

E4-E5 (CM)

PROJECT VIJAY

AGENDA

- Explain present status of BSNL.
- Describe Project Vijay Objectives.
- Define key terms used in Project Vijay.
- Explain revised structure of Franchisee channel.
- Explain team structure for Project Vijay.
- Explain the concept of market retailer survey.
- Describe role description of Project Vijay Team.
- Describe proposed process for ordering and delivery.
- Overview of Sancharsoft.

Present status of BSNL (strength)



- Largest fiber and copper network.
- Widest geographical reach.
- Large base of mobile towers .
- Significant potential to monetize assets through broadband.
- Large existing customer base.
- Long customer relationships.
- Leading broadband provider.
- Large , geographically distributed and experienced manpower.

Present status of BSNL (Challenges)



- Slowing growth leading to poor financial performance.
- Facing an extremely competitive environment.
- Lacking some critical skills to succeed in current market scenario.
- Organization structure and processes that are not attuned to market needs.
- Low employee motivation and involvement.

Objectives of Project Vijay

- Expand reach – ensure availability of BSNL products at more than 95% of telecom retail outlets.
- Capture significant share (25-30%) of retailer's counter sales (increase extraction).
- Build distinctive channel management capabilities
Nurture and build strong and viable channel partner network.

Definitions of Key terms used in Project Vijay



FoS (Feet on street):

Franchise's employees who will visit retailer shops, deliver material and collect CAF (Customer Application forms) forms.

Primary Sales:

Sales of product from BSNL to franchise is defined as 'Primary Sales'.

Secondary Sales:

Any sales from franchise unit to retailer is defined as 'Secondary Sales'.

Tertiary sales:

Product sales from retailer to end-customer is defined as 'Tertiary Sales'.

Definitions of Key terms used in Project Vijay (Continued)



Reach:

Reach defined as the ratio of telecom retail outlets (multi-brand telecom outlets) that sell BSNL products to the total number of telecom retail outlets in a particular geographical area.

For example, if total number of multibrand telecom retail outlet that sell BSNL product is M and total number of multibrand telecom retail outlet is N in a particular geography then

BSNL Reach= M/N

If $M=4$ and $N=8$ then BSNL Reach= $4/8=.5$ or $.5 \times 100=50\%$

Definitions of Key terms used in Project Vijay (Continued)



Extraction:

Extraction defined as the share of BSNL sales in the total sales of a particular multi-brand telecom outlet

- By number of SIMs
- By value of recharge

For example, if BSNL sell is M (i.e. Number of SIM or value of recharge) and total sales of a particular multi-brand telecom retail outlet is N (i.e. Number of SIM or value of recharge) then

BSNL Extraction= M/N

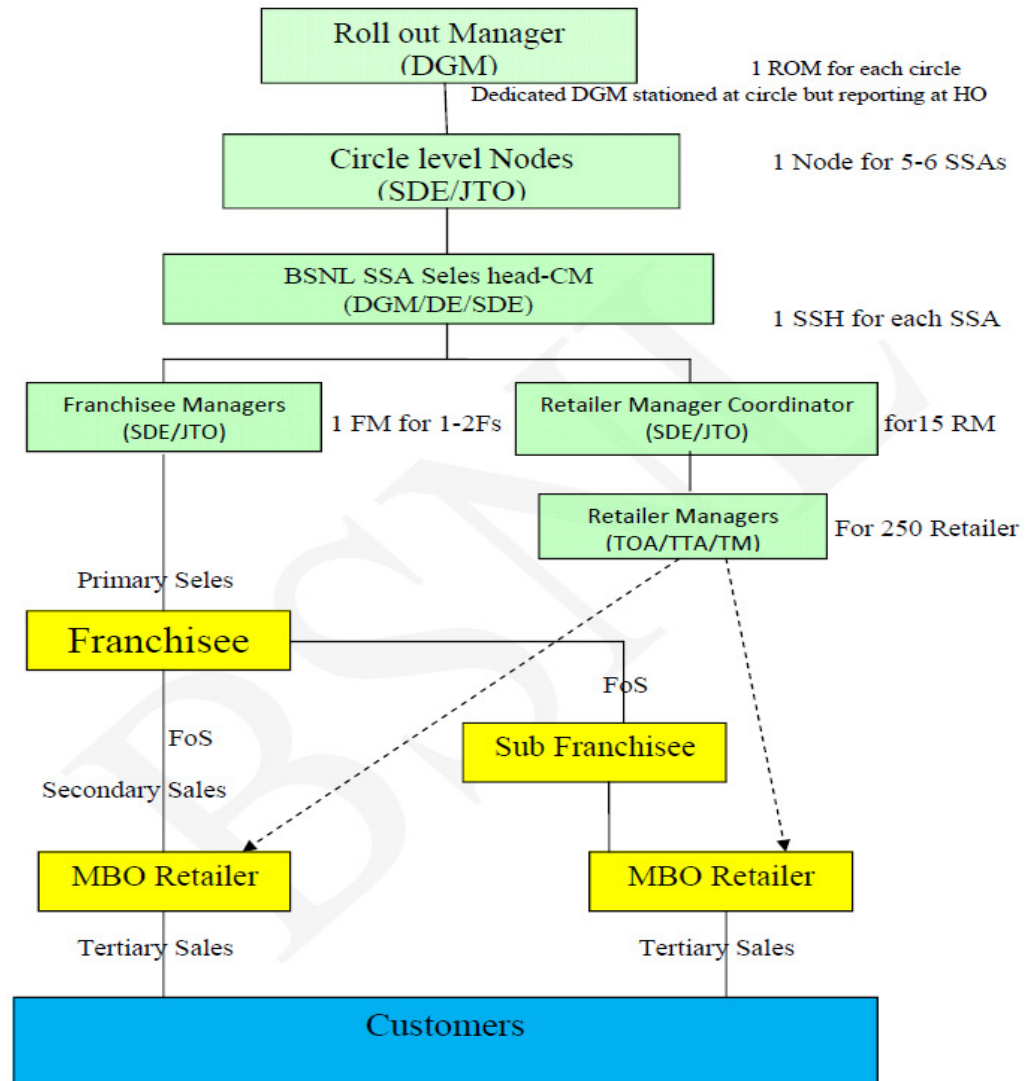
If $M=4$ and $N=10$ Then BSNL Extraction= $4/10=.4$ or $.4 \times 100=40\%$

MBO: multi-brand telecom outlets

Revised structure of Franchisee channel

- Primary sales will be made from BSNL SSA to Franchisee.
- Franchisee will make the sales to Sub Franchisee and also to MBO retail Outlets through FoS.
- Sub Franchisee will also make sales to MBO retail Outlets in its area.
- MBO retail Outlets will make the sales to customers.

Revised structure



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Team structure for Project Vijay

Roles	Designation	Details
Roll Out Mangers (ROM)	DGM	Dedicated DGM stationed at Circle but reporting at H O
Circle level Nodes	SDE / JTO	One node for 5-6 SSA's
SSA Sales Head – cons. Mobility	DGM / DE/ SDE	One per SSA /Region
Franchisee Manger (FM)	SDE/JTO	One Franchisee Manger per Franchisee
Retailer manager Coordinator (RMC)	SDE/JTO	One RMC for upto 15 RM's
Retailer manager (RM)	(TOA/TTA/TM)	One RM for upto 250 retailers

Concept of market retailer survey

- To baseline existing retailer universe before pilot launch
- To develop channel norms for franchisee FOS #s and service frequency, based on analysis of retailer universe
- Survey to be conducted in each SSA of circle
- Both urban & rural areas to be covered
- Survey to be completed in 3-4 weeks duration
- The surveyor will make survey with the help of a questionnaire in the form of a printed survey form containing details as shown below.

The surveyor will make survey with the help of a questionnaire in the form of a printed survey form containing details

Details which are contained in the printed survey form



1. Details of the surveyor
2. Details of the retailers with phone numbers
3. Do you sell SIMs of any brand? yes/no
4. Do you sell recharge voucher of any kind? Yes ?No
5. Do you sell BSNL SIM? yes/no
6. Who sell BSNL SIM to you?
7. Details of monthly sale of telecom product.
8. Comments about BSNL services to the retailer?

Categories of retailers

The category of retailers are different according to the characteristics which depends on number of SIMs sold per month or amount of Recharge sales per month. These categories are

- Class A
- Class B
- Class C
- Class D

Class A

The Retailers who sold more than 100 SIMs per month or Recharge sales more than Rs. 3 lakhs per month come under this category. For examples large multi-brand telecom outlets comes under this category.

Class B:

The Retailers who sold between 50-100 SIMs per month or Recharge sales between Rs.1-3 lakhs per month come under this category. For examples large kirana shops, medium multi-brand telecom outlets, STD/ PCO shops, etc. comes under this category.

Class C:

The Retailers who sold less than 50 SIMs per month or Recharge sales Between Rs. 0.5-1 lakhs per month come under this category. For examples medium kirana stores, small multi-brand telecom outlets, etc. comes under this category.

Class D:

The Retailers who sold negligible (mostly nil; may sell 10-30 SIMs per month) or Recharge sales less than Rs. 50,000 per month come under this category. For examples small kirana stores, paan shop, tea stall, etc. comes under this category.

Service frequency by class

Class A: Daily

Class B: Every alternate day

Class C: Twice a week

Class D: Once a week

Categories of retailers

Characteristics	Class A	Class B	Class C	Class D
# of SIMs sold per month	<ul style="list-style-type: none"> More than 100 SIMs per month 	<ul style="list-style-type: none"> Between 50-100 SIMs per month 	<ul style="list-style-type: none"> Less than 50 SIMs per month 	<ul style="list-style-type: none"> Negligible (mostly nil; may sell 10-30 SIMs per month)
Recharge sales per month	<ul style="list-style-type: none"> More than Rs. 3 lakh per month 	<ul style="list-style-type: none"> Between Rs. 1-3 lakh per month 	<ul style="list-style-type: none"> Between Rs. 0.5-1 lakh per month 	<ul style="list-style-type: none"> Less than Rs. 50,000 per month
Type of shop	<ul style="list-style-type: none"> E.g. large multi-brand telecom outlets 	<ul style="list-style-type: none"> E.g. large kirana shops, medium multi-brand telecom outlets, STD/ PCO shops, etc. 	<ul style="list-style-type: none"> E.g. medium kirana stores, small multi-brand telecom outlets, etc. 	<ul style="list-style-type: none"> E.g. small kirana stores, paan shop, tea stall, etc.

Describe role description of Project Vijay Team



Roles	Role Description
Roll Out Mangers (ROM)	Responsible for overall roll-out of Project Vijay in circle Expected to drive on-the-ground implementation in circle and escalate unresolved issues at the circle level, to HO
Circle level Nodes	Guide SSA teams with best practices, key risks at a particular stage, etc. Help SSA teams resolve and escalate issues
SSA Sales Head – cons. Mobility	Responsible for overall roll-out of Project Vijay in Region/SSA, incl. team formation, process changes and value outcome Act as Sales head, Mobility at SSA/ Region
Franchisee Manger (FM)	Provide support and manage franchisees and sub-franchisees
Retailer manager Coordinator (RMC)	Provide support and manage retailer managers
Retailer manager (RM)	Act as retailer survey team, to map retailer universe (up-front) Directly interact with and provide support to retailers on an ongoing basis

Describe proposed process for ordering and delivery



- The franchisee need not come to SSA office.
- S/he will deposit the amount in bank and intimate the Franchisee manager and AO (SALES) about money deposited in BSNL account to supply the telecom product and place an order on phone or through email.
- AO (Sales) will verify whether the amount has been credited in BSNL account or not.
- After verifying, AO (Sales) and Franchisee manager will deliver the material at the door of the Franchisees.

Incentive

Role	Reimbursement type Travel/meal/mobile	Reimbursement amount per month
Franchisee manager	Travel & Meal	Rs 1800
	Mobile (if not already provided)	Rs 500
Retailer Manager coordinator	Travel & Meal	Rs 1300
	Mobile (if not already provided)	Rs 500
Retailer Manager for visits up to 40kms/day avg	Travel & Meal	Rs 1800
	Mobile (if not already provided)	Rs 500
Retailer Manager for visits beyond 40kms/day avg	Travel & Meal	Rs 2600
	Mobile (if not already provided)	Rs 500

Members of PROJECT VIJAY team: Management & Visit



- Franchisee Manager is expected to manage up-to 2 Franchisees and visit them every alternate day; Franchisee Manager is also expected to visit each sub-franchise once a month
- Retailer Manager Coordinators expected to manage up to 15 Retailer Managers and do 1 inspection visit per Retailer Manager per month
- Each retailer manager is typically assigned -200-300 retailers, depending on area geography and is expected to visit each retailer -2 times a month
- Final decision on which category the retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator.
- The base reimbursement will be paid to Franchisee Manager and Retailer Manager Coordinator upon meeting a minimum of 10% achievement on Primary sale(# of SIM and Recharge value).The base reimbursement will be paid to Retailer Manager upon meeting a minimum of 30% achievement on no. of retailers visits done as a proportion of the total no. of retailers visits assigned.

Awards

Award	Level	Frequency	Amount	Criteria
Best Franchisee manager	Circle	Quarterly	Rs 3000	Highest average score on KPAs
Best Retailer Manager coordinator	Circle	Quarterly	Rs 3000	-do-
Best Retailer Manager	SSA	Quarterly	Rs 750	-do-
Best Sales Head	Circle	Quarterly	Rs 5000	-do-

Award: Special Conditions

- In case of a tie, the award amount may be equally split.
- In order to qualify for an award the Franchisee Manager or Retailer Manager coordinator must meet a minimum of 10% achievement on Primary sale (# of SIM and Recharge value), Similarly in, order to qualify for the award, the Retailer Manager must meet a minimum of 30% achievement on no. of retailers visits done as a proportion of the total no of retailer visits assigned.
- The final decision on awards at the circle levels should be made by the PGM/GM (Consumer Mobility) at circle level at the end of the month, after taking in to the account the average score on KPAs received from SSAs'

Facilities



SSA Sales Head	Office space, Desktop with broadband GSM SIM or WLL phone (if not available)
Franchisee Manager	-do-
Retailer Manager Coordinator	-do-
Retailer Manager	GSM SIM or WLL phone (if not available)

Sancharsoft

- Sancharsoft is a SIM Inventory Management Application is jointly designed and maintained by IT Cell Chennai Telephones and ITPC Hyderabad.
- SIM Inventory Management is a web based application for integrated management of O&M and Sales & Distribution Channels.
- Software is designed based on actual work flow for O&M and SIM/RC sales network.
- Application is hosted on Zonal WEB server with oracles 8i server at back end, User access control, security features are in built



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