

**ALL INDIA  
BHARAT SANCHAR NIGAM LIMITED  
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**No. AIBSNLEA/CHQ/CMD/2015**

To,

**Shri Anupam Srivastava  
CMD BSNL  
New Delhi -110 001**

**Subject: Suggestions for revenue increase, revision in S&D Policy & Strengthening of Sales & Marketing Units – Reg.**

**Respected Sir,**

We would like to submit the following suggestions in order to increase the revenue in the prevailing Competitive Scenario. It is a well-known fact that the revenue parameters in CFA as well as CM segments are in the declining trend in the recent past. In the recent DoT press release dated 17-08-2015 also, it was pointed out that "State-run BSNL lost about 20 million subscribers in the last financial year as the telecom operator **could not match aggressive marketing by private operators** besides persisting issues related to coverage and quality of its services".

In order to overcome this issue, it is very much essential that the Sales & Marketing wings in the Circles / SSAs need to be strengthened. To achieve this goal, we put forth the following suggestions:

**A. Proposal to revise CM S&D Policy:**

1. To increase the CM Sales, the following amendments are required to be made in the S & D Policy.
  - a. Number of territories i.e. the area being served by a particular Franchisee in the SSA is to be increased with the minimum of one Franchisee per SDCA.
  - b. To overcome the present monopoly status of the Franchisee in a territory, two or more franchises have to be appointed in a territory to ensure competitive sales.
  - c. Franchisees should not be migrated to new policies. Instead of retaining the Franchisees continuously for years together, possibilities should be explored for appointment of New talented Franchisees
  - d. Franchisees should have only one territory in one circle.
  - e. Franchisee eligibility criteria and turn over conditions are to be relaxed, in order to invite more number of competitors for bidding.
  - f. Most of the franchisees are having multi business and not concentrating on the BSNL business. They are appointing managers / leasing out by getting fixed amount. Provision to be made in S&D Policy to terminate such Franchisees.
  - g. PBG to be increased 2.5 times of the present amount in order to increase stock allocation.

2. Separate FOS for collecting CAF can be appointed for improving the SIM sales.
3. Provision should be made available in M/s. Pyro to send the commission to the retailer directly for stock movement from franchisees.
4. Separate mechanism may be explored for CAF commission or stringent penalty to be introduced for Franchisees not meeting SIM activation Target.
5. Incentive to retailers may be fixed based on the slab wise turnover.
6. No provision should be made from Franchisee SIM (master SIM) to FOS SIM since most of the franchisees used this provision to keep FOS as a commission partner, resulting in reduction in commission to ultimate retailers.
7. Franchisee SIM should be mapped only to retailers and no provision should be made to territory sales.
8. Franchisee should not have retailer SIM available at franchisee premises.
9. Franchisee shop should be exclusive for BSNL business and should have defined area and located at main business area as per the terms & conditions of the 1<sup>st</sup> S&D policy.
10. Franchisee should conduct retailer meet bimonthly with intimation to sales team of SSA and sales team members should attend the meeting.

**B. Business through CFA Franchisees.**

1. The concept of exclusive CFA franchisee took shape since the franchisees were concentrating more on mobile service and neglected the CFA service.

**Reasons for lukewarm response for CFA franchisee/Issues faced by franchisees:**

- The Appointment of CFA Franchisees by the Circle is also not fruitful in the Circles.
  - Exclusive CFA franchisee ship involves service at the doorstep for a vast area and requires number of feet-on-street. Prospective applicants report that it may not be financially viable to engage such number of FOS, as nowadays, labour has become expensive.
  - Geographic extent of CFA territory is vast and hence feet on street are not able to adequately cater to the large area and offer doorstep service.
  - A churn is observed in persons appointed by franchises which may be attributed to the temporary nature of the job, which not only affects the performance of the franchisee, but also affects the business prospects of the franchisee
2. The Management may evolve some other methods for the promotion of Landline / Broadband through the internal mechanism or instead of having separate franchisees for CFA / CM, the franchisees can be asked to combined look after CFA / CM products.
  3. In the appointment of CM Franchisees also the Franchisee of one Territory is asked to look after other territories and they are not able to concentrate the business in a particular area.
  4. In many of the SSAs, the AGMs / SDEs in-charge of CFA Marketing are entrusted with additional charges like CM Marketing, EB and in some SSAs the DE (Plg) or DE (Operations) or DE (Admn) is looking after four or five portfolios. So they are not able to concentrate exclusively on CFA / CM Marketing. Hence the Management may kindly look in

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to the matter and direct the Head of the Circles to post exclusive officers for CFA / CM marketing in the Circle / SSA level so that the instructions issued by the Corporate Office can be followed scrupulously.

5. Regarding Corporate Branding, i.e., promotion of BSNL Brand, the Management may kindly consider for centrally deploying a brand ambassador at the Corporate Office level and the branding creatives / TV Commercials may be centrally produced and distributed to the Circles.
6. The strategies of marketing formulated at the corporate level may be shared down to the grass root level i.e. up to the SSAs so that there will be a drive in Marketing.
7. The social media like face book / Twitter which reflects the mind of the subscribers in the fast moving world may be ordered to be maintained by a separate entity so that the image of BSNL can be promoted through these media in a much better manner.

Hence, it is requested to kindly review the entire marketing activities at Circle/ SSA level as it is time to wind up the traditional working followed in Marketing and to catch up with the latest marketing trend at par with the private operators so that we could uphold the glory of BSNL as No. 1 operator. We are anticipating a very early personal interference from your good office in this regard.

With Kind Regards

Yours Sincerely

  
(PRAHLAD RAI)  
General Secretary

Copy to:

1. Shri N.K. Gupta, Director (CFA), BSNL Board New Delhi -110001.
2. Smt. Sujata Ray, Director (HR), BSNL Board New Delhi -110001.
3. Shri N.K. Mehta, Director (EB) / CM, BSNL Board New Delhi -110001.
4. Shri Sanjay Kumar, GM (S&M-CM), BSNL Corporate Office, New Delhi - 110001