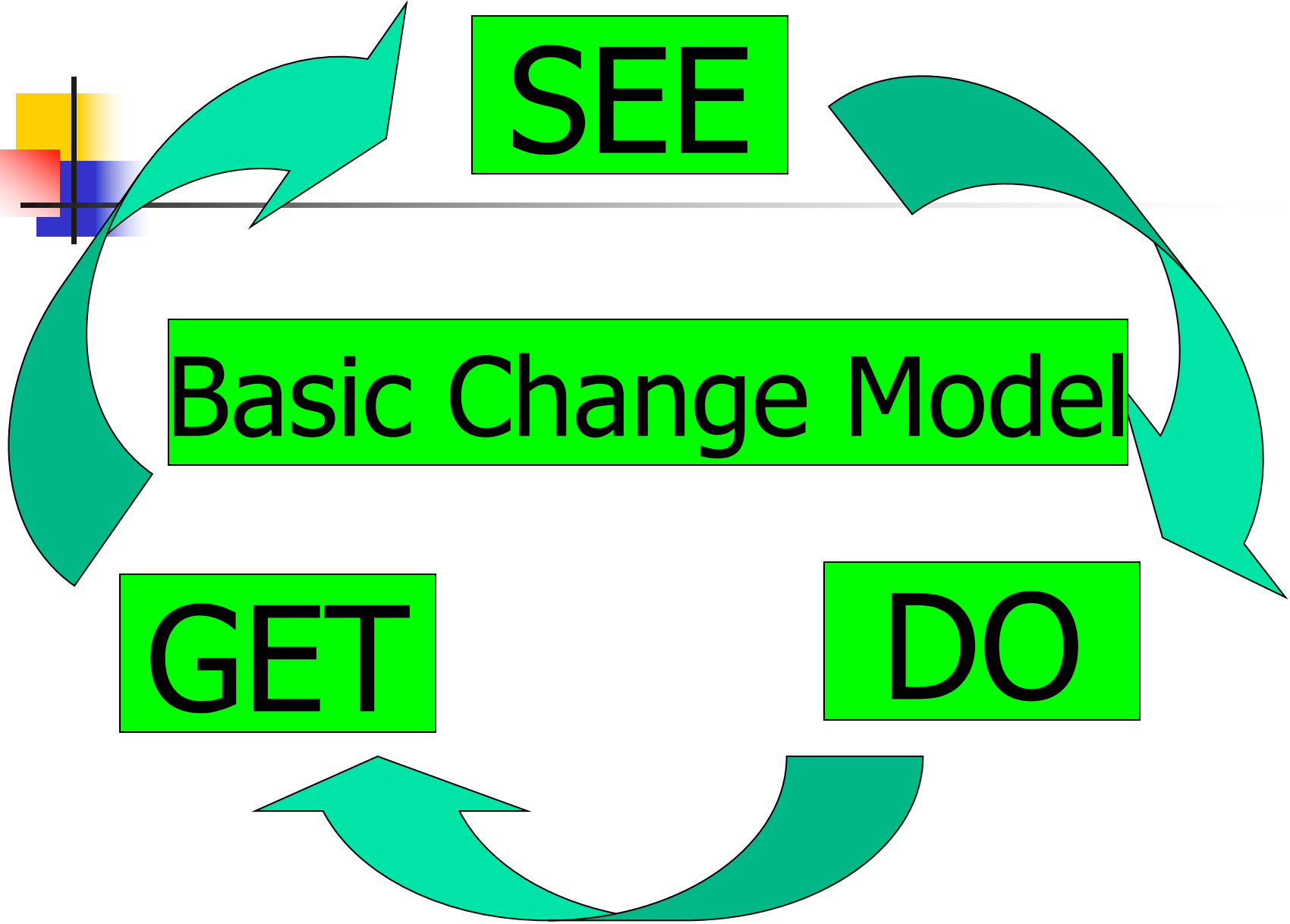
- Paradigm Shift
- Accessible
- Challenging Competition
- Increase Margin
- Flexibility, Support & Execution
- Yes Man!



# P Paradigm Shift

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- PARADIGM SHIFT
- Way we see.
- Competition
- Threat / Opportunity.





# P Paradigm Shift

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**If one wants small results one should work on “Attitude and Behavior” and if one wants magnificent results then work on seeing i.e. Paradigm – The way one sees the things.**

Stephen R. Covey





# P Paradigm Shift

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- Paradigm Shift means the fundamental shift in the way we see the things.
- The Head of Unit / SSA is very important. Whether we like it or not or we accept it or not – **the head is a role model.**
- Head of the unit is the best person for initiating Paradigm Shift, otherwise any other person having aptitude and active support from Head can also act as Facilitators for Paradigm Shift.



# P Paradigm Shift

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- “Fighting Competition” could be a good slogan as only those can fight competition – who knows what Competition is.
- **Competition can not be fought alone.** Each and every individual has a role. During our talk we used to take a commitment that at least now onwards he/she will not do any thing which will harm the image of the organization. That is their contribution for fighting competition.
- Today we have lot of good strategy and plans – **but without proper execution they are of no use.**



# P Paradigm Shift

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- Training on Attitude, Revitalization & Change
- Technical Training
- Commercial Training.
- Training for Trainers Done at Satara for Whole Maharashtra.



# P Paradigm Shift

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- How do we see the things?
- People as a Resource.
- Work on the system & not for the system.
- Bend the rules, not break it.
- Competition as an Opportunity



# P Paradigm Shift

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- Customer as a “Real Boss”.
- Leading instead of Managing. Team Building
- Facilitator instead of Manager.
- Understanding and Implementing the whole PACIFY in SSA's will definitely help **with no side effects.**



# A Accessible

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## ■ Accessible

### ■ Accessible to Whom?

- To Boss? – We don't have any choice. We have to be.
- To Customer?
- To Staff?

### ■ **Check your EGO at the door. – Greatest hurdle.**



# A Accessible

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- We have to be accessible to our Boss, here accessibility means to Customer as well to the staff.
- Contrary to the popular belief, majority of us (95%) are not accessible.
- **How many of us as “Boss” has given a comfort feeling to subordinate to access us when ever they like. Do check how many call you get and for what? We are only accessibly when we like.**



# A Accessible

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- The result is Boss only get bad news, as only at that time subordinates do (may) think they should intimate. The “Boss” does deserve good news also. The “Boss” is only responsible for this plight and only he can solve it.
- Many a times even if we are physically present – mentally not. This aggravates the problem.
- We are not accessible as we think we are doing something more vital – but in fact we are missing the vital information - which is otherwise not available. **A Paradigm Shift.**





# A Accessible

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- **Accessibility to Staff**
- A survey has shown that Staff feels Administration is different and there is a GAP. This GAP needs to be bridged and united we have to fight competition. If this GAP is not bridged then this itself will kill us.
- Develop their confidence in Administration.
- Free Access to Top Boss not only to union leader but to all staff. If they can not meet freely to their own head, what motivation we can expect from them.



# A Accessible

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- Free access over Phone.
- Take Union in Confidence.
- Survival and Growth of BSNL is everybody concern and responsibility.
- What we are speaks more than what we say. Hence let our action speak. Action speaks more than words.



# A Accessible

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- Staff must have confidence in the administration
- Meeting with staff in 15 days at DE / SDE level and monthly at DGM / GM level.
- A Competition among staff was to done **“How to make it easier for the customer to do business with us”**. We get around 200 suggestions from the staff and implemented all. These practical suggestions immediately provided relief to the customer.



# A Accessible

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- **Accessibility to Customer**
- Free Access to Customer. – **We exist for Customer – A Paradigm Shift.**
- Free access over Phone at any time. The customers are also reasonable.
- Customers also want BSNL survival and Growth.



# A Accessible

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- Creates opportunity for Customer Delight.
- The information gathered provides us Focus Area.
- Suggestion Box and then acting over the suggestions.
- Filed officer's mobile or WLL number should be displayed on board.



# A Accessible

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- Coordination and proper intimation to office in case of outdoor visits.
- Consider yourself as a Doctor and your job is to provide relief to the customer.
- **A Paradigm shift** – It works.



# Challenging Competition

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- Challenging Competition
- How?
  - Exploit Strength.
  - Compensate for weakness.
  - Competition as an Opportunity – **A Paradigm Shift.**
  - Be aware of Threats.



# Challenging Competition

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- **What are our Strengths?**
- Manpower
- Copper Cables
- Wide Presence
- Government Company
- Transparency
- Reliability
- Cost effectiveness
- Wide coverage with latest equipment
- Accountability as public company



# Challenging Competition

## Exploiting Strength – Manpower

- Technical knowledge
- Experience and skilled manpower
- **People can not be managed like things – they are to be lead.** They have knowledge. Transforming “Knowledge worker” to give their best is biggest challenge today.
- If not lead properly then could be a major disadvantage.
- VRS and other schemes only complicate the problem.
- Any miracle (if any) will happen in BSNL then it will be through our own people.
- Lots of persons are idle – Now there is so much type of works they can always be utilized for marketing or Market Survey.
- Front end Manpower is like “Brand Ambassador” they must handle customer with Care. They can make or break the organization.

# Challenging Competition

## **Exploiting Strength – Copper Cable**

- Paradox – So much Cable still areas non-feasible. Less / No record of such huge asset.
- Demand is in those areas where cable is full or not available.
- Generate demand in the DP Areas where we can give connections.
- WLL as a stop gap arrangement to declare all areas feasible.
- Provide shifting and New Connections in hours.
- Broad Band is another value addition.

# Challenging Competition

## **Exploiting Strength – Wide Presence**

- Many a times not known to the customers – Who are decision makers.
- United Western Bank management was not aware that we can provide optical fiber connectivity to all their 26 branches in Satara District.
- Kirlosker Copeland Management was not aware that BSNL Mobile coverage on highways has been provided.
- Communicate -> Communicate -> Communicate ; If in doubt communicate more.
- Educate the customer. Do what ever you can. It will go in long way in keeping customers.

# Challenging Competition

## **Exploiting Strength – Government Company**

- Double edge sword.
- Customer may come because of the name of Government, but will only remain with us if we deliver.
- Only way to retain customer is “Good Service.”
- Marketing is Not a substitute for Good Work. Fortunately we have all types of Services today and we are in a position to delight customer.
- Government Company with Good Service can be a “USP” of BSNL.

# Challenging Competition

## **Exploiting Strength – Transparency**

- Contrary to the popular belief not many customer perceive as TRANSPARENT.
- They only perceive that officers / management do not have any personal interest in harming customer.
- Saving our skin is utmost important to us.
- In the process the rule is so rigidly followed that customer feel harassed and perceives BSNL as in-human Company.

# Challenging Competition

## **Exploiting Strength – Reliability**

- Operations for corporate are becoming more and more on line and real time basis.
- Reliability is perceived differently by us.
- SLA is more on paper than reality.
- Extra effort by providing cables through two pillars, supplementing by radio media for last mile has to be done.
- Maintenance mechanism has to be strengthened.
- My end is OK – Does not help customer.
- Take ownership of the problem.
- We Sell CONFIDENCE.
- Corporate do not have any doubt on our capability, but they do have severe doubt on our willing ness to solve problems.

# Challenging Competition

## **What are our Weakness**

- Communication gap
- Isolated functions – no integration
- Complicated rules
- Non utilization power
- Lack of proper planning – Piecemeal planning.
- Delay in Material procurement
- Awareness and training

# Challenging Competition

## **What are our Opportunities?**

- 1600 SDCA is rural. Per connection Capital reimbursement from USO is RS 7000/- per line. Capture full market before it is too less. Already 400 SDCA is lost to others.
- 50% of Projected 25 Crore connections in 3 Years.
- Customer demands result from us, hence there is opportunity to improve and deliver.



# Challenging Competition

## What are threats?

- Customer may reject us if we do not deliver.
- Huge investments in anticipation of customers and in such situation if customers rejecting us can jeopardy company itself.
- Changing Rules.
- IP Telephony.
- We need to compensate for our weakness by exploiting strength and opportunities and keeping a close eye on threats.



# Increase Margin

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- Increase Margin
- How?
  - Cost Cutting?
  - Increasing Revenue?
  - Cost Cutting & Increasing Revenue – Both?



# Increase Margin

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- **Cost Cutting?**
- Cost cutting in a company like BSNL is automatic. - Allocate less, Expenditure will be reduced.
- Reducing Cost by allocating less is a very crude method.
- Result immediate but may be arbitrary.



# Increase Margin

## Cost of Poor Service

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Number of Lost Account	RS 1,000
Average Revenue per Account	RS 600
Total Lost Annual Revenue	RS 72,00,000
Lost Profit (Assume 10% Margin)	RS 7,20000
Closing and Recovery cost per Account (@RS 200/- per A/C)	RS 2,00,000
Total Cost of Lost Account	RS 9,20,000
Total Cost of Poor Service	RS 81,20,000



I

# Increase Margin

Integrating Services is NOT  
Enough.

---

**WE MUST INTEGRATE THE  
CUSTOMER PROFILE.**

We must Empower the Front  
line staff for taking decision.



# Increase Margin

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We must have 360 degree view of the Customer.

The Customer must have same view of the department from the all channels of interaction.

# What is Empowerment?

## Increase Margin

- Empowerment is not giving people power.
- People already have plenty of power – through their knowledge and motivation.
- Empowerment is letting this power out.
- Empowerment has a sense of ownership at its core.
- Empowerment starts with the belief system of the top management.

# Increase Margin

## Three Steps to Empowerment

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- Share Information with Everyone.
- Create autonomy through Boundaries.
- Replace Hierarchical thinking with Self-managed teams.



# Increase Margin

## Quality – A New Dimension

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- “ But we have still not reached world class quality of telecom services. Our tariffs are very high, telecom services are not affordable. We must work towards this.”

.....Sri Pramod Mahajan

Minister of Communication

The Economic Times ----21-02-2002

# Increase Margin

## Quality – Additional Dimension

- Customers Cost of doing business with us.
- How much time, money & effort must a customer expend to do first purchase.
- Then come back and get the product repaired or replaced.

# Increase Margin

## Cost Cutting Measures

- Cost of Poor customer Service + Cost of Poor quality.
- Money you lose is enormous – can't be compensated by cost cutting measures and expense cost containment.
- When you improve customer service and quality => Cost Saving + Increase in Profitability.

# Increase Margin

Relationship Among Quality , Service & Satisfaction.

- Customer Satisfaction = f ( Customer Service & Quality)
- Service & Quality is what customer says they are and not what we say they are.
- Hence if we provide the Service & quality as per customer definitions then Satisfaction will follow.
- Satisfied customers will bring more customers
- More customers will bring still more customers and so on.....
- Referral Cycle will continue.



# Increase Margin

## Customer Perspective

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- More option to the customer.
- Want more value for money.
- Personalized Treatment.
- Highly price sensitive.
- Very much demanding today.
- Can not take it for granted.
- In very hurry – Not like to book and wait like “Hamara Bajaj” scooter. They want immediate solution.



# Increase Margin

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- Presently our system is highly man dependent. We have to enable them to be unmanned. AN RAX, RSU etc. is a good step in this direction. But you still need local manpower for managing things.
- Centralized monitoring - Centralize Alarm.
- Auto run / shut down of E/A.
- Enabling sites to be unmanned.



# Increase Margin

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- Enabling sites to be unmanned.
- Reviewing Norms of Civil works / Electrical Works.
- Review norms for Staffing. Even after computerization works on computers as well as manually – both are being done.
- Traveling expenses per official has been reduced from RS 4108/- in 2003 – 04 to Rs 1756/- per official in 2004 – 05. (Source : GM(F) letter no. F / FC / TE / 5 dated at Mumbai 07/03/2005.)



# Increase Margin

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- **Increasing Revenue**
- Increasing revenue from existing customer is far easier than acquiring new customer.
- When tariff are getting low and low, profit will be earned only on volume.
- New Customer will be asset.





# Increase Margin

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- Following established discipline of commercial procedure will check bad debt.
- Soft Tele Calling along with timely disconnection.
- Phone plus facilities like morning alarm to all customers will yield huge revenue.
- Increase revenue by say RS 10/- per month of each customer by value addition. It is achievable and can give BSNL Rs 500 Crore per year form 4.5 Crore customers.

# Increase Margin

- **Methods Adapted to Increase revenue.**
- Provide connections in Rural SDCA.
- Subsidy @ RS 7000/- for against Capital Cost and around RS 500/- pm for operational cost is available from USO.
- Huge subsidy is available for VPT. Let it make it operational. **A Paradigm Shift.**
- Additional Facilities, which are now free if provided to customer, will boost the revenue of around RS 20/- to RS 50/- per customer.
- **Running Business by increasing revenue is much better option. Till now we are not hitting it directly – this is far easier to do. – A Paradigm Shift.**



# Flexibility, Support & Execution

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- Flexibility, Support & Execution.
- Field Unit Needs Support. It is universally TRUE.
- SDE / DE office from GM, SSA from Circle, Circle from Head Quarter.
- Support in time bound manner is essential.



# Flexibility, Support & Execution

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- Sanctioning of Estimates in time / Understanding genuine difficulty helps.
- Timely availability of tender for execution of work helps.
- Timely arrangement of Store for execution of work helps.
- Role of Managers is more like facilitators today.



# Flexibility, Support & Execution

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- Audit and Vigilance are interpreting the things in conventional way. It deters officers to take decisions.
- No penalty for not taking decisions.
- Head of SSA should be like CEO of company and should be allowed to work freely in broad guidelines.
- Results instead of method should be emphasized as long as there is no mala fide intention.
- Execution is the essence. It is observed that to day planning are being done very nicely e.g. Broadband etc. but if it is not executed properly it will be a drag.



# Flexibility, Support & Execution

- **One Parameter all SSA Head should always watch**
- After forming of BSNL lot of accounting procedure has been changed. There are three items in Sub-Ledger.
  - When an Item is purchased it is – Inventory.
  - When issued from Store – WIP – Work in Progress.
  - When Utilized - Asset.
- Watching this transformation from Inventory -> WIP -> Asset is a very important tool. It not only gives status, but also provides us an opportunity to review the utilization of asset in more fruitful manner.



# Flexibility, Support & Execution

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- BSNL Satara was in a very bad shape on this front. It gave us an opportunity to review the things in totality and in this process the efficacy of monitoring this parameter was discovered. It gives an opportunity to review the project afresh, something like Zero Based Budgeting.
- Focused meeting, 10% more than achievable target, Closed monitoring on the results given by the Concerned officers do help in Execution.
- Execution fails as all of us perceive differently, what is most important for organization and what the most important job we should do is.
- Result is everybody is working but not on the job what is most important to organization.



# Flexibility, Support & Execution

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- The Head of Unit / SSA has the responsibility to communicate clearly what is most important to the organization and which if not done will hit the organization badly.
- It has been observed that Execution of the job improves, whenever we have kept one or two goals to be achieved in time bound frame.
- The problems we face today need solutions, which may not have any precedence. The field units need support to take decisions. Some decisions may backfire or may not give desired result. It should be taken as a learning experience.



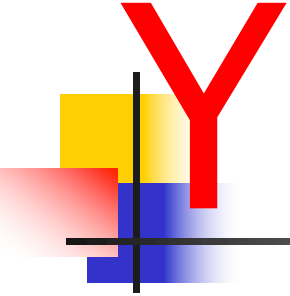


# Flexibility, Support & Execution

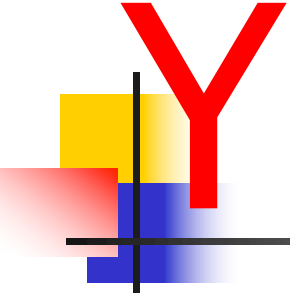
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- Flexibility in working is need of hour. We have been transformed from Government body to PSU. We are carrying the burden of both. Today audit is more than the work. Its time to shed weight.
- Fewer inventories is need of the time, but without simplification of procurement procedure it may not be possible.
- Improved Execution i.e. monitoring Inventory becoming asset with minimum turn around time will improve top line.

# Yes Man!

- 
- 
- Yes Man!
  - To whom?
  - Of Course to Customer!
  - Let us start with a paradigm that we have to provide help and relief to the customer.

# Yes Man!

- 
- 
- Accessibility helps in knowing customer well and working alone on them will not help.
  - Communicate -> Communicate ->Communicate
  - Lots of efforts taken to communicate - Cost effective Methods for Communication
  - Mailer
  - Road Show

# Yes Man!



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- **Telecom Business Proposal for Corporate Customers**

- A Telecom Business proposal for the company giving them “A Total Telecom Solution” is proposed.
- Emphasis is on how the total cost to telecom can be optimized.
- Suggestion is made and the total portfolio of the services being offered by BSNL is apprised to them.
- The proposal is presented to them by the concerned Account Manager.

# Yes Man!




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## ■ Telecom Business Proposal for Corporate Customers

- The Telecom Business proposal is a 60 – 65 page customized booklet for a particular company.
- It is very Effective way of handling corporate.
- One Telecom Business proposal not only gives us additional business but also gives a breathing time at least for 9 – 12 months, during which the company will never think of any other operator.
- A copy of plan can be made available in hard / soft copy to any other BSNL unit. They can also start immediately on this.
- Telecom Business Proposal opens a dialogue with the customer. It lays foundation on which any super structure can be laid.

# Yes Man!

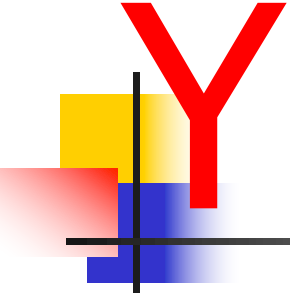
## ■ Radio

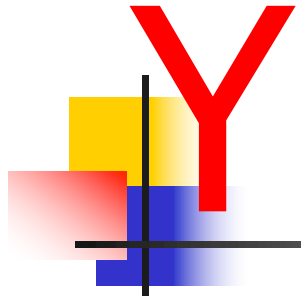


Communicating with large base of customer is really a gigantic task. We have tried to communicate with our large base through FM RADIO. It has been a great success and is very-very economical. For a 15 minute dedicated sponsor program hardly the charges are around RS 1800/- . We have given a series of talks on various topics like

- Mobile communication in Satara Telecom
- Landline Services in Satara Telecom
- How to reduce your Bill
- Customer Care Efforts of BSNL Satara
- WLL Services
- Internet / Mobile / Broadband Services of BSNL Satara
- A copy of broadcast is available on [www.satara.bsnl.co.in](http://www.satara.bsnl.co.in)

# Yes Man!

- 
- 
- **An Approach to Modern Customer Care.**
    - Make it easy for the customer to do business with us.
    - KISS! – Keep it Simple! Stupid – Should be our mantra.
    - Let BSNL be a customer driven enterprise.
    - The customer should not run from pillar to post with their grievances, and to avail any of the services offered.
  - **Uniform Experience for the customer across all Channels.**

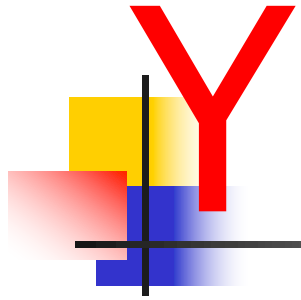


# Yes Man! Concept

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Make it Easy for the  
customers to do  
business with You.

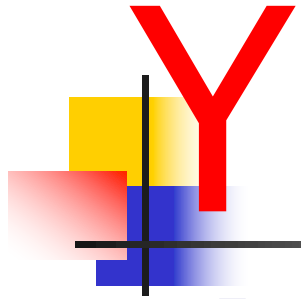




# Yes Man! Vision

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To make BSNL a  
Customer Driven  
Enterprise.



Yes Man!

# Mission

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No more run from  
pillar to post.

Uniform Experience  
across all channels.

# Yes Man!

## Five Desires of Customers

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1. Customer wants all query to be solved at one place. – Single Window Concept.
2. Customer wants all query to be solved over phone itself.
3. Customer wants they should get consistency.
4. Customer wants the information should be available on finger tips.
5. Customer wants Service to be provided at their doorsteps.



# Yes Man!

---

Since Service Quality and Satisfaction only exists in minds of customer, we must develop our standards and measurement system to meet their perceptions.

*Because*

What gets measured gets done.

# Yes Man!

- When a customer comes to us.

Coming to CSC / franchisee shop. Restricting them to come only in CSC makes the job possible for providing same experience. The job will be very complicated if customer goes to CSC/SDE/DE/AO..... Influencing everyone's behavior is a tedious job. At Satara we have tried to give uniform experience in all CSC and gradually restricting customers to come only in CSC.

- Every thing from commercial to TRA and complaints / suggestion handling if not from Single Window, then at least one roof as a precursor to Single Window System.
- Single Window System needs full computerization, which is in a making.
- Senior Officers should regularly visit CSC, watch for the customer problems and solve them. This gives immediate RESULTS.
- Demonstration Room in CSC is a must.

# Yes Man!

## Y Ideal Customer Service Center

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- All service centers should be identical in all aspects
- Facility of visitors parking should be given
- Glossy ,bright & professional look should be given
- Should offer all the services
- Free brochures,pamphlets,application forms should be easily available

# Yes Man!

## Customer Service Center

- Customer should not be asked to visit any place except CSC.
- All grievances must get settled.
- Reversed the process of planning.
- Categorization of Services.
  - Type I / II / III

# Yes Man!



## Customer Service Center

- All services are available at all CSC. At smaller one more than one job has been clubbed.
- Type I - 3000 Sq Feet - 13 Counters
- Type II - 2000 Sq Feet - 09 Counters
- Type III- 1000 Sq Feet - 05 Counters
- Staff as per requirement made available
- Special Care for Senior Citizen and Handicapped.

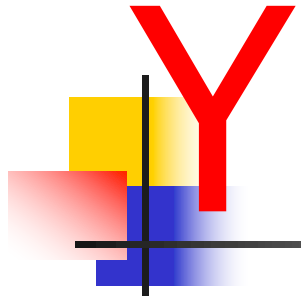


# Yes Man!



## Customer Service Center

- Dress Code.
- Bill for Mobile & land Line
  - Cash Collection - 0800 - 1600 Hours.
  - Cheque Collection - 0800 - 2000 Hours.
  - Issue of duplicate bills.
  - Handling Billing Complaints.
  - Voluntary Deposit Schemes.
  - Bill Scheme Option.
  - ECS Facility



# Yes Man!

## Customer Service Center

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- Commercial
  - Pre-connection - Booking for all facilities.
  - Post-connection - All Activities.
- Sale of pre-paid Instruments - Sales Software.
- Mobile Counter
- Empowerment
- Higher Office Supervision.

# Yes Man!



## Demonstration Room

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- Web Conferencing.
- Video Conferencing
- CLI Based Internet
- Sanchar net
- Webphone Card.
- ITC Card.
- All Phone Plus Facilities.
- AMS
- CellOne
- Excel Value Added Features.
- Recharge Coupons
- On-line Display of Various products and Services - TV




# Yes Man!

## PCO

---

- Internet and Web-phone Café
- Surfing @ Rs 10/- hour. - Three Counters.
- ITC PCO
- BSNL ATM / Kiosks

# Yes Man!



# Y

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- When we go to Customer.
- There is no dearth of business even today. Only the customer is not coming to us. But if we go to customer then any amount of business is available.
- When our person goes or franchisee, System Integrator, visits customer, he must give the same information what would otherwise be available to customer had he come to our CSC. Uniform Experience.




# Yes Man!

## Franchisee

---

- Business Associates in Pune
- Scheme launched in January 2003 to sell various service of BSNL
- About 125 Business Associates appointed and working in the field
- All have been given in-house training
- Now Franchise Policy has come. Now BA replaced by Franchisee.

# Yes Man!



# Y

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- Over Phone In Person
- Call Center must be able to solve customer problem over phone.
- Only receiving call in good voice is not enough, rather more complicates the problem – if not solved.
- Problem will only be solved if the structure is available to take care of problems.
- Nodal Officers for Complaint solving and its close watch is utmost important.
- At Satara 1500 have been opened, which handles the calls from whole SSA.



# Yes Man!

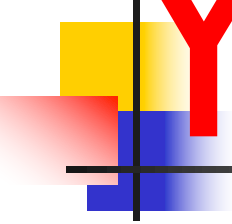
## Call Center

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- All Telephonic Queries must get solved over phone.
- IVRS - 20/80 Principle.
- Internet - [www.satara.bsnl.co.in](http://www.satara.bsnl.co.in)
- Customer can register with site and get his personal information.
  - Meter Reading
  - Bill Details.
  - Detailed Bill.



# Yes Man!

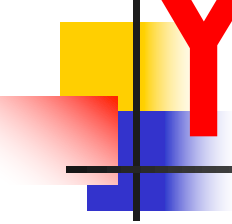


# Y

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- Over Phone - IVRS
- Standard Information must be available on IVRS.
- Again KISS! Is the mantra.
- Must be fully updated.
- Option for talking in person should be available.

# Yes Man!



# Y

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- Over Net.
- Web Site must give proper and updated information.
- **The Customer must get uniform experience across all the 5 above mentioned Channels.**

# Road show In Satara City



# Road show in Satara City





# Press Conference on the occasion of Festival Offers



# Meeting with STD PCO franchisees to resolve the problems





# PAINTING ON REPEATER HUTS

## All Huts are Painted



# Creating Demand in Feasible DP Area





# Road show in Satara MIDC





# “Training for Trainers” held at Satara





# Pacify - Conclusion

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- PACIFY – Model is a tested model and it works. Nothing happens overnight. Lot of patience and persistence is required.
- But there is no short cut to success. If we have to provide 12.5 Crore connections in next three years then challenges are too much and stakes are very high. The Six steps of PACIFY can be further enriched by the experiences of other units. Such knowledge sharing and implementations can put us on fast track of development.
- This documentation is an effort, so that others will also come out and share their experiences, which works.



# A Case Study

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**BSNL SATARA**

**Maharashtra Telecom Circle**

# Competition Scenario in Satara.

- Satara Telecom District being adjacent to Pune district having revenue of around 72 to 75 Crore per annum was a very natural choice for all players to expand.
- All leading private players are available in Satara. **Now after our one year of concerted effort their growth rate has been checked.**
- They are working in a very professional and target oriented manner.
- Know your competitor – his strength and weakness – is the first step for fighting competition.



# Competition Scenario in Satara.

- M/S Idea Cellular Limited.
- M/S Tata Telecom Ltd.
- M/S BPL Cellular Limited.
- M/S Air Tel Limited
- M/S Releiance Infocomm Limited.
- The Services of Private Mobile Operator like M/S Idea is available even in some Talukas, where BSNL is yet to launch.
- In City Areas there number of towers is much more than ours.
- With our present expansion plan, we may be matching, not surpassing them.

# Competition Scenario in Satara.

## Status 31 – 03 - 2005

S N	SDCA's	BSNL	IDEA	AirTel	BPL	Reliance	Tata
1	Satara	3	5	5	4	5	4
2	Karad	1	4	2	2	2	2
3	Pusegaon		1				
4	Patan		1				1
5	Mahabaleashwar	2	2	1	2		
6	Medha				1		

# Competition Scenario in Satara.

## Status 31 – 03 - 2005

SN	SDCA's	BSNL	IDEA	AirTel	BPL	Reliance	Tata
7	Wai	1	1	5		1	
8	Lonand		1	2			
9	Phaltan	1	1	2		1	
10	Dahiwadi		1				
11	Vaduj		1				
12	Mashwad		1				



# Competition Scenario in Satara.

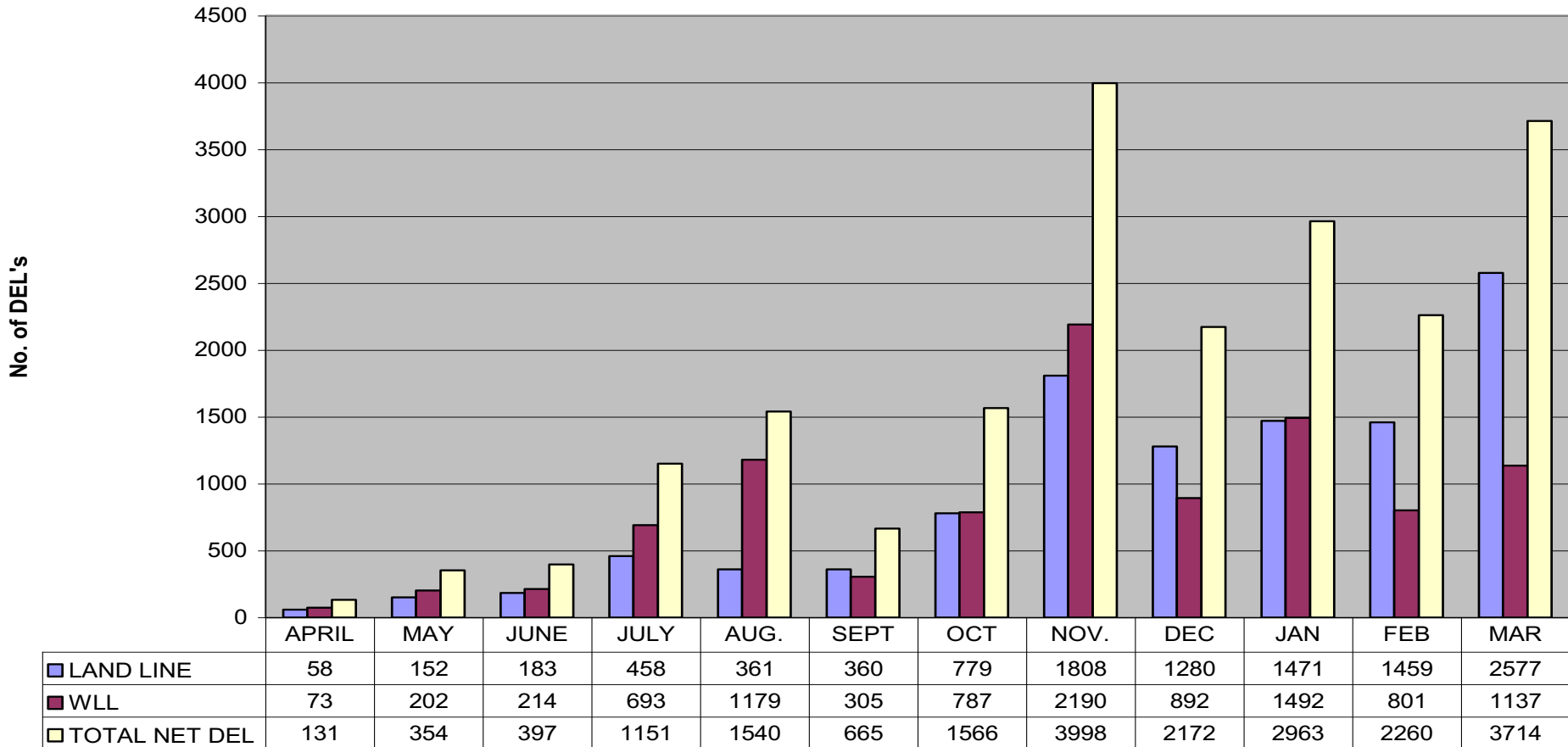
## Status 31 – 03 - 2005

SN	SDCA's	BSNL	IDEA	AirTel	BPL	Reliance	Tata
13	Koregaon		1				1
14	Wathar Station						
15	Sakharwadi						
	NH 4 H/W	5	7	8	5	3	4
	Total BTS	13	27	22	15	11	13

# Trend Analysis

## Month wise (2004 – 2005) provision of New Telephone Connections – Landline

### Month wise Achievement of Connections



Month

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LAND LINE WLL TOTAL NET DEL

# Trend Analysis

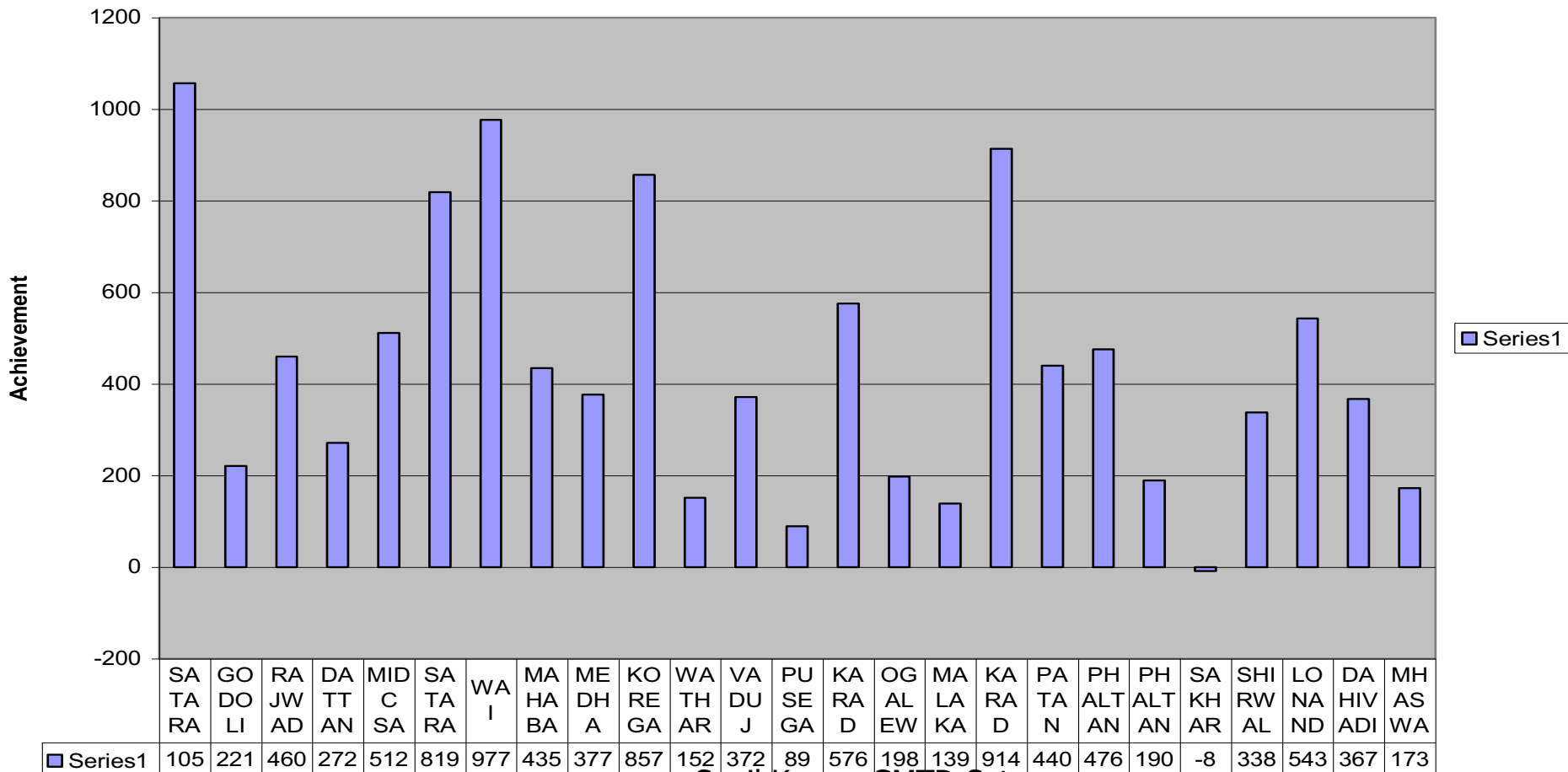
## Month wise (2004 – 2005) provision of New Telephone Connections – Landline

- Work done throughout the year.
- Started generating demand in feasible DP Areas.
- Put a sticker on feasible DP pole indicating that connection is feasible from this pole.
- Experimented of generating demand in few areas in September / October.
- Encouraged by the result implemented through out the district.

# Trend Analysis

## Sub – Division wise Achievement.

Sub Division wise Achevement



Sunil Kumar GMTD Satara  
Sub-Divisions

# Trend Analysis

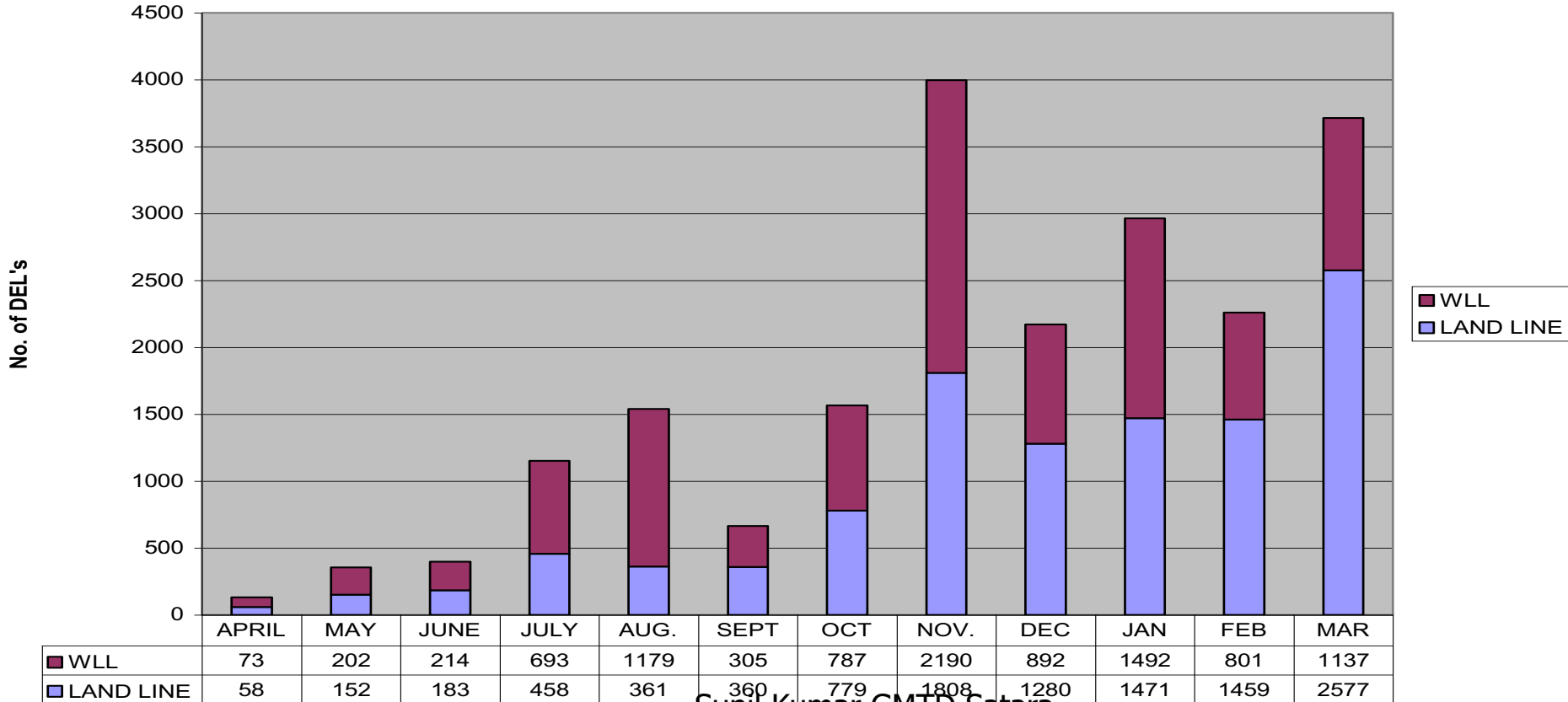
## Sub – Division wise Achievement.

- All sub-divisions have worked up to their fullest potential.
- Only possible when they are fully committed.
- Our **training** on Attitude revitalization and Change has a lasting effect.
- Training has reduced the restraining forces of the employee.
- Training has inspired them to be motivated for work.
- No monetary incentive has been given.
- But Comfort Zone has been given. They can talk freely their problems.

# Trend Analysis

## Month wise Landline & WLL Achievement.

Month wise Landline & WLL Achievement



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# Trend Analysis

## Month wise Landline & WLL Achievement.

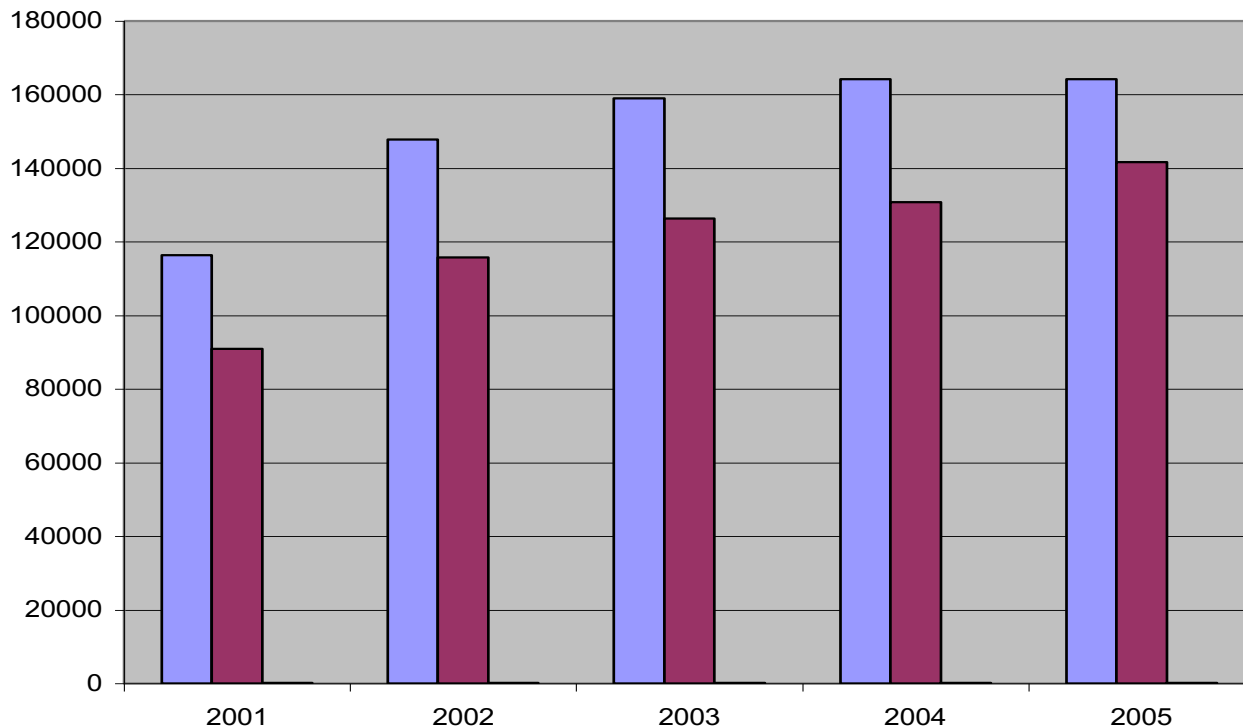
- Many CorDect Equipments BSD & RBC commissioned on 15m mast though ideally 40m tower could have been better. Since tower was not available and its erection and commissioning could have taken its own time, hence decided to commission and utilize asset on 15m assuming less loading.
- Generated demand and loaded more than 80% CorDect and more than 94% WLL CDMA even when FWT in CDMA was not available.
- Such a loading was possible as we generated demand and sold what was available to us.
- Proper planning of DIU/BSD etc. helped.

# Trend Analysis

## Percentage Loading

Percentage Loading Landline

Loading



- Landline Capacity
- Working Connections
- %age Loading LL

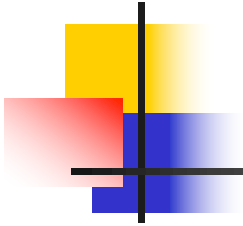
	31/03/2001	31/03/2002	31/03/2003	31/03/2004	31/03/2005
<span style="color: blue;">■</span> Landline Capacity	116380	147796	158976	164192	164172
<span style="color: maroon;">■</span> Working Connections	90946	115707	126282	130740	141686
<span style="color: yellow;">■</span> %age Loading LL	78.15	78.29	79.43	79.63	86.30

Sunil Kumar GMTD Satara  
As on 31st March of Year

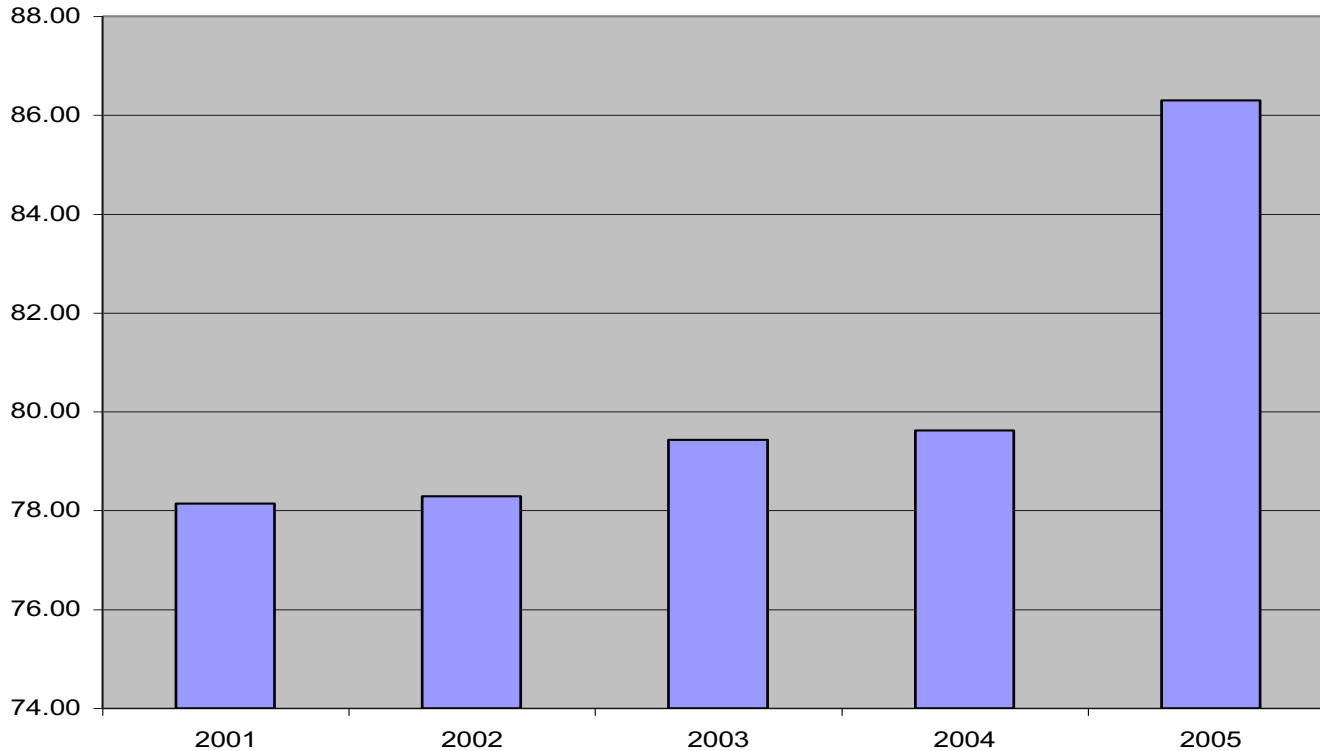


# Trend Analysis

## Percentage Loading - LL



%age Loading LL



■ %age Loading LL

	31/03/2001	31/03/2002	31/03/2003	31/03/2004	31/03/2005
■ %age Loading LL	78.15	78.29	79.43	79.63	86.30

Sunil Kumar GMTD Satara  
Status as on 31<sup>st</sup> March of the Year



# Trend Analysis

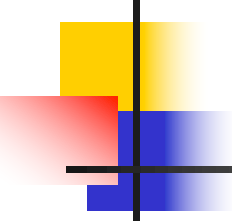
## Percentage Loading

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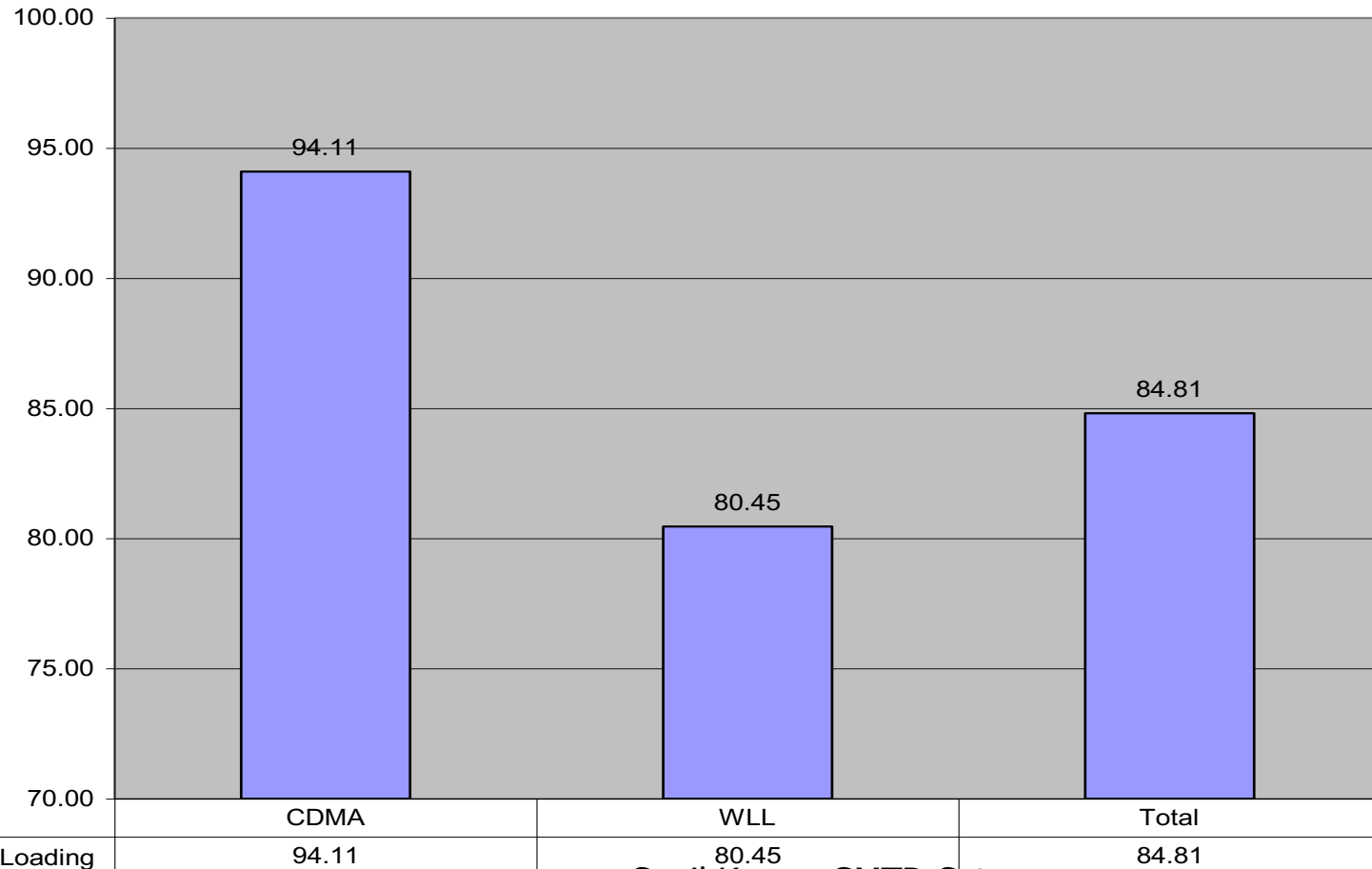
- Lot of audit objection is for poor loading of Telephone Exchanges.
- Expanded exchange wherever required, decommission wherever not required.
- Increased loading of Landline from 79.63% to 86.3%.

# Trend Analysis

## Percentage Loading – Wire lines



%age Loading Wireless



Working Connection CDMA 3529 % CorDect 6436

■ %age Loading

■ %age Loading

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CDMA Capacity 3750 & CorDect Capacity 6000

# Trend Analysis

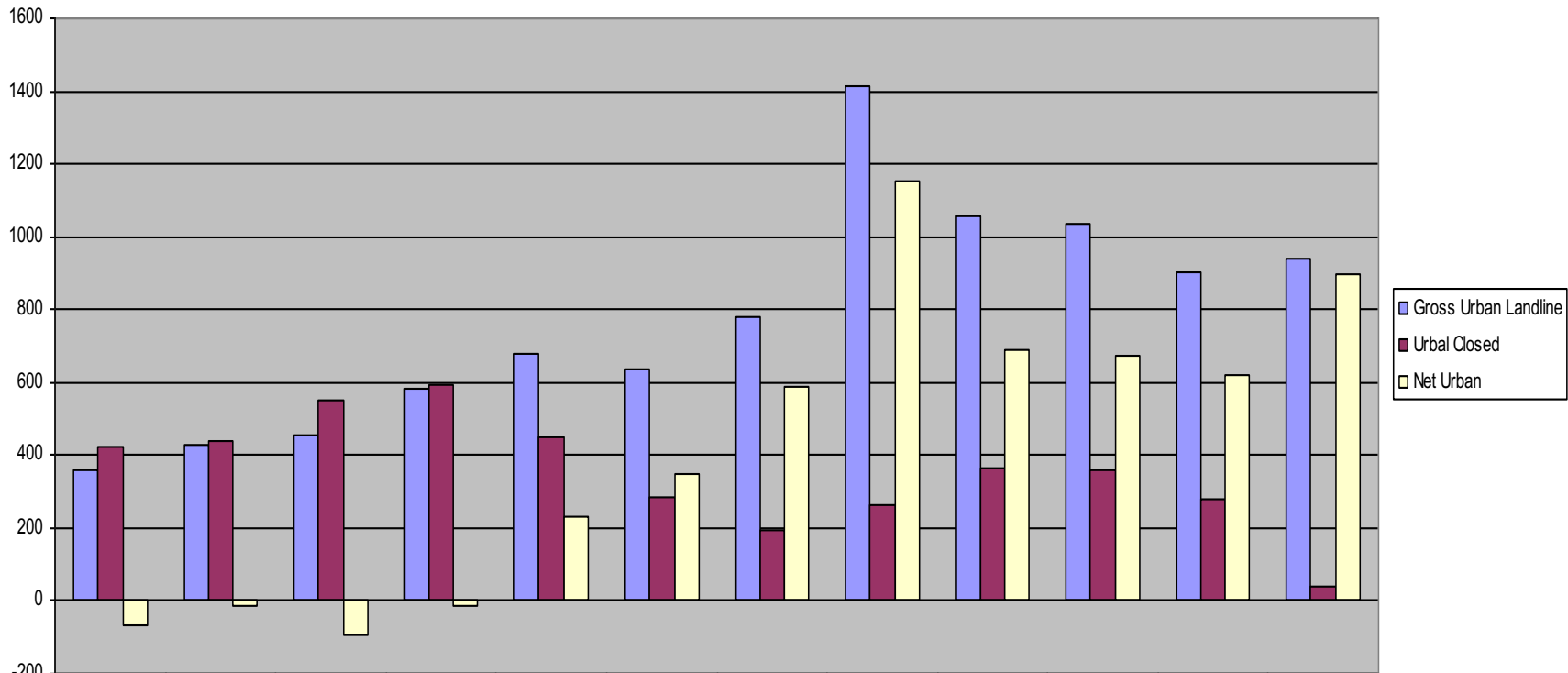
## Percentage Loading – Wire lines

- After commissioning generated demand and loaded more than 80% CorDect and more than 94% WLL CDMA even when FWT was not available.
- Such a loading was possible as we sold what was available to us.
- Non-availability of FWT in CDMA was a great hurdle. Selling HHT as a FWT was still having problem as signal within house was weak.
- Still by aggressive marketing generated demand for even such type of not fully satisfactory services and loaded the exchange.
- **SDCA wise planning will help in improving loading as well as CKM utilization.**

# Trend Analysis

## New Telephone Connections Urban / Rural.

Urban Landline Connections



	April 04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05
Gross Urban Landline	357	427	456	584	681	634	782	1415	1057	1033	901	937
Urban Closed	422	439	550	596	450	286	193	262	366	359	281	41
Net Urban	-65	-12	-94	-12	231	348	589	1153	691	674	620	896

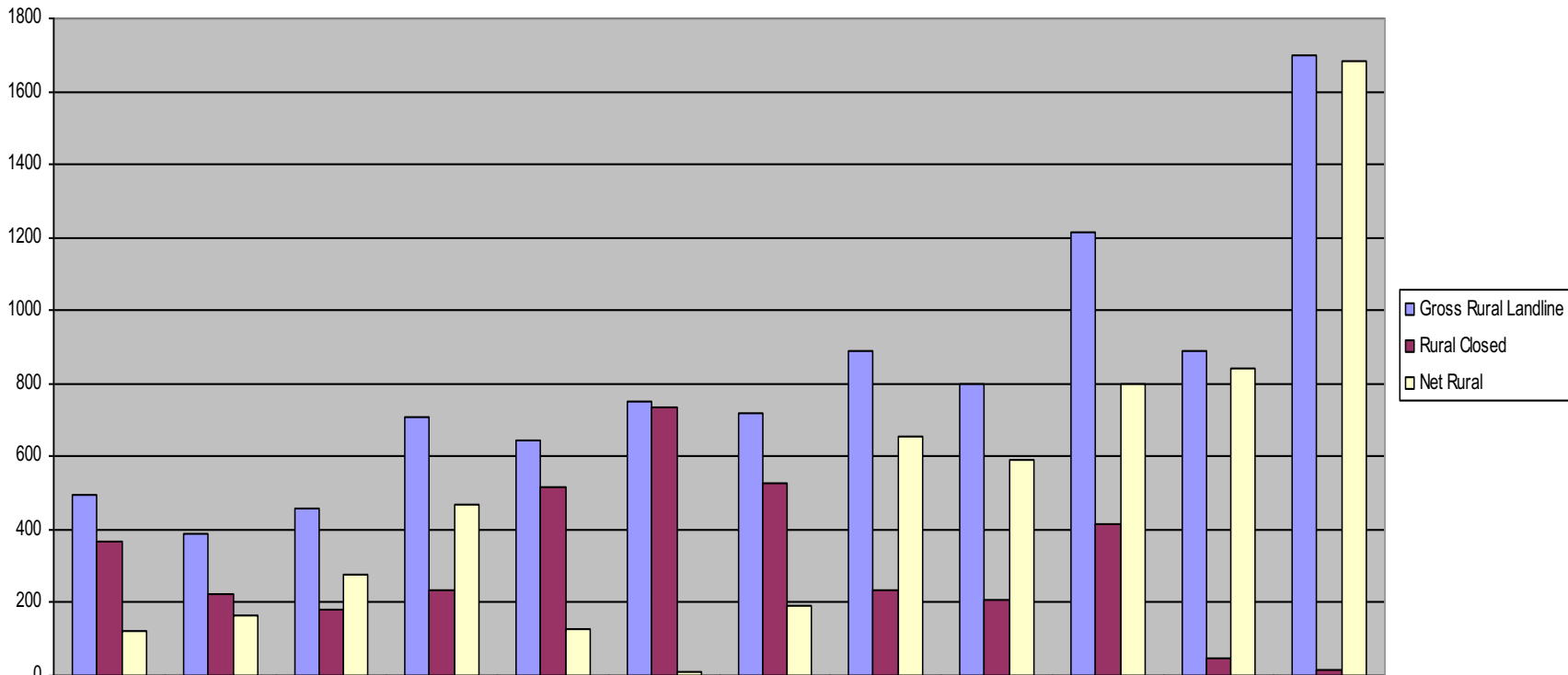
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# Trend Analysis

## New Telephone Connections - Rural.

Rural Landline Connections

No. of Connecti

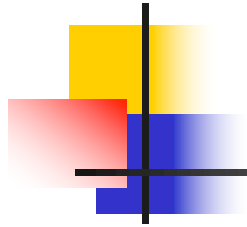


	April 04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05
Gross Rural Landline	493	390	459	706	647	749	719	888	798	1213	888	1699
Rural Closed	370	226	182	236	517	737	529	233	209	416	49	18
Net Rural	123	164	277	470	130	12	190	655	589	797	839	1681

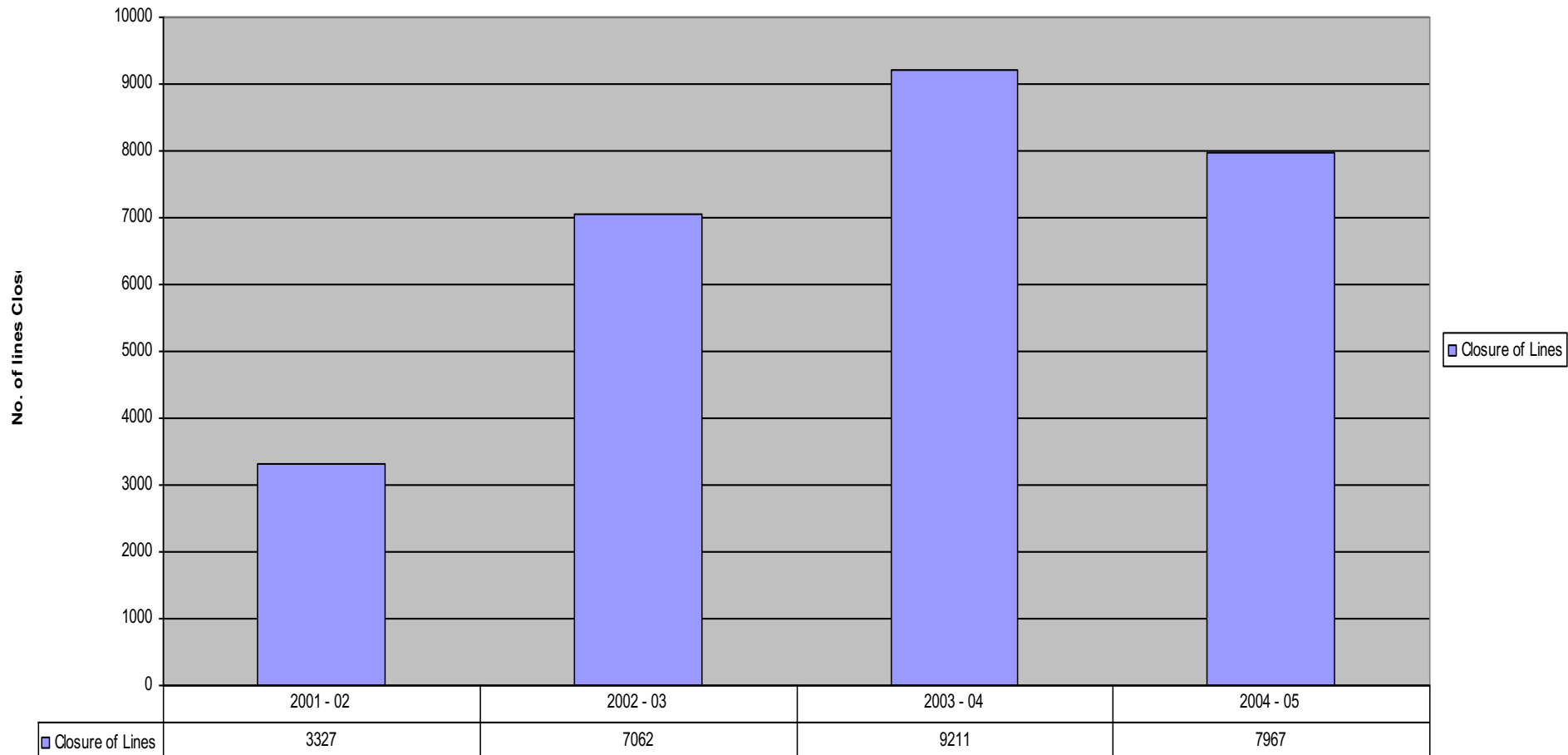
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# Trend Analysis

## New Telephone Connections - Rural.



Closure of Lines



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# Trend Analysis

## Surrender Analysis

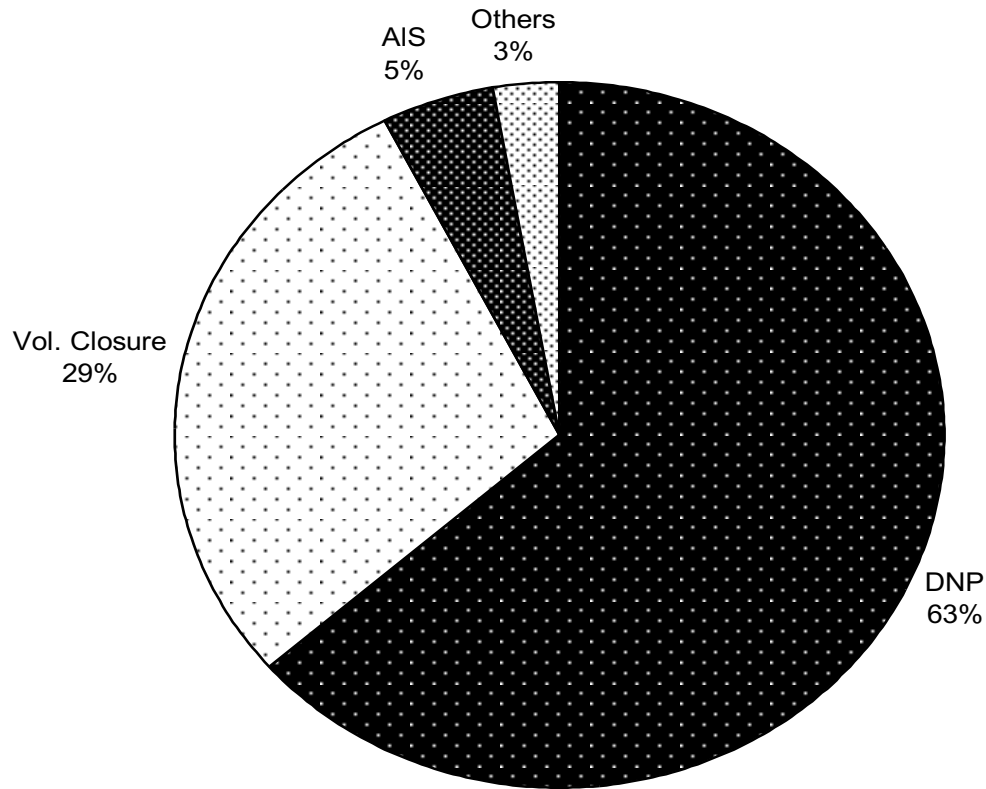
Reversed the trend of Surrender.

- Major Contribution in reversing the trend is communicating with Customer.
- The Sulabh-Plan etc. was there for quite some time, but people were not aware.
- Drive was taken to educate the customer.
- Various methods adopted for communication is mentioned in the Section – Yes to Customer of PACIFY model.
- The various rent-free plan introduced by the Maharashtra Telecom Circle did help.



# Trend Analysis

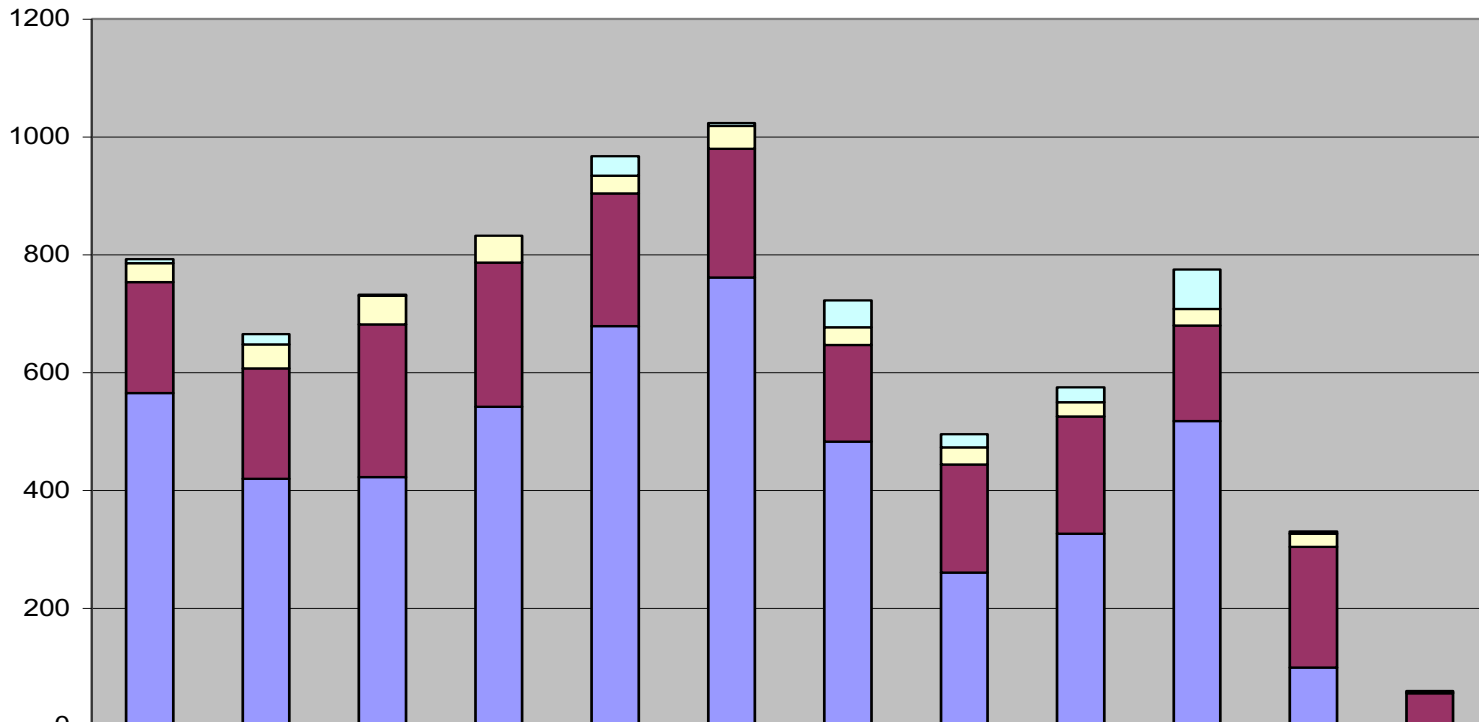
## Types of Surrender Disconnection Analysis



# Trend Analysis

## Types of Surrender

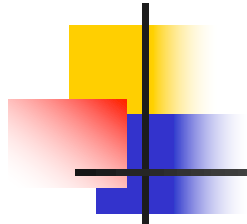
Surrender Analysis



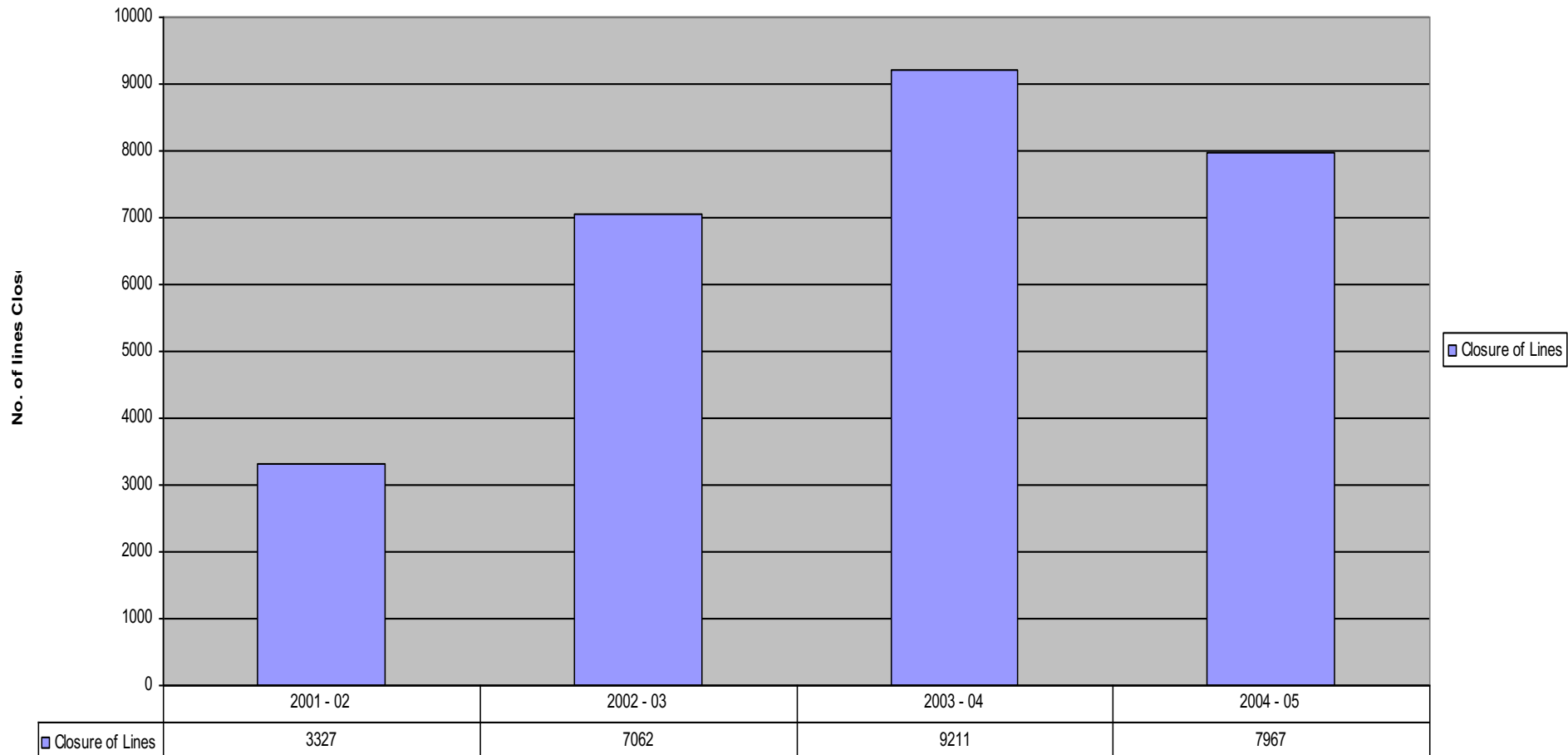
	April 04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05
Others	7	17	2	0	33	5	45	22	25	67	4	2
AIS	32	41	48	46	30	38	30	29	25	28	22	2
Vol. Closure	188	188	260	244	225	219	164	184	199	163	205	53
DNP	565	419	422	542	679	761	483	260	326	517	99	2

# Trend Analysis

## New Telephone Connections - Rural.



Closure of Lines



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# Trend Analysis

## Surrender Analysis

### Analysis of Voluntary Closure ( 29 % of Closure)

- 30% - of closures due to perceived high rental. Sulabh Plan etc. had come but was not known to customers.
- 20%- connections surrendered due to mobile. May be having more than two landlines. So surrendered one and taken a mobile. Mostly a rebalancing act.
- 20% - of closures due to More number of mobile connections in house so no necessity of landline connection in house.
- 20%- All India shift- customer opts for closing rather than AIS.
- 10% - of closures due to surrender of PHONE PLUS connection taken interestingly at the time of introduction of scheme.

# Trend Analysis

## Surrender Analysis

### **Analysis of DNP Closure (63% of Closure)**

- 40 % - A reconnection charge of Rs 110 is major factor for the DNP Closure especially in rural area.
- 30% - No DNP for first bill not paid less than Rs.400/- , Second bill comes more, then unable to pay cumulated bill.
- 20% No Awareness for bill payment if not received.
- 10% Heavy calls in First Bill & unable to Pay
- Destruction of Sugar economy (Sakharwadi) , this may be applicable to other areas also as nearly all of sugar industries became weak in last 2 to 3 years.
- Drought prone situation in Satara district

# Trend Analysis

## Surrender Analysis

### **Analysis of DNP Closure (63% of Closure)**

- 40 % - A reconnection charge of Rs 110 is major factor for the DNP Closure especially in rural area.
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# Trend Analysis

## Surrender Analysis

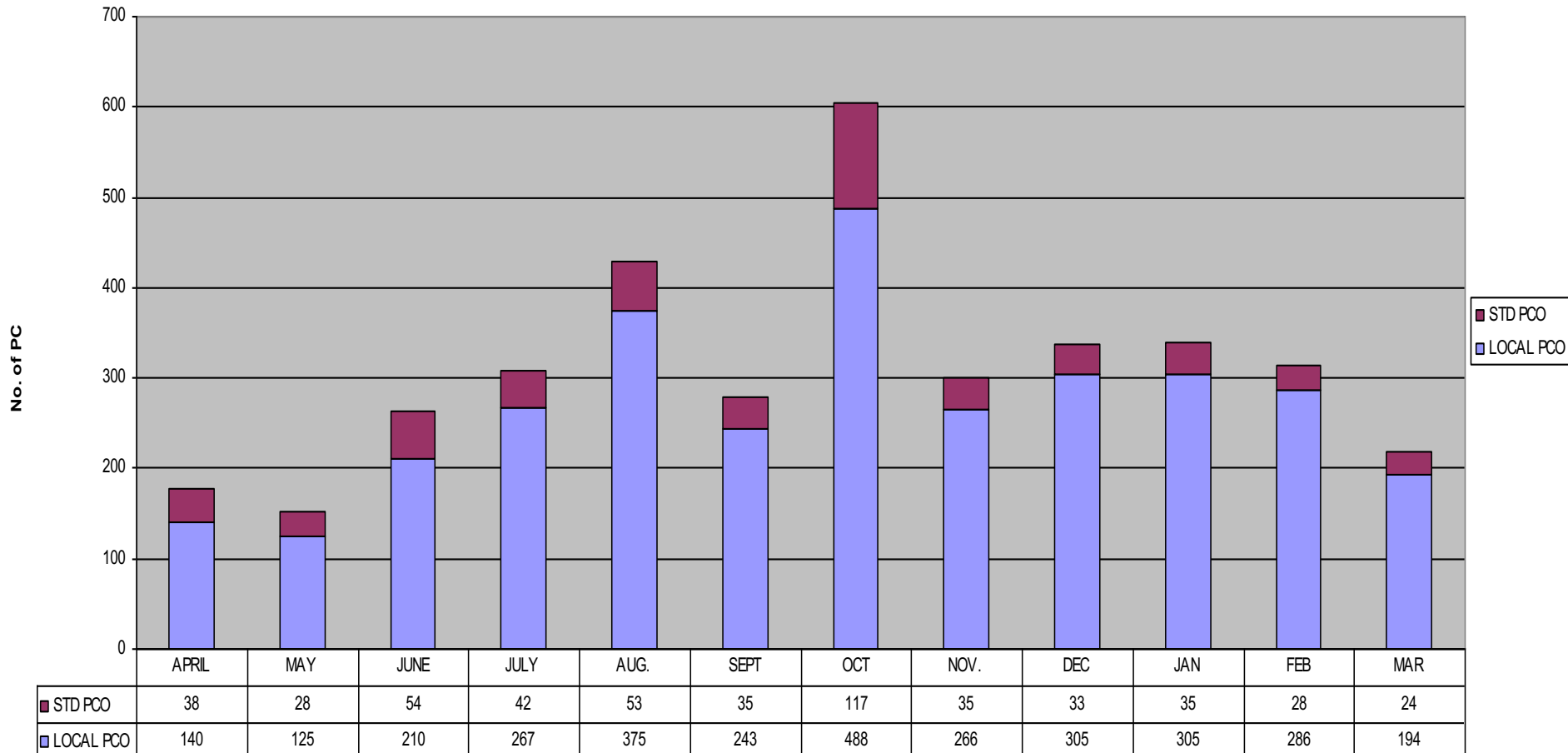
### Solutions

#### **Closure in rural area**

- **Higher reconnection charges –**
  - **Mobile reconnection charges are 2% on Bill. The same formula can be applied for landline also.**
  - **Private operators offers discount rather than reconnection charges**
- **“Zero rental plan” helped in checking the closure due to rentals.**
- **Familiarity of ITC and acceptance of ITC for calling and controlling expenditure gave a psychological comfort to customer and helped in checking closure.**
- **Massive drive was taken to educate the customer.**
- **Accessible and Communication to the Customer can do miracles.**
- **Then non-availability of BSNL mobile has forced them to shift to other operators. Efforts are on to get them back.**
- **Rs 1/- scheme has been success, the closure of connections under it is rare.**

# Trend Analysis Public Call Offices.

Monthly LOCAL / STD PCO Achievement



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# Trend Analysis Public Call Offices.



- PCO's are our major revenue area.

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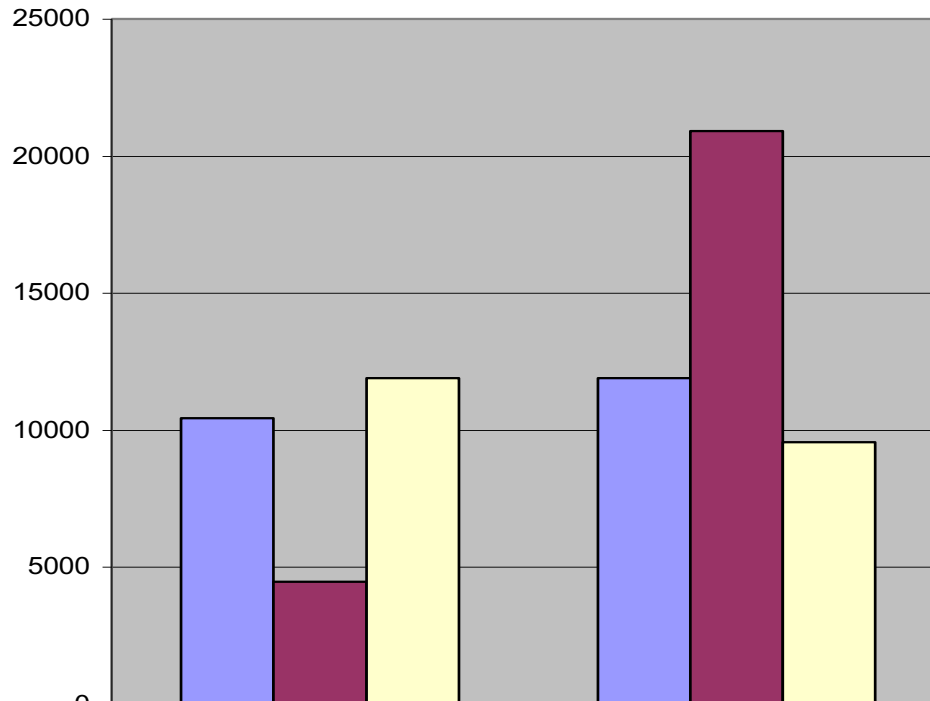
- Private Operator attacked on this with attractive commission structure.

- **With frequent and fruitful communications, we have been able to retain them.**
- Developed their confidence and provided PCO's on demand.
- More than 3200 Local PCO & more than 500 STD PCO that too at only public places was a major fete.
- An undertaking was taken and enforced that if existing connection is disconnected then PCO will also be disconnected.

# Trend Analysis

## Waiting List vs. NTC Analysis

Waitinglist vs NTC



■ W/L In the beginning of the year 2003 - 04  
■ NTC Provided  
■ W/L In the end of the year 2003 - 04

<span style="color: blue;">■</span> W/L In the beginning of the year 2003 - 04	10429	11899
<span style="color: maroon;">■</span> NTC Provided	4458	20911
<span style="color: yellow;">■</span> W/L In the end of the year 2003 - 04	11899	9555



# Trend Analysis

## Waiting List vs. NTC Analysis

---

- The waiting list as on 31 – 03 – 2004 was only 11899.
- Given Gross Connections 28,878 and a net of 20,911 in the year 2004 – 2005.
- Yet waiting list of 9555 is available and more and more is coming.
- There is no dearth of demand. Go on giving connections, Demand will start pouring in. That's why every where Gross Connection is there.
- Accessibility and Communicating with customers will help in reducing surrender, so that the balance is Net Positive.
- Today it is not enough that we are doing customer friendly work, it must be made known to customers and based on their feed back necessary corrections are required.
- With such a massive plan of expansion in offering, getting and retaining customers is vital for Survival.

*Quality is perceived by the customers and not suppliers*





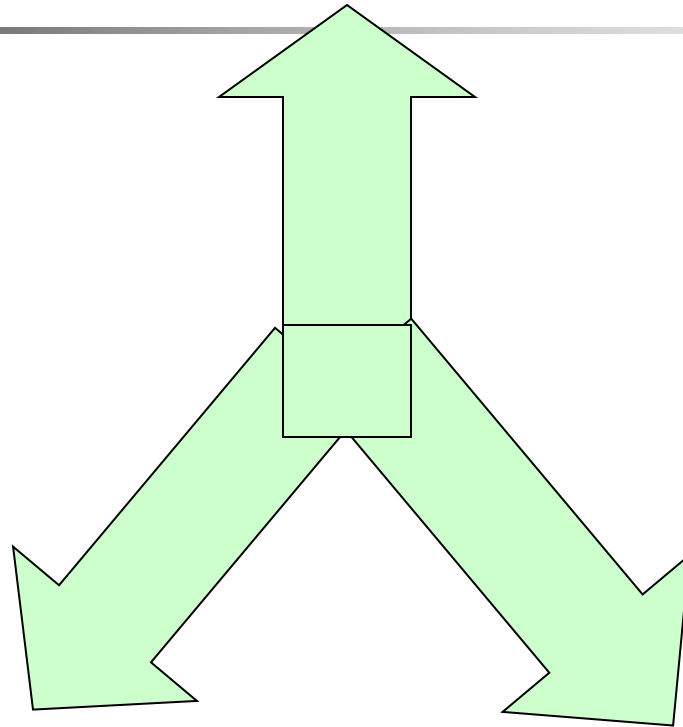
*Total quality is a marathon and not a sprint*





# Product

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# Cost

# Service



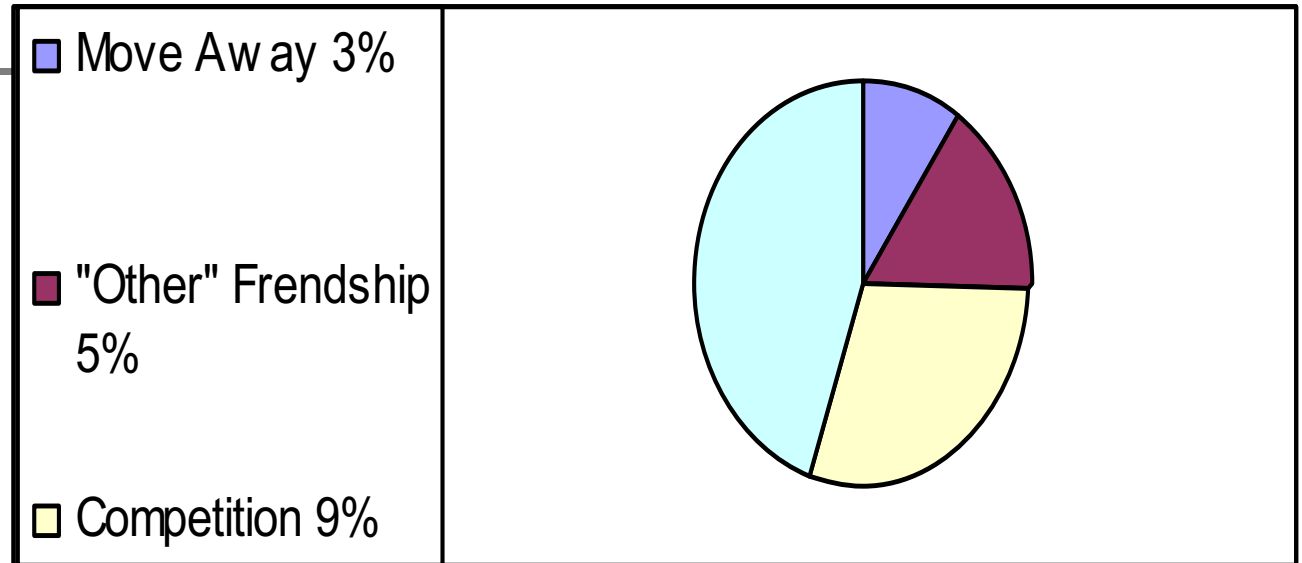
# Competitive Advantage

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- Someone can copy your **business strategy**
- Someone can copy your **marketing approach**
- Someone can copy **your product**
- Someone can copy your **manufacturing capabilities**
- Someone can copy your **market access**

**No one can copy your knowledge and relations with your customers**

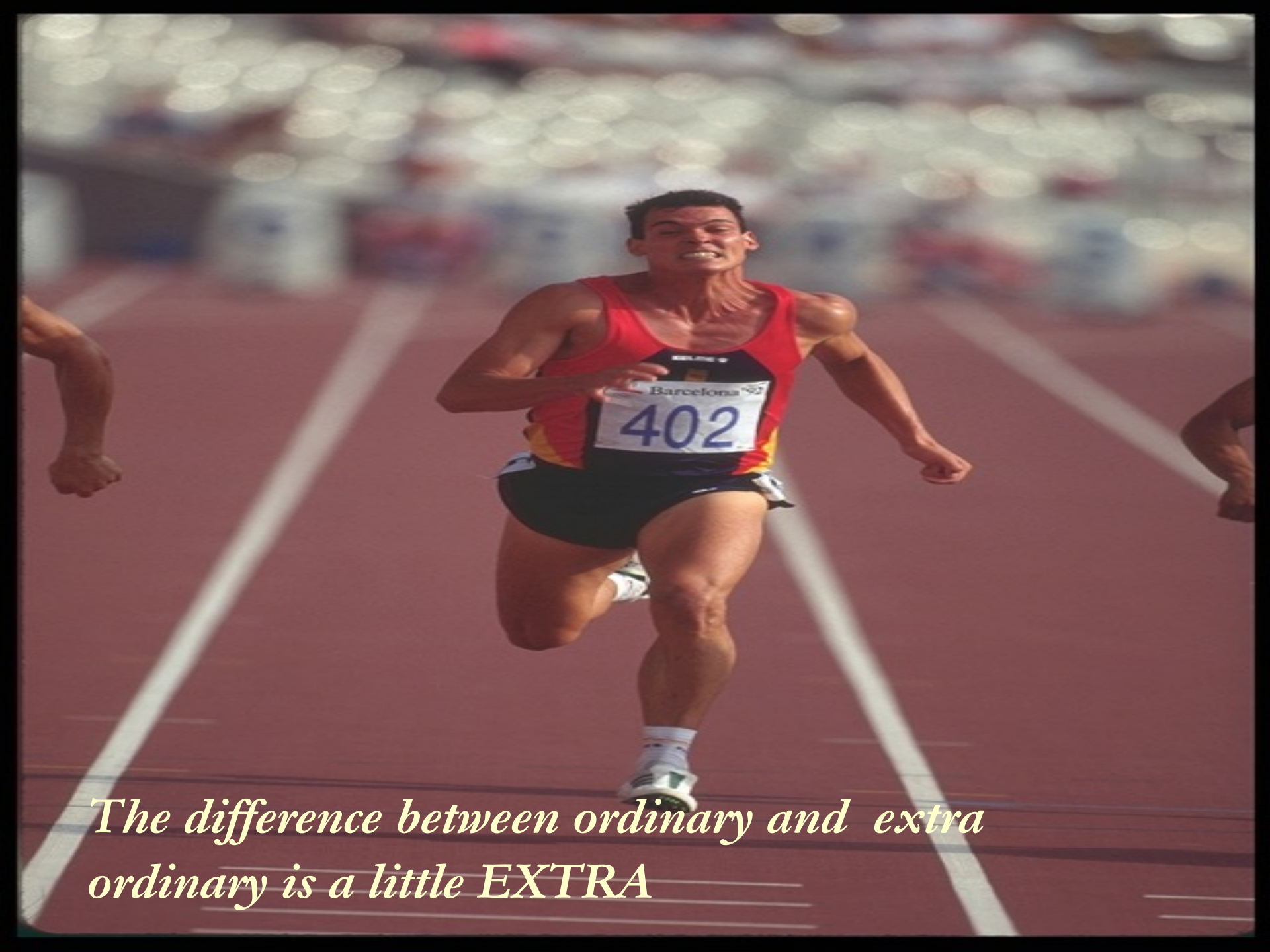
# Reasons for Customer Attrition



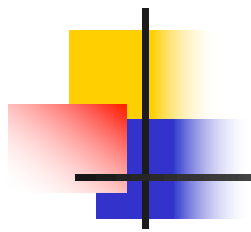
Is within the Company's Control 83% of the Time

Poor Customer Service





*The difference between ordinary and extra ordinary is a little EXTRA*



# Customer Satisfaction - ?

An Extra Effort .....



# Customer profile

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- Customers are demanding
- Time-starved, overloaded and have limited attention spans
- Hold an ever increasing power in today's marketplace
- Customer attrition will be on the increase



# Customer profile - contd.

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- Customers have easy access to information and a wealth of choices when seeking a product/service
- Customers will readily comeback to the trusted providers that best satisfy their needs and provide the most enjoyable customer experiences
- ***Customers notoriously lack foresight***



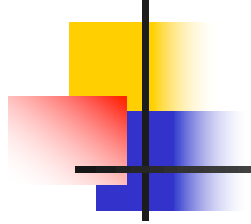
# Value of customer retention

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- Winning a new customer is 5 times more costlier than retaining old customer
- Increase in customer retention of 5% can increase profits by as much as 25% -80%
- Long term customers buy more
- Servicing existing customers is generally more efficient and therefore cheaper

Think...





# Questions ?

# Thank you



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