



Toolkit for Circle Roll Out Managers

Project Udaan

November 3, 2009

THE BOSTON CONSULTING GROUP

Agenda

Introduction to Udaan roll-out tool-kit

Project Udaan: Roll-out activities

Indicative timeline for Udaan roll-out

Agenda

Introduction to Udaan roll-out tool-kit

Project Udaan: Roll-out activities

Indicative timeline for Udaan roll-out

Udaan roll-out tool-kit

This toolkit is designed to aid circle roll out managers to implement Project Udaan in their respective circles

This tool-kit provides a compilation of various activities required to be conducted for successful roll-out of project Udaan

The tool-kit is to be used as a general guideline for the roll-out. Some additional activities may be required for specific locations. The circle roll out managers are requested to take localised approvals for such specific customisation in their SSAs / circles.

The tool-kit is limited to roll-out of the project only. It does not deal with the post roll-out stabilization fo Udaan

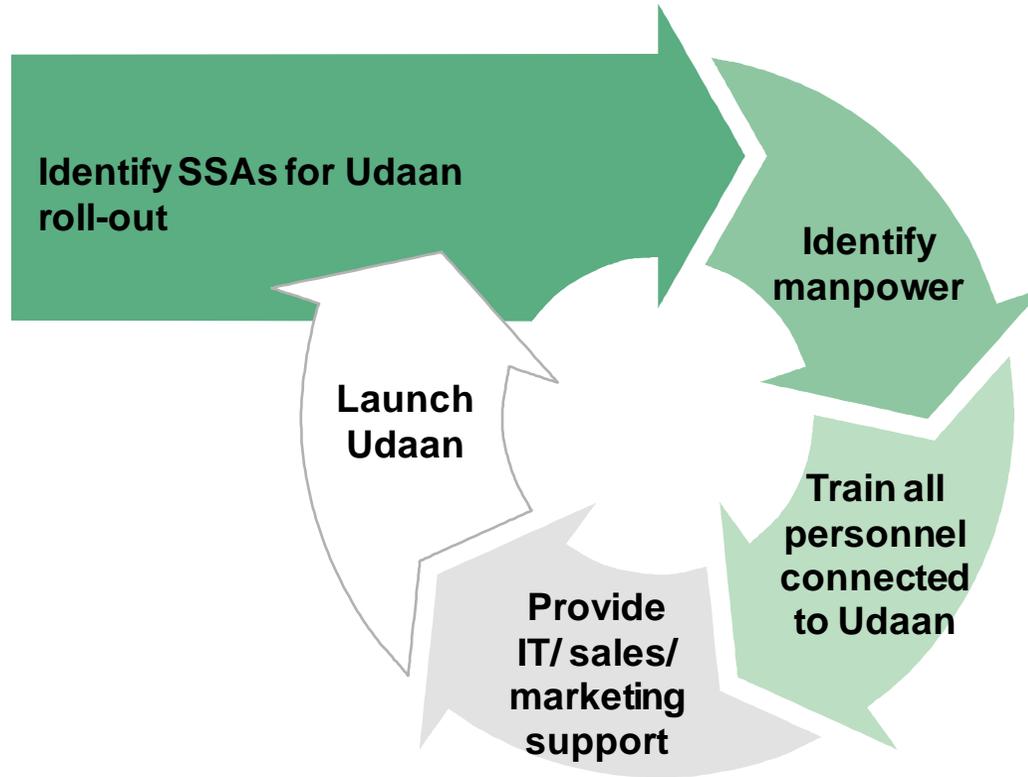
Agenda

Introduction to Udaan roll-out tool-kit

Project Udaan: Roll-out activities

Indicative timeline for Udaan roll-out

Various activities are required to be conducted for successful roll-out of Project Udaan

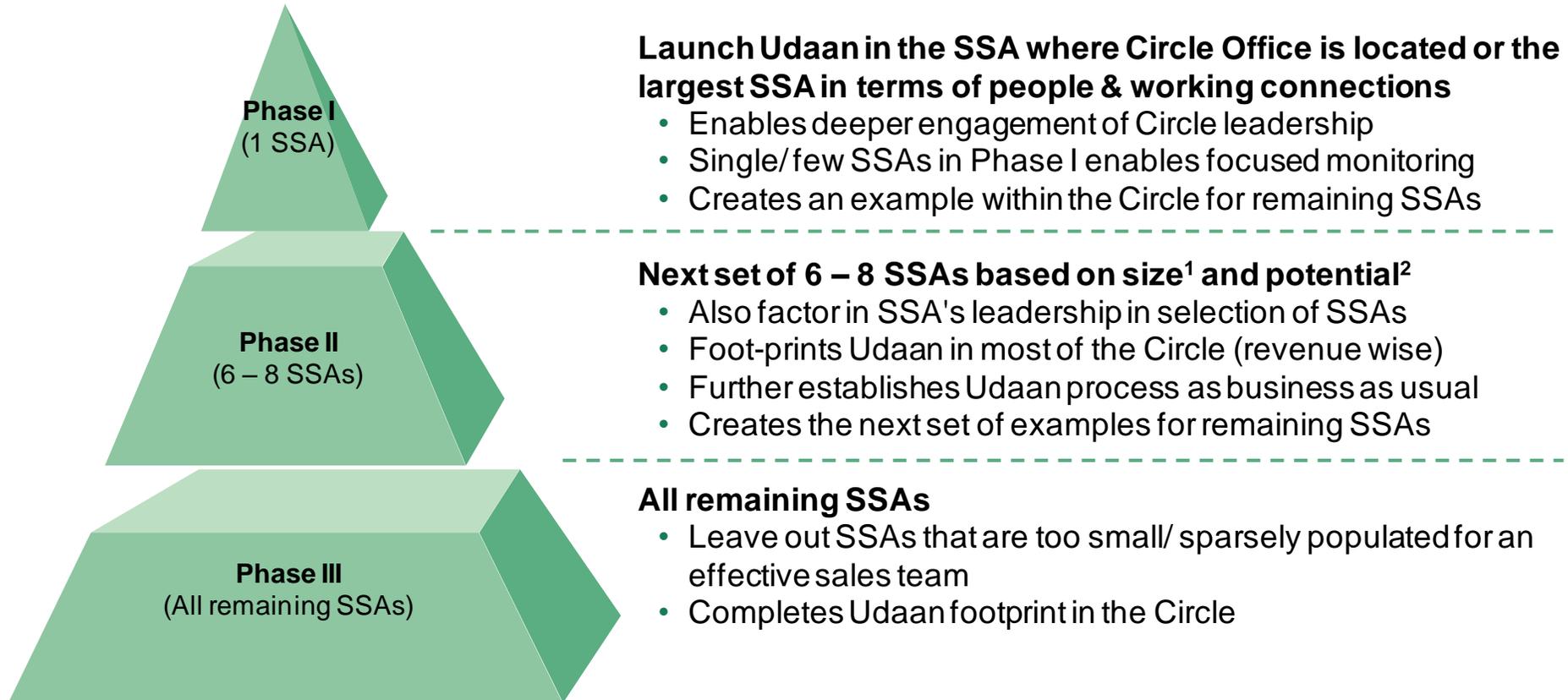


Time-lines and responsibilities should be tightly fixed to ensure timely roll-out



First step : finalise Udaan roll-out plan for circle

Udaan to be rolled-out in 3 phases in each Circle

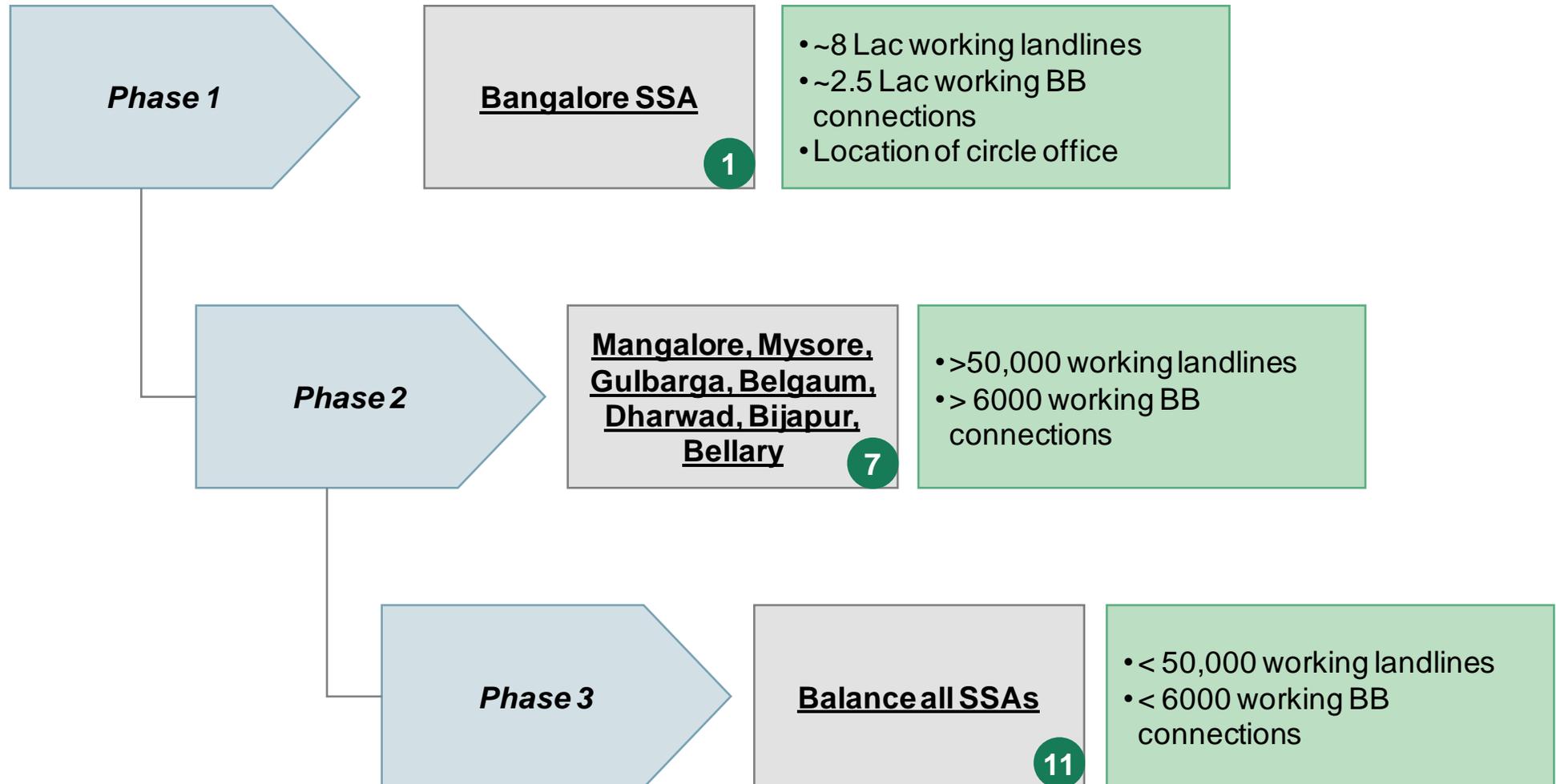


**Finalize roll-out plan in agreement with CGM and PGM/ GM
CFA (Circle) and GM Broadband (Corporate Office)**

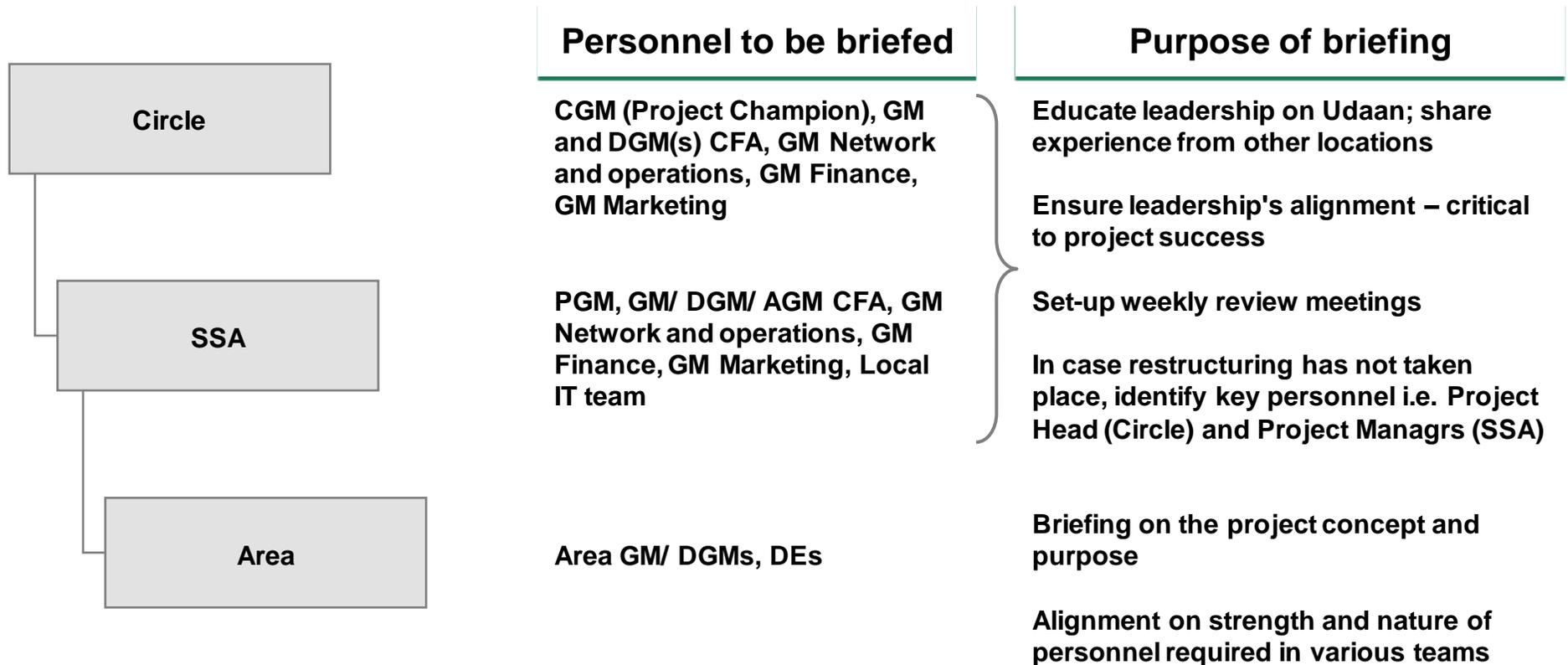
1. Size is measured in terms of the existing base of LL and Broadband users 2. Potential is measures as a combination of average gross adds/ month, penetration of BB (no. of BB connections/ no. of LL connections) and local understanding of the SSA's demography



Circle roll out example - Karnataka



Briefing of local leadership required for smooth kick off of the project

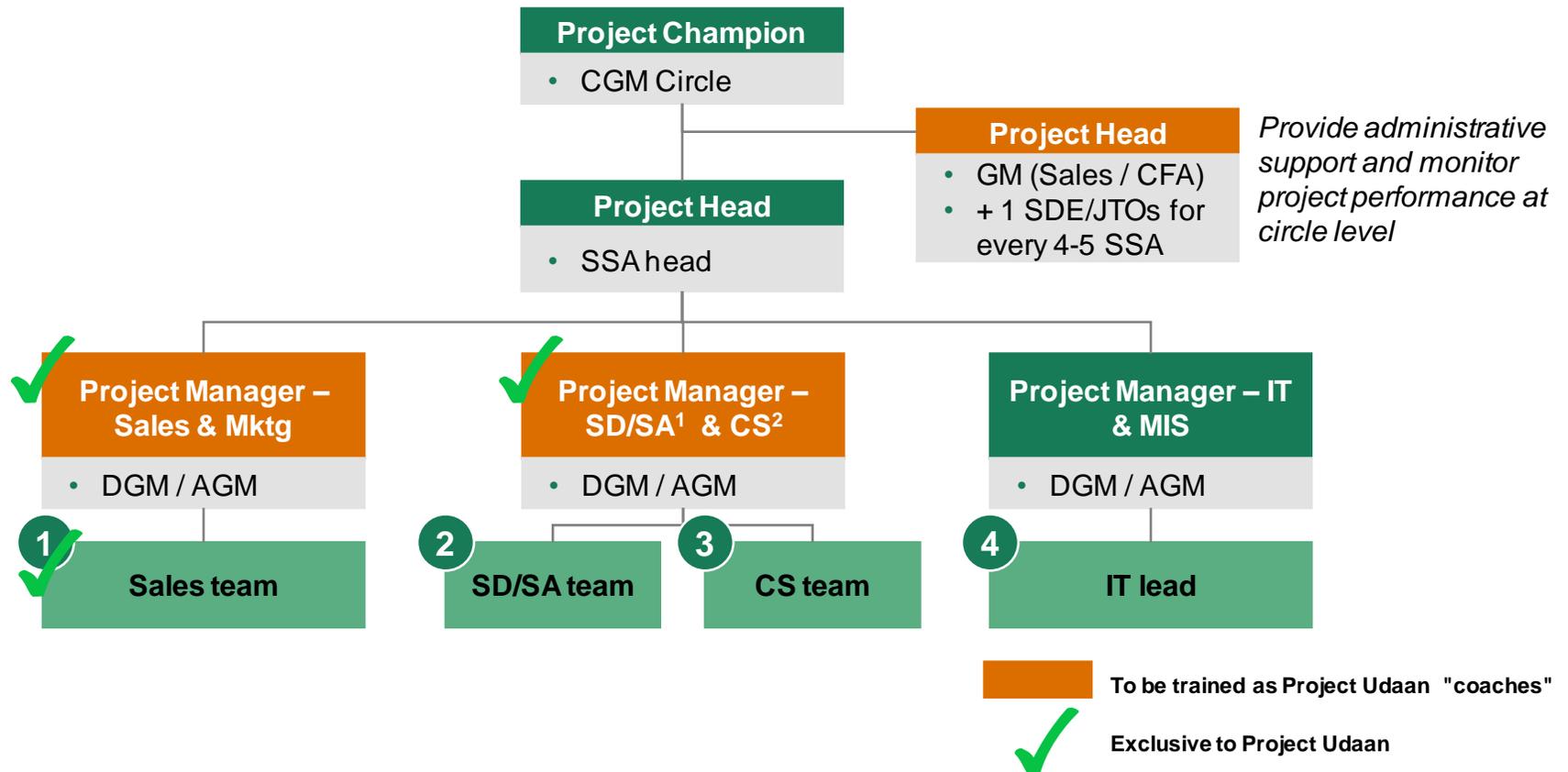


Local unions may also be required to be briefed to ensure smooth and transparent roll-out



Identify full team leadership for project Udaan

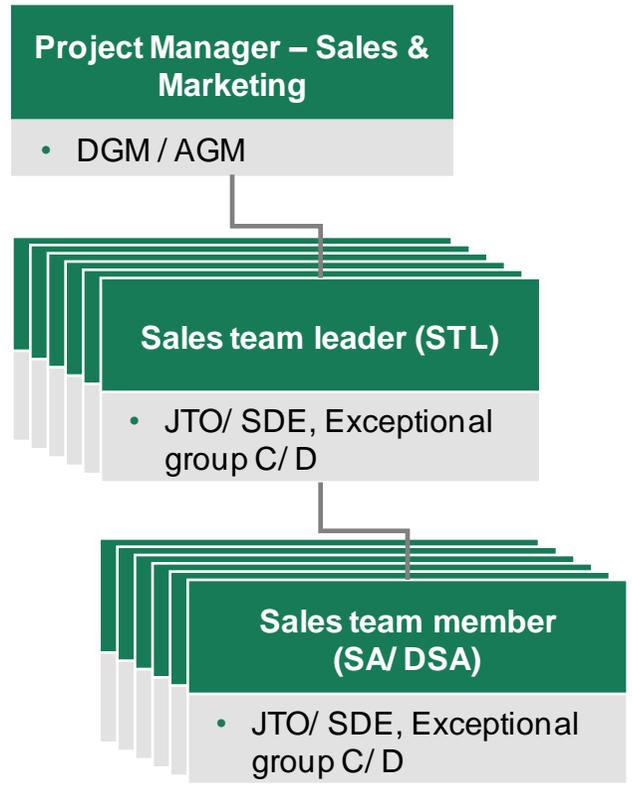
4 teams to be formed at each SSA under the team leadership



Personnel appointed to exclusive roles should handover their current role to the designated substitute



Identify sales teams requirement for project Udaan based on SSA working connections & size



Use basic thumb rule to roughly identify strength of sales team required

- 1 sales team member required/ 4000 – 8000 working LL connections¹
- 1 sales team leader required/ 4 – 6 sales team members

Discuss with SSA leadership to finalize # of sales team leaders required based on specific SSA geography

- Within ± 20% of strength identified using the thumb-rule
- Define operational area for each Sales team leader

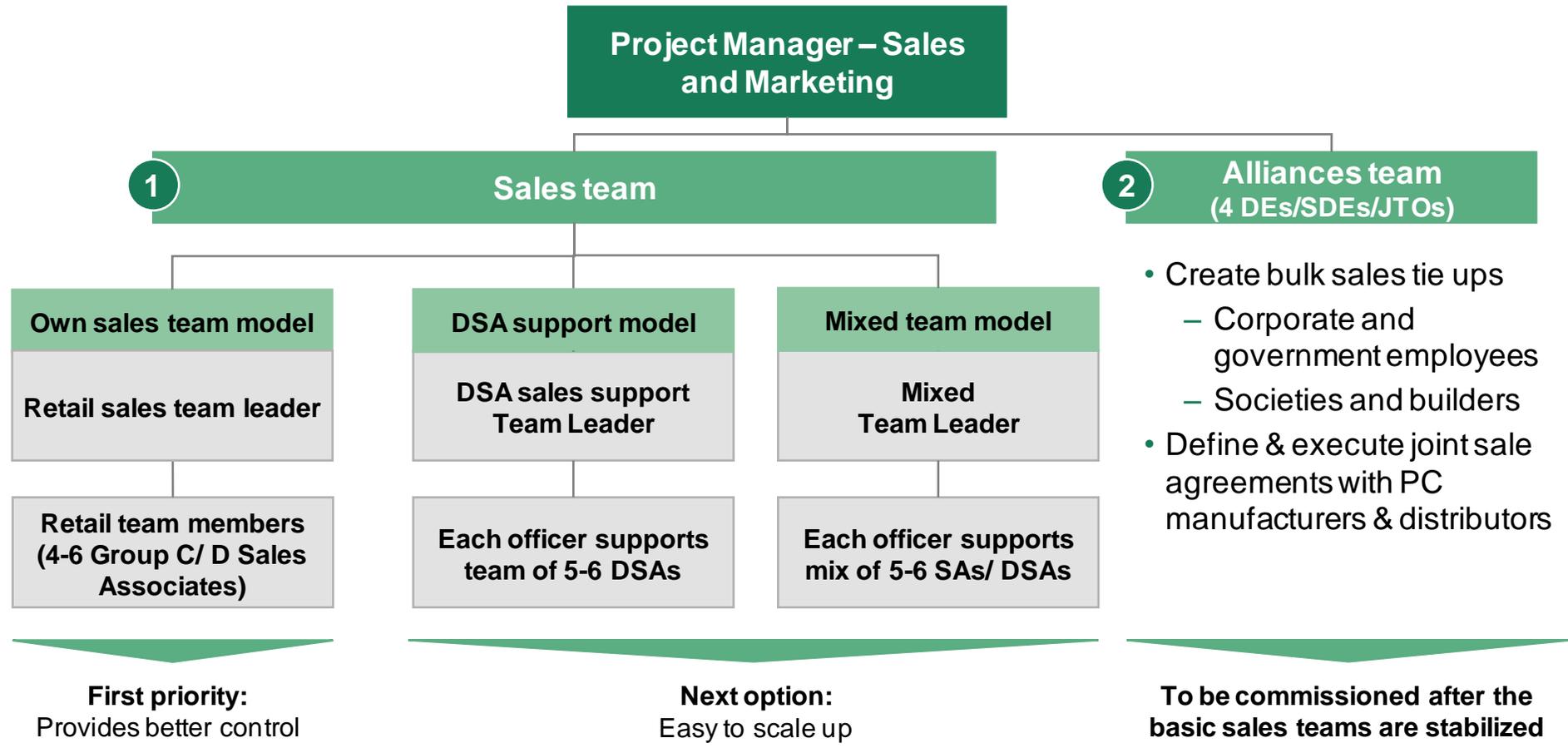
Further detail out sales team; finalize # of sales team members for each sales team leader

- For each sales team leader define # of sales team members (preferably between 4 – 6)
- Mark out specific areas within respective sales team leader's territory for each sales team member

1. # working LL connections has been taken as a proxy for SSA size. 1 sales team member is required for lesser number of working LL connections in high potential or sparsely populated areas (higher travelling is required)



2 operating sales team model can be formed in project Udaan



Certain guidelines can be followed for selection of sales teams



AGM (CFA Sales) to be appointed as STLs

- Further requirement of STLs to be filled in by identifying JTO/ SDE on operations side who can be released for sales or exceptional group C/D personnel

Sales associates to be selected based on interest levels

- First request for volunteers for sales team and select personnel from the volunteers based on interest level and basic requirements
- Nominate Sales associate from group C/ D as far as possible to fill in empty positions (if any)

Appoint DSAs based on their performance and interest levels

- DSAs to be appointed in locations where sufficient SAs cannot be identified or the location is too spread out to warrant a Sales Associate
- DSAs to be briefed on project Udaan and expectations from them before associating to Udaan
- Only willing DSAs with good performance and response to be nominated

Share responsibilities of each role to enable appointment of appropriate personnel



	Planning & design	Customer contact	Interface with other team in BSNL	Reviews & monitoring
Sales associate	<ul style="list-style-type: none"> • Visit plan (sequence of customer visits) 	<ul style="list-style-type: none"> • Take appointments • Meet & discuss product options • Follow up visits 	<ul style="list-style-type: none"> • Follow up with network team for feasibility & activation 	<ul style="list-style-type: none"> • Prepare for weekly experience sharing & feedback
Sales team leader	<ul style="list-style-type: none"> • Identification of new leads • Prioritisation • Contact list / visit plan • Provide recent disconnection applications 	<ul style="list-style-type: none"> • Random checks with customers to take feedback on contact experience 	<ul style="list-style-type: none"> • Regular interaction with customer facing arms (call centres / CSCs) • Daily follow up with network team on connections status 	<ul style="list-style-type: none"> • Check new sales for area / age of connection • Prepare performance dashboard for weekly review • Raise all long standing issues
Project Mgr. Sales & Marketing	<ul style="list-style-type: none"> • Sales support materials & schemes • Mktg & communication inputs 		<ul style="list-style-type: none"> • Co-ordinate with product team with sales feedback for new plan options • Review exceptional cases with SD/SA team 	<ul style="list-style-type: none"> • Review all area performance and guide on improvement steps • Identify design refinement areas



High flexibility in choice of personnel for sales team

Primary constraints around motivation level, health & comfort with using computers

Selection of team leaders

- Executives or non-executives who are interested, motivated and respected
- There should be no restriction on seniority & experience
- Could be from any background viz. indoor, outdoor, CSC, etc.
- Should be good at co-ordination and comfortable with IT systems

Composition of the team

- SA's can be executives or non-executives who are interested & motivated
- Could be from any background viz. indoor, outdoor, CSC, etc.
- Should be willing to travel locally, in good health and preferably not close to retirement

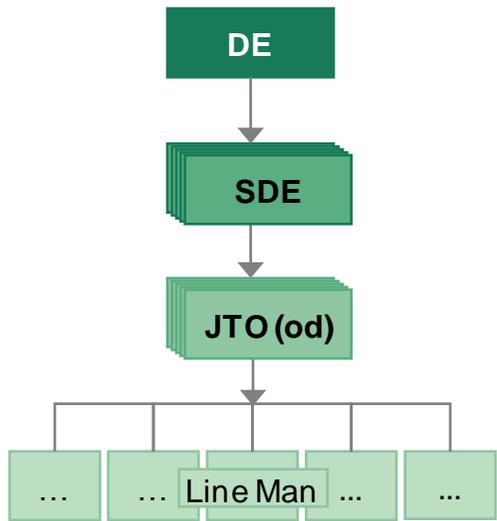
Territory fixation

- SAs should be assigned closer to base / exchange / CSC to reduce travel time
- SAs should be assigned near residence; allows for personal connect
- Boundaries of a SA should be drawn on basis of size or potential

Identify personnel for SD/SA team from existing network operations' employees



Current structure of network operations



Selection of SD/ SA team

From each DE's team/a combination of 2-3 DE teams select one SDE/JTO from outdoor and one from indoor

SD/SA members continue with existing role

- Given additional responsibility to coordinate with colleagues and voice issues faced

SD/SA members will continue to report to their respective DEs

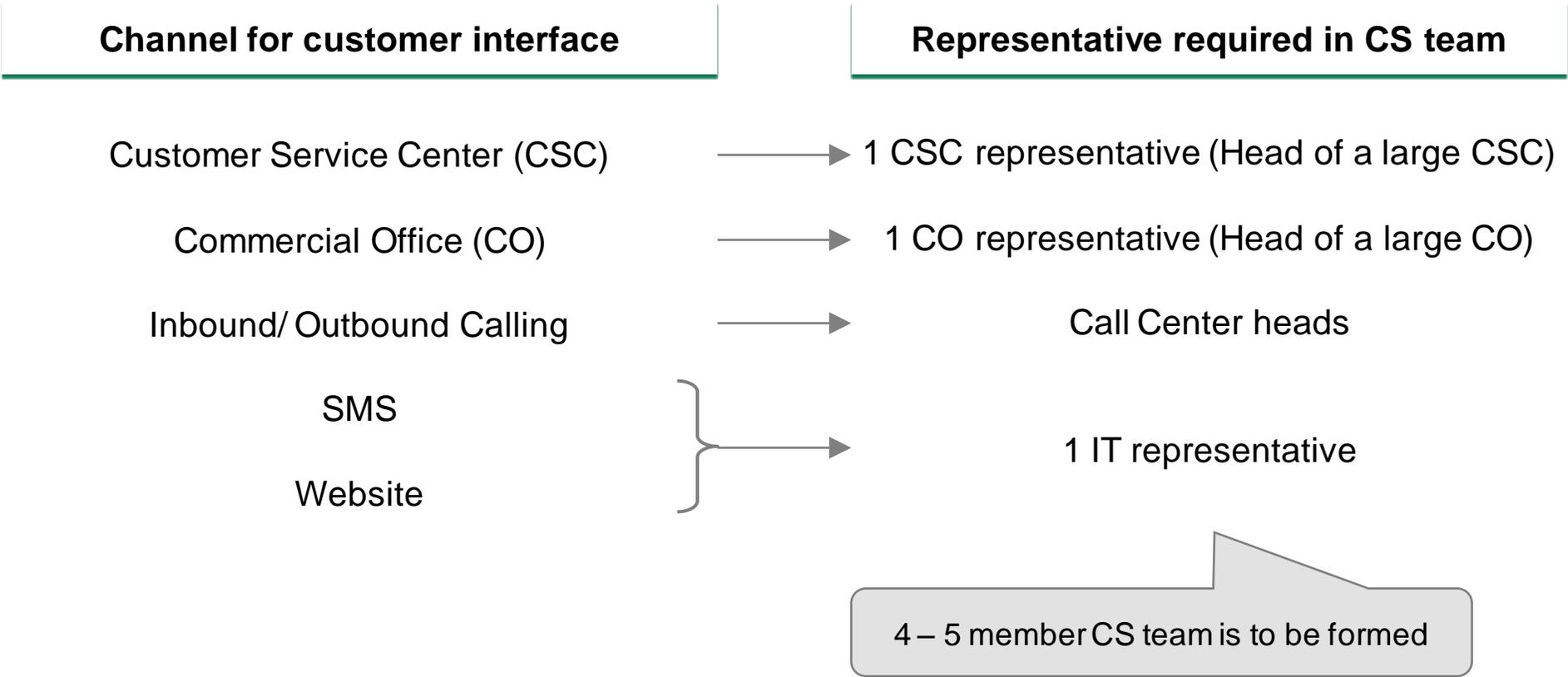
- Dual reporting to PM SD/ SA to coordinate provisioning in respective DE areas

Personnel selected for SD/SA role should be handpicked – self-motivated and respected by colleagues

Clear orders regarding appointment of personnel to SD/ SA team should be sent to all concerned



CS team to be formed with representatives from each customer facing arm



Clear orders regarding appointment of personnel to CS team should be sent to all concerned



Checklist for identifying sales, SD/SA, CS teams

Task	Date	Person In Charge	Tick when complete
Number of sales teams, team sizes and composition decided			
Sales team leaders and sales associates identified exclusive for Udaan			
Orders issued for sales teams			
DSA's identified if needed and informed about their role			
Logistics needed for sales teams arranged			
SD/SA, CS teams identified			
Orders for SD/SA, CS teams issued			

Training to be conducted for all personnel associated with project Udaan



Udaan training should be conducted in two phases

- Phase I covers personnel directly associated with project Udaan
- Phase II covers personnel indirectly associated with project Udaan

Phase I training will be conducted by pre-trained RTTC trainers (closest RTTC)

- Coordinate with GM Training (Corporate Office) or local RTTC representative
- Personnel trained in Phase I of the training to further train personnel covered in Phase II

Combined Phase I and II cover all CFA personnel (both sales and provisioning) and the employees in CSCs, COs and IT team

- Training limited to their role with respect to project Udaan

All attendees should be informed about dates, venue of training in advance

Logistics requirements for trainings should be arranged

- Booking of conference hall/ classrooms for training
- Availability of projector and computer
- Notepads and pens for participants
- Translation into regional language of material & providing to participants



Training to be conducted for the teams – Phase I

Training	Attendees	Faculty	Dates & venue
Master Udaan sales training	<ul style="list-style-type: none">• Circle roll out manager• Sales team project manager• All sales team leaders• All sales associates	RTTC trainers	4 day session
Master Udaan CS training	<ul style="list-style-type: none">• Circle roll out manager• CS + SD/SA project manager• All CSC in-charges• All call centre in-charges (BB + LL)• All commercial officers• DGM (IT)	RTTC trainers	1 day session
Master Udaan SD/SA training	<ul style="list-style-type: none">• Circle roll out manager• CS + SD/SA project manager• Identified SD/SA team	RTTC trainers	1 day session



Trainings to be conducted for larger audience – Phase II

Training	Attendees	Faculty	Dates & venue
Basic CS training	<ul style="list-style-type: none">• All CSC personnel• All call centre employees (BB + LL)	CSC in-charges Call centre in-charges (BB + LL) Commercial officers	<i>3 hours</i>
Basic SD/SA training	<ul style="list-style-type: none">• All section DEs, SDEs, JTOs & IT people from outdoor	SSA SD/SA project manager + SD/SA team	<i>4 hours</i>
IT Team training	<ul style="list-style-type: none">• All circle & SSA IT team members	Pune IT Circle team	<i>1 day</i>

All personnel related to CFA should be trained/ briefed on their role/ support required in project Udaan



Checklist for Phase I training

Task	Date	Person In Charge	Tick when complete
Dates for training decided and schedule prepared for the same			
Availability of trainers from RTTC confirmed			
All attendees required for training informed about dates of training			
Logistics requirements for training arranged			



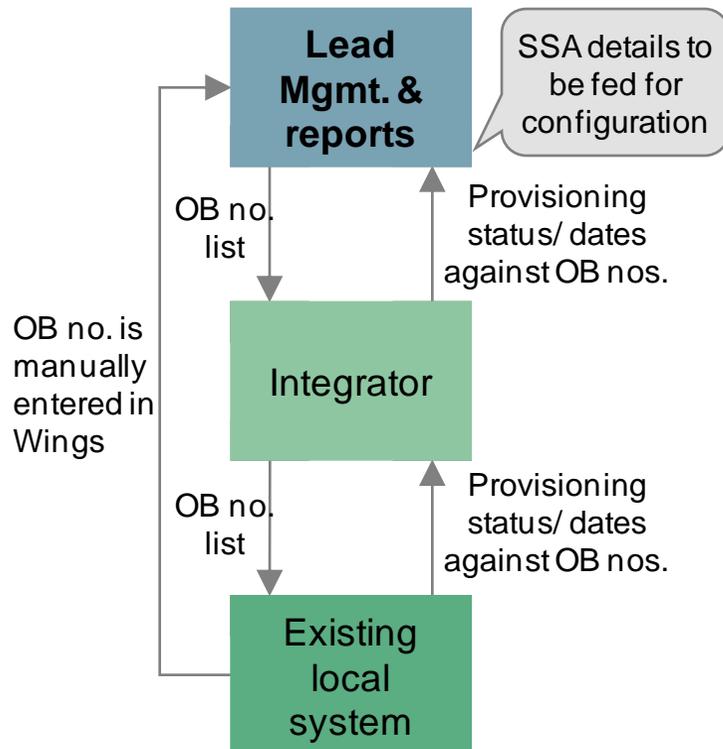
Checklist for Phase II training

Task	Date	Person In Charge	Tick when complete
Dates for training decided and schedule prepared for the same			
Availability of all trainers required for SD/SA, CS training confirmed			
All attendees required for training informed about dates of training			
Material to used in SD/SA, CS training available			
Logistic requirements for training arranged			
Role of people not directly involved in Udaan explained			



IT enablement of roll-out location required: Wings

Wings divided in 2 parts to enable national roll-out



Local activities required for Wings installation and configuration

SSA details needs to be entered/ updated for configuration

- Contact IT Circle Pune to confirm requirements
- Basic requirements:
 - Areas and sub-areas within an SSA
 - Mapping to the sales teams to various areas/ sub areas, pin-code and first 3-4 digits of nearest LL no.
 - Mapping of SD/ SA members and JTOs (for feasibility) to Sales teams (may even be many to many)
 - Details against which fields out of the outdoor steps defined by IT Circle can be extracted from local system

Integrators for various systems are to be developed locally

- Dotsoft integrator developed by IT Circle Pune
- In case Udaan has been rolled out in another location with the same local sys, request them for integrator

A representative from local IT team to be trained in Wings

- Training where Udaan has been working for at least 3 mths
- Training required to enable local IT team to support in terms of local reports



IT enablement of roll-out location required: Others

SMS system to send bulk marketing messages and receive lead requests from customers

- Check with IT Circle Pune on availability of a nationwide number for the same
- In case using the above no. is not feasible, set-up a system to send receive bulk SMS locally
- In case of local SMS system, align with IT Circle Pune on integration with Wings
- SMSes recieved should be accessible to the local Call Center for outbound calling
- Ensure stability of the local SMS system before advertising the number

Call Center for receiving customer requests and making outbound calls

- Ensure that Call Center(s) are adequately staffed and linked with Wings
 - Earmark at least 2 – 3 Call Center Agents for outbound calling
- Train all Call Center employees in Udaan processes as well as selling activities
- Update comparative chart of products regularly to enable CC to make appropriate sales pitch
- Brief Call Center employees before every new Campaign

Ensure that SMS and Call Center numbers are included in all further advertisement/ communication



Checklist for IT systems, lead generation activities for Udaan

Task	Date	Person In Charge	Tick when complete
Check performed with IT circle Pune on integration possibility with local IT system			
SSA details sent to IT Circle Pune for configuration			
If not, patch created to operate WINGS on local system			
1 IT person sent to area where WINGS operational			
In bound SMS number established and integrated with WINGS			
Call centre strength ramped up to support in bound and outbound calling (if not sufficient)			
All call centre persons trained on lead generation through WINGS			



Sales team should be properly equipped to enable sales

Sales Associate from a play conducted at Rajahmundry



Sales kit

BSNL branded T-shirt/ shirt

Identify Card/ Visiting Card

Sales bag consisting of:

- Marketing collateral - pamphlets, product brochures
- Sales collateral - application forms, cash receipt book
- Basic stationary – notepad, pens, stapler, glue-stick

Samples of the sales kit may be obtained from other Udaan locations

Awards and sales incentives constituted to motivate sales teams



Allowances	Own sales team	<ul style="list-style-type: none"> • Only to sales team members <ul style="list-style-type: none"> – Provision for additional expenses (travelling / meals) – Payment against declaration of expense, Rs 1400 – One time reimbursement for handset, Rs 1500 – Mobile recharge if not provided already, Rs 500
	DSA support	
Awards	Own sales team (Circle level)	<ul style="list-style-type: none"> • Best salesman – per circle per quarter, Rs 5000 • Best sales team – per circle per quarter, Rs 25,000 (for a 5 member team) • Awards & trophy in dinner event
	DSA support (Circle level)	
	Common awards (National level)	<ul style="list-style-type: none"> • Monthly awards night with CMD / Director • Quarterly awards across SSAs • Annually for top salesman and circle level teams
Cash incentives	Target or Unit Sales based	<ul style="list-style-type: none"> • Incentive linked to number, type of connections sold by Sales Associate • Need to estimate own sales team conversion and efficiency before defining these

To be defined later based on pilot results

All approvals already obtained from Corporate Office

Formal launch of project Udaan required to communicate change at BSNL



Fix launch date and track it along with status of various activities leading to launch

Draw out a tentative launch program including the following

- Address to BSNL personnel by Director (CFA)/ GM (BB) from Corporate Office and/ or CGM/ PGM on expectations from Udaan
- Demonstration of process flow through Wings – from lead booking up to document collection
- Presentation of sales kits to the sales teams

Send invitations of launch program to all concerned

- Brief the Chief Guest on the process of lead booking through Udaan for demonstration
- Ensure Press presence during launch; provide press with a press release on the launch

Ensure logistic arrangement and testing of all electronic equipment before launch

- Book of venue and arrange for seating of the audience expected
- Testing of microphones, computer, projector, IT tool connectivity, video – conferencing (if required), etc.



Checklist for launch

Task	Date	Person In Charge	Tick when complete
Date for launch decided			
Schedule prepared for the launch			
Presentation to given in launch prepared, practiced			
Chief Guests and other guests invited & attendance confirmed			
Press invited for launch			
Logistic requirements for launch arranged			

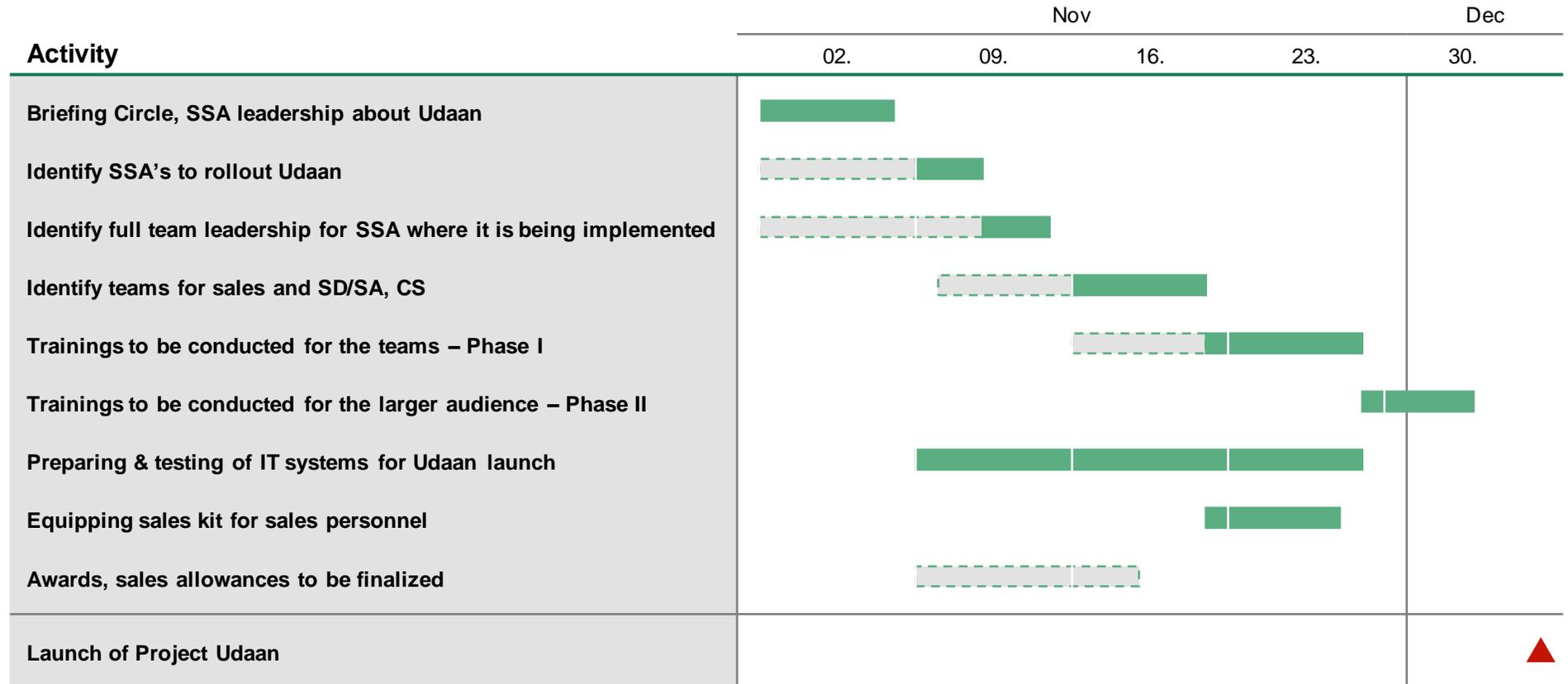
Agenda

Introduction to Udaan roll-out tool-kit

Project Udaan: Roll-out activities

Indicative timeline for Udaan roll-out

Indicative timeline for Udaan roll-out



Regular review meetings should be conducted to monitor that the roll-out is on track

Contacts

For any clarifications/ notes/ circulars issued with respect to Project Udaan please contact

Mr Anil K Jain, GM (BB & NWP): +91-11-23734057

Mr. Arvind Pandey, DGM (Udaan TMO): +91-98682-17414

Mr. Rohit Lohia, BCG: +91-99996-76584