



**BHARAT SANCHAR NIGAM LTD**

**Bluebook**  
**on**  
**Rollout**  
**of**  
**Project SMILE**

**(Version-I as on 12-10-2010)**

## **Purpose of this document**

This document is an indicative explanation of all the processes and activities followed during the design and implementation of Project SMILE in Nagpur SSA

This can be used as a guide for rolling out Project SMILE in other SSAs and Circles. The document covers the following aspects in detail:

- Current position of CSCs and gaps in performance
- Objectives of Project SMILE
- Details of various initiatives and steps of implementation
  - Payment convenience
  - Process redesigns and new services
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## 1. Re- categorization of existing CSCs

A Workshop was held with 25 CSC representatives from across eight Telecom Circles (Haryana, Kerala, MP, Maharashtra, Punjab, Rajasthan, Rajasthan, Tamilnadu and UP west ) to identify gaps and suggestion for improvement-



Based on Inputs captured during the workshop, the following shortcomings as regards to functioning of existing CSCs were identified.

### **1. Bill payments**

- No standard timings of operations across CSCs.
- Very small overlap in work timings of payment and service counters.
- CSCs within several circles overloaded (long queues for bill payment).

### **2. Processes and services**

- No process for updating CSCs on new product/tariff launches.
- Customers required to visit different offices for several services.
- Inadequate information regarding CSCs available on website.
- No process / tools for capturing sales leads (from customer enquiries).
- CCN node for mobile services not available at large number of CSCs.

### **3. People**

- Large variation in staffing norms.
- Lack of courteous behaviour and lack of knowledge among CSC staff.
- No selection process / specific guidelines for CSC representatives.

### **4. Ambience**

- Poor ambience at CSCs; No consistent signage, furniture design.
- Huge variation in Avg. size of CSCs (150-8,000 sqft).
- Even within cities, distribution of CSCs not optimal.

A comparative study of services being offered by BSNL CSCs and our competition were carried out. Deficiencies noted at our CSCs are as below.

| <b>BSNL</b>  | <b>Airtel</b>  | <b>Reliance</b>  |
|--|--|--|
| Information provided through brochures and posters only  | Online portal (updated daily) for all plan info<br>Can check feasibility of a location for LL connection online  | Online info portal RCC (updated daily for wireline & wireless plans)   |
| New connection<br>Recharge<br>No balance enquiry<br>No VAS activation,<br>No demos   | Activation of new connection,<br>VAS, Recharge<br>Balance enquiry  | All type of activations<br>Recharge, Balance enquiry<br>Java Apps, gaming, ringtone demos<br>No requests for fixed access prods  |
| Only post paid complaints booked (through email)<br>Replacement SIM<br>All wireline instrument replacement<br>Change of SIM owner, address<br>Can't check complaint status | Online complaint registration through ECRM system<br>Replacement SIM<br>No instrument/modem change<br>Change of owner, address<br>Can check complaint status   | Integrated system for complaints from call centre and RW ('Clarify')<br>(only partial for landline: change of address, termination)<br>Ability to check complaint status |
| Duplicate bills (WS + WL)<br>Payments (all options)  | Duplicate bills (WS + WL)<br>Payments (all options)  | Duplicate bill (only WS)<br>Payment (WS + WL)  |
| No interface with backend to retain  | Dedicated desk for termination requests <ul style="list-style-type: none"> <li>• Free plan change/Waive late fee</li> <li>• Outgoing activation if bill paid</li> </ul> Online escalate to level 2 team-circle | Special one-time plans<br>Special onetime write-offs allowed<br>Termination requests automatically sent to retention team at circle                                      |

It is therefore directed that all the existing CSCs should be re-categorized into following three types based on size, services offered and location.

| Dimension                             | Type 1 (large)                           | Type 2 (medium)                  | Type 3 (small)                     |
|---------------------------------------|--|----------------------------------|------------------------------------|
| Area of store (sqft)                  | 1,500+                                   | 400-1,500                        | 200-400                            |
| # of counters                         | 10+                                      | 3-10                             | 2-4                                |
| Staff requirement                     | ~15-20                                   | ~8-12                            | ~2-6                               |
| Timing of operations<br>Sundays open: | 08:00-20:00<br>Atleast 2 counters        | 08:00-18:30<br>Atleast 1 counter | 10:00-17:30<br>Need based          |
| Location                              | Main SSA office, City                    | City                             | City/Rural                         |
| Services<br>Payment method:           | All + Demonstrations,<br>Cash and Cheque | All,<br>Cash and Cheque          | All except few,<br>Cash and Cheque |
| # CSCs<br>(estimated <sup>1</sup> )   | ~10%                                     | ~25%                             | ~65%                               |

**Each CSC to have only 4 different types of counters**

| Counter Type      | Type 1   | Type 2  | Type 3                    | Designations      | Activities  |
|-------------------|--|---|---------------------------|-------------------|---|
| Reception         | 2  | 1   | 0                         | Class C/D         | Guide customers;<br>Forms assistance;<br>Queue management                                 |
| Payments          | 1 per ~1750 payments (per 2 shift counter ~3000) | 1 per 2500 payments (per 2 shift counter ~3600) | - Same -                  | Class C/D         | Wireline payments;<br>Mobile payments;<br>Sale of cash cards;<br>Other demand notes       |
| Wireline services | 1 per ~600 requests (per 2 shift counter ~900)   | 1 per ~750 requests (per 2 shift counter ~1200) | - Same -                  | TOAs              | Enquiries<br>New connections;<br>Commercial req.;;<br>Duplicate bills                     |
| Mobile services   | Atleast 2 CSR terminals (1 per ~500 req)         | Atleast 1 CSR (1 per ~600 requests)             | No CSR terminals          | JTO / TTA (Btech) | Enquiries<br>New connections;<br>Commercial req.;;<br>SIM replacement;<br>Duplicate bills |
| Space             | > 1500 sqft (50 sqft / counter)                  | 500-1500 sq (40 sqft/cntr)                      | 200-500 sq (40 sqft/cntr) | -                 | -   |



As a part of the pilot project, adequacy of staff has been reviewed in consideration of various parameters viz. workload, footfall, timings etc and staffing norms have also been defined for different categories of CSCs in consultation with BCG. Details of staffing norms are as below.

| Counter Type      | Type 1   | Type 2  | Type 3                    | Designations      | Activities   |
|-------------------|--|---|---------------------------|-------------------|--|
| Reception         | 2  | 1   | 0                         | Class C/D         | Guide customers;<br>Forms assistance;<br>Queue management                                |
| Payments          | 1 per ~1750 payments (per 2 shift counter ~2600) | 1 per 2500 payments (per 2 shift counter ~3600) | - Same -                  | Class C/D         | Wireline payments;<br>Mobile payments;<br>Sale of cash cards;<br>Other demand notes      |
| Wireline services | 1 per ~600 requests (per 2 shift counter ~900)   | 1 per ~750 requests (per 2 shift counter ~1200) | - Same -                  | TOAs              | Enquiries<br>New connections;<br>Commercial req.;<br>Duplicate bills                     |
| Mobile services   | Atleast 2 CSR terminals ( 1 per ~500 req)        | Atleast 1 CSR (1 per ~600 requests)             | No CSR terminals          | JTO / TTA (Btech) | Enquiries<br>New connections;<br>Commercial req.;<br>SIM replacement;<br>Duplicate bills |
| Space             | > 1500 sqft (50 sqft / counter)                  | 500-1500 sq (40 sqft/cntr)                      | 200-500 sq (40 sqft/cntr) | -                 | -  |

## **New training programme to be developed for CSCs**

BSNL Training Centres shall follow a uniform course contents for training of CSC staff as detailed hereunder to focus on improving staff's behaviour and knowledge.

### **Etiquette**

- Attributes of effective customer service staff
- Best practices in customer interaction
- Identifying customer concerns and solutions

### **Product knowledge**

- Detailed info on BSNL products and plans
- Competitive intelligence gathering
- Cross selling

### **Processes**

- Key processes for CSC services
- Post interaction follow-up

These training programmes are desired to be developed on the lines as followed in other customer service oriented industries like Airlines, Hotels and Banking.

Train the Trainer model to be used to expedite training roll out throughout the circle

- Quality faculty to train the RTTC Staff
- RTTC staff to train the CSC coaches
- Coaches to train the CSC representatives

## Several gaps in current customer service training at BSNL

### A comparison of Vodafone store executive program with BSNL 4C training

| CPC store executive training   | BSNL 4 C training   |
|--|---|
| <ul style="list-style-type: none"> <li>✓ Role as service representative</li> <li>✗ Greeting and welcome</li> <li>✗ Etiquette</li> <li>✗ Cross selling / up-selling</li> <li>✓ Effective listening</li> <li>✓ Proactivity - GD</li> <li>✓ SWOT - what customers want</li> <li>✗ Body language</li> <li>✓ Handling irate customers</li> <li>✗ Handling doubts</li> <li>✓ Understanding customer behaviour</li> <li>✓ Team work - supporting each other</li> <li>✗ Setting goals</li> <li>✗ Action planning and feedback</li> </ul> | <ul style="list-style-type: none"> <li>• Customer care as life cycle</li> <li>• Accepting responsibility</li> <li>• Pro-activity</li> <li>• Time management</li> <li>• Inter personal communication</li> <li>• Be effective - a direction for change</li> <li>• Think customer - The Pacify way</li> <li>• Synergy</li> </ul> |
|  | <p>✓ Covered in BSNL prog. ✗ NOT covered in BSNL prog.</p>  |

**BSNL program not specifically directed at CSC staff and lacks actionable inputs**

Source: Based on inputs from BSNL training department and course content information through various training agencies, BCG analysis

## Initiatives for improvement of Customer Service Centres

The key objectives of the re-categorized CSCs to improve its functioning are as follows:

### Improve customer satisfaction

- Ensure all customer care needs of walk-in customers are met at CSCs
- Provide a pleasant and customer friendly experience

### Demand generation and fulfillment

- Provide demonstrations of high-end BSNL products to create awareness
- Ensure order fulfillment can be done at CSCs for all product types

Following four initiatives have been implemented in CSCs as part of Project SMILE at Nagpur

#### 1. Ease of bill payment

Extended hours / Self payment options



## 2. New services and process improvement

All services under one roof



## 3. People – staffing and training

Standard norms and action oriented



## 4. Ambience improvement

Standardized and friendly design



Benefits achieved by implementing these initiatives are as follows:-

## Key initiatives implemented as part of Project SMILE

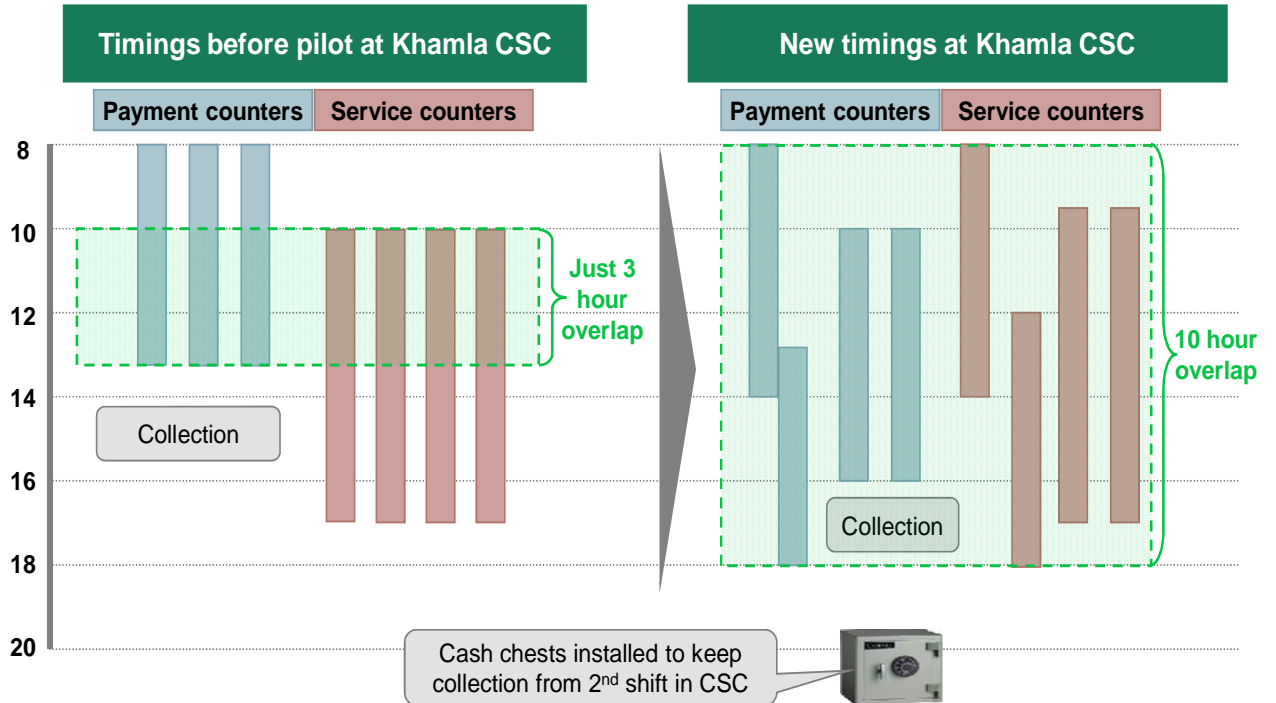
| Dimensions               | Pilot initiatives   | Benefits achieved   |
|--------------------------|---|---|
| 1 Bill Payment           | <ul style="list-style-type: none"> <li>1.1 Extension of payment collection time</li> <li>1.2 Self payment kiosks (cash + cheque)</li> <li>1.3 Alternate bill payment arrangements</li> </ul>  | <ul style="list-style-type: none"> <li>• Open upto 12 hrs, full overlap with CS</li> <li>• 24x7 availability, shorter queues</li> <li>• Alternate options for bill payment</li> </ul>   |
| 2 Services and Processes | <ul style="list-style-type: none"> <li>2.1 New services introduced at CSCs</li> <li>2.2 Processes redesigned to reduce TAT and increase convenience</li> <li>2.3 Product and tariff info update at CSC</li> <li>2.4 Lead generation and escalation</li> </ul> | <ul style="list-style-type: none"> <li>• All services available at one place <ul style="list-style-type: none"> <li>– Mobility services through CCN node</li> </ul> </li> <li>• Significantly reduced TAT <ul style="list-style-type: none"> <li>• New WLL in 30 min (from ~12 days)</li> <li>• Reconnection (&gt;3 month old) in 24 hrs</li> </ul> </li> <li>• Most up-to-date info available at CSC</li> <li>• Capture customer interest for follow up</li> </ul> |
| 3 People                 | <ul style="list-style-type: none"> <li>3.1 Staffing norms defined - # of people, profile required per CSC</li> <li>3.2 Comprehensive training program</li> </ul>  | <ul style="list-style-type: none"> <li>• Ensures availability of adequate staff at CSCs</li> <li>• Better behavior with customers</li> </ul>  |
| 4 Ambience               | <ul style="list-style-type: none"> <li>4.1 Creation of standardized design to improve ambience</li> </ul>   | <ul style="list-style-type: none"> <li>• Ease for customers; pleasant experience at CSCs</li> </ul>   |

## Implementation steps for extending payment counter timings

1. Depending on category of CSC ,the timings of CSC payment counters should be as follows:
  - Category 1: 12 hours (8:00 AM to 8:00 PM)
  - Category 2: 10 hours (8:00 AM to 6:00 PM)
  - Category 3: 5-7 hours (10:00 AM to 3:00 PM / 5:00 PM)
2. As per the diagram on next page - create staggered shift timings to ensure counters are open throughout specified timing hours
  - Each counter can be used in two shifts if required with separate counter password
  - This obviates need for new hardware and extra terminals
  - Ensure each terminal has a printer attached to it
3. Install cash chests in Type 1 and Type 2 CSCs to enable storing of cash after cash collection vehicle has left
  - The keys to cash chest shall be available with only one in-charge who works in 2<sup>nd</sup> shift
  - The money deposited in cash chest has to be remitted next day
4. The cash collection vehicle should not visit Type 1 and 2 CSCs before 15:00 hours, so that first shift can work till 2 PM

1.1

## Payment counter times extended with two shifts: E.g. Khamla



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# Steps in installing Automated Payment Machines

Agreement with approved vendor as per instruction from corporate office

- Key features of the agreement with Forbes at Nagpur:
  - BOOM – Build, Operate, Own and Maintain – No cost to BSNL
  - BSNL to pay per transaction as per the Agreement.
  - MIS format that updates DOSOFT automatically without manual intervention
  - Payment both for Landline and Mobile bills
  - For other details refer to the agreement attached in appendix
  - Vendor to provide operator from 7 am to 7 pm to assist customers
- 2. Installation of Machines (through-the-wall model preferred so that its accessible 24x7)
- 3. Upload of monthly billing data in pre-defined format into kiosks
  - BSNL to generate data in specified format and Forbes to ensure its timely upload
- 4. Testing of machines though some dummy transactions etc.
- 5. Launch of services for customers
- 6. Illustrations on next page may be referred to in this regard.

## 1.2 Three 24x7 automated payment kiosks installed at Nagpur

Agreement done with Forbes Ltd to install cash and cheque collection machines



Bill payment kiosk from Forbes

### Operating model

- Payment by Cash as well as cheque
- BOOM (Build, Operate, Own, Maintain) by Forbes
- To be manned from 8 AM to 7 PM by Forbes
- Initially in offline mode, to be integrated online later
- Collections to be remitted to BSNL by next morning

### Advantages

- 24x7 facility for bill payment
- Reduced counter requirement
  - Can reduce 500-600 counters across India (3-4 at Nagpur)
- Will reduce queues and load on existing counters
- Cost savings:
  - Staff cost per txn: ~Rs 8/-
  - APT charges per txn:
    - Cheque Rs 3.5/-
    - Cash Rs 6/-

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Backup

## 1.2 Process defined for collection from automated payment machines and updation of BSNL systems



At 3 PM daily, ATP personnel collect payments from different ATP machines in the SSA



Collected payments from all machines are tallied at Forbes office and MIS is generated



Collected payments to be to BSNL with hardcopy



Bank chalan and softcopy of MIS is given to AO (receipts)

This MIS is in a format that updates BSNL system automatically upon copying

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There are several tie-ups listed below exist for allowing customers to make bill payments beyond CSCs. These tie ups are to be made effective in the operational jurisdiction of the respective

| Options / Channels                                  | Products  | Tie-ups / Partner  |
|---|---|--|
| View and Pay bills online<br>(on different portals) | Post paid GSM<br>Landline (in 17 SSAs<br>currently) | Bill Desk Ltd<br>Tech process Ltd                            |
| Bill payment at Bank<br>branches                    | Landline<br>Post paid GSM                           | Guidelines from corporate<br>office, tie-ups at circle level |
| Automated cheque<br>collection machines             | Landline<br>Post paid GSM                           | Forbes<br>SPML (Bangalore)                                   |
| Payment through credit<br>card (Swipe)              | Landline<br>Post paid GSM                           | Payment through credit card<br>(Swipe)                       |
| Collection through post<br>offices                  | Landline<br>Post paid GSM                           | India Post   |
| Cheque and cash<br>collection at retail outlets     | Landline<br>Post paid GSM                           | Easy Bill Stores   |

## Enhanced service portfolio across products at CSCs-

### Service elements are included in the CSCs service portfolio

- Latest information on plans tariffs
- Lead capture and forward to sales
- Cross selling / Up selling
- Centrex facility (LL)
- New connection request across areas
- New WLL handset and activation
- New prepaid and post-paid activation
- New VAS activations
- CAF collection and updation
- Safe custody of telephone
- 3<sup>rd</sup> party / Legal transfer
- Dynamic lock resetting
- Excess metering complaint logging
- Excess metering complaint resolution
- SIM replacement
- Change of plan/service
- Activation of STD, Roaming, DND etc
- Check current usage
- Duplicate bill generation
- Bill payment – automated kiosks
- Disconnection requests
- Escalation to central team

**CCN node should be extended to CSCs to provide mobility services and requisite training conducted for staff to provide host of services from CCN nodes.**

### **Services offered at CCN node in CSC**

- Pre paid SIM connections
- Post paid new connections
- SIM Replacement (faulty / lost)
- Barring of SIM in lost case
- Duplicate bill generation
- Request for itemized bill
- Activation / Deactivation of following services:
  - Provision of STD
  - Provision of SMS pack
  - National Roaming
  - VAS
- Activation of Do Not Disturb
- Status check of facilities used by customer
- CAF collection from Franchisees (at later stage)

### **Steps for extension of CCN nodes**

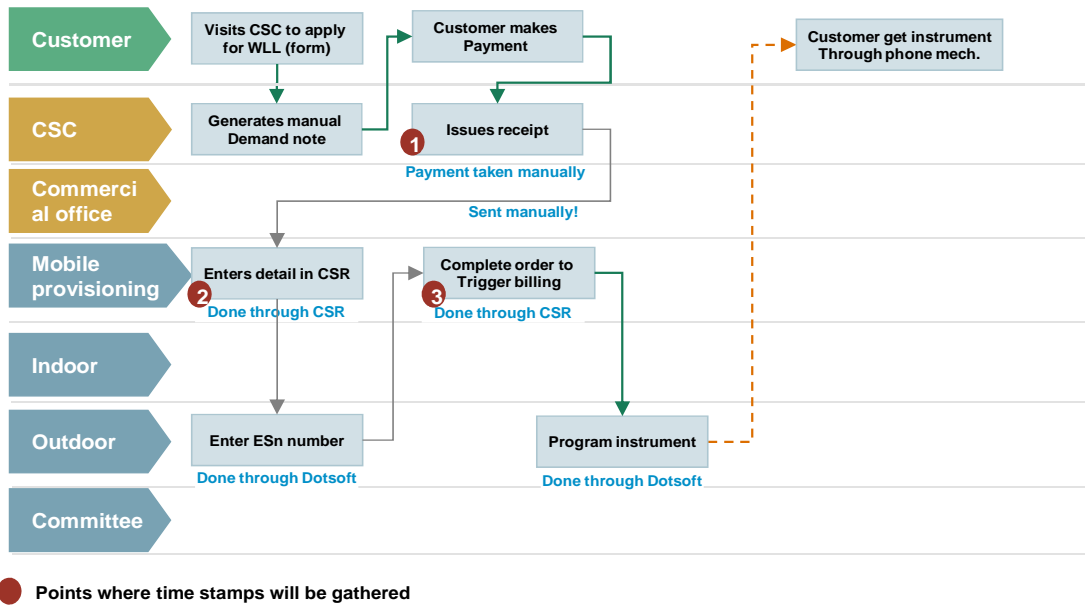
- Identification of CSCs where CCN nodes need to be extended (Type 1 and 2)
- Identification of spare CCN node routers in the central office for extension
- Creation of physical connectivity at CSCs and Identification of spare counters
- Procurement of Terminals for running CCN node at CSCs
- Identification and training of staff on CCN node services
- Creation of L1 and L2 passwords for users
- Transfer of trained staff to identified CSCs

**Changes in processes as proposed below should be redesigned at CSCs**

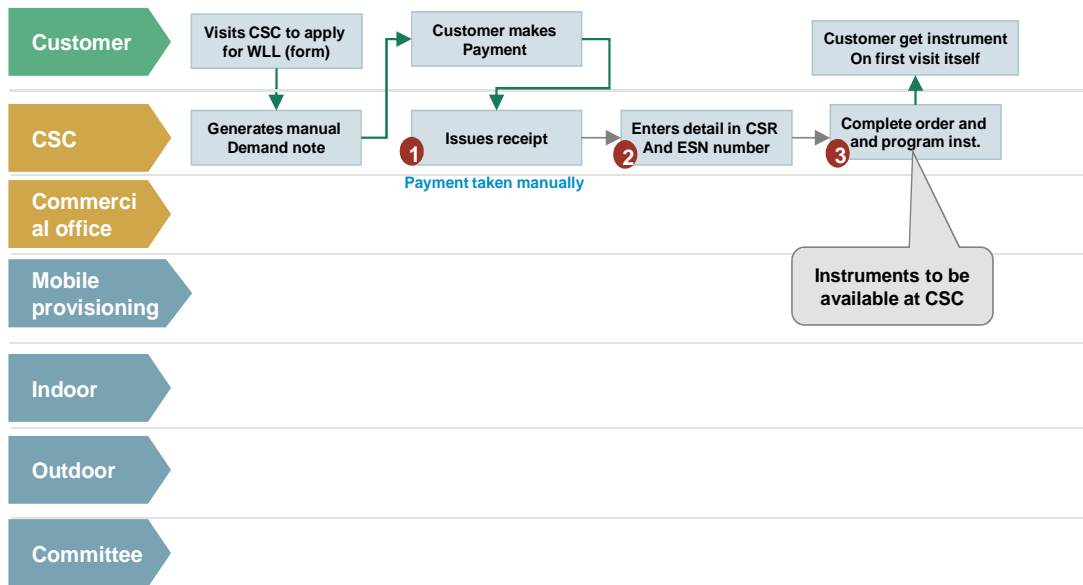
| <b>Process</b>                                       | <b>Key issue / shortcoming</b>   | <b>Changes proposed</b>  |
|--|--|--|
| 1. New WLL connection                                | <ul style="list-style-type: none"> <li>a. Instrument not given at CSCs</li> <li>b. Long waiting times (~12 days)</li> <li>c. Billing started from day of application not activation</li> </ul> | <ul style="list-style-type: none"> <li>a. Programmed instruments to be issued from CSCs</li> <li>b. Activation within 30 mins at CSC</li> </ul>                                    |
| 2. Landline reconnection process (>3 months)         | <ul style="list-style-type: none"> <li>a. Customer required to visit AO</li> <li>b. Long lead times (~8-9 days)</li> </ul>   | <ul style="list-style-type: none"> <li>a. CSC staff to directly issue request (upon due payments)</li> </ul>   |
| 3. Excess metering complaints (Landline)             | <ul style="list-style-type: none"> <li>a. Customer required to visit PRO office for metering details</li> </ul>  | <ul style="list-style-type: none"> <li>a. Metering details (15 day intervals) to be provided at CSC</li> <li>b. If customer not satisfied complaint to be booked at CSC</li> </ul> |
| 4. Shift / NTC request from area under different CSC | <ul style="list-style-type: none"> <li>a. Customer allowed to submit request only under own CSC area</li> </ul>  | <ul style="list-style-type: none"> <li>a. Customer to be allowed to apply in any CSC under same SSA</li> </ul>   |
| 5. 3 <sup>rd</sup> Party / Legal transfer            | <ul style="list-style-type: none"> <li>a. Requires AGM approval</li> <li>b. Advance payment</li> </ul>   | <ul style="list-style-type: none"> <li>a. CO to be empowered (at CSC)</li> <li>b. Removed advance payment</li> </ul>   |

Illustrations on next pages may be referred to in this regard.

## Current New WLL connection process

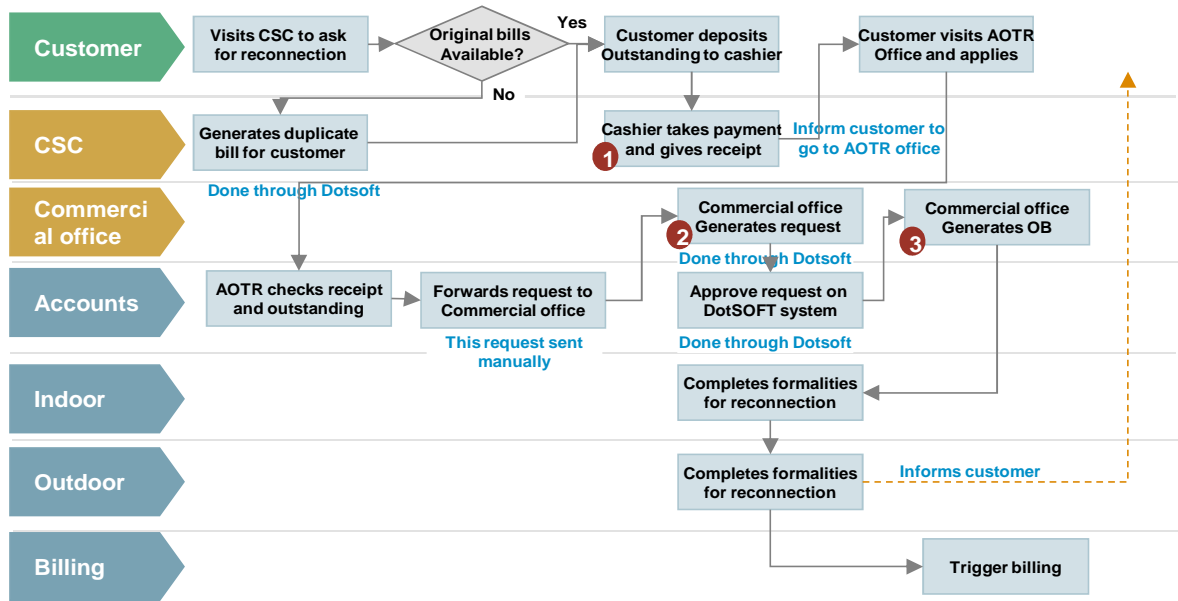


## 2.2 New WLL connection process – Customer to get WLL instrument at the CSC itself





## Current landline re-connection (> 3 months) process

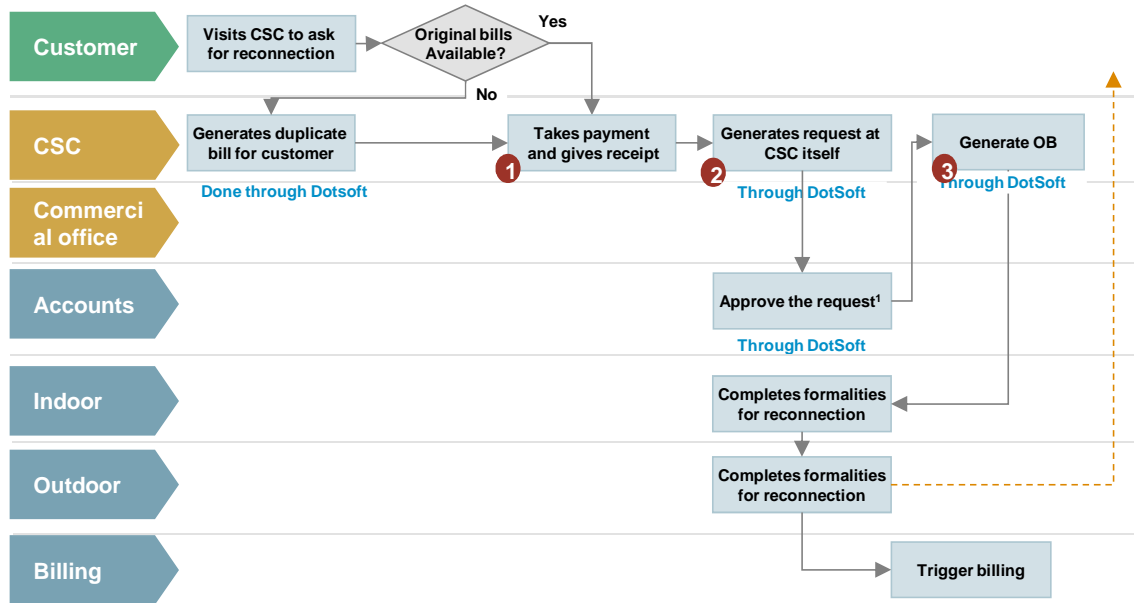


● Points where time stamps will be gathered

2.2

## New landline re-connection process (for > 3 month cases)

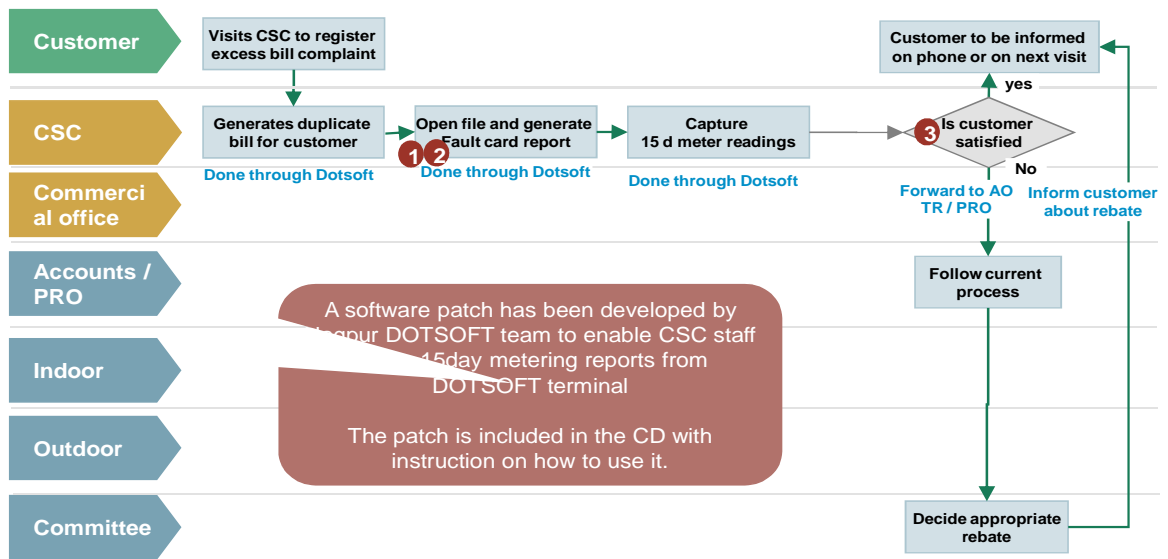
No need for customer to visit AOTR office



1. Dotsoft modification can remove this sep also completely



## 2.2 New excess landline bill complaint resolution process – CSC empowered so that customer visits only one office



# Project SMILE initiatives- Roll out Roadmap

## Circle initiatives

- Adoption of New Services and Redesigned Processes
- Extension of payment counter work timings
- Extension of CCN nodes to CSCs
- Adoption of Staffing norms

## Core Team Structure for roll out of circle initiatives

### Circle CSC Nodal officers - Roles and responsibilities

- Ensure Implementation of initiatives in at least one SSA directly
- Training of all SSA CSC in-charges in circle for implementation
- Provide support for resolving local issues (contracts, directives etc.)
- Regular review of implementation and co-ordination with corporate team

### SSA CSC Nodal officers- Roles and responsibilities

- Ensure dissemination of directives and changed processes within CSC staff across SSA
- Help in getting approvals necessary for rollout – like budget sanction, staff requirements etc.
- Regular monitoring of results

### Finance- Roles and responsibilities

- Collections from Self payment kiosks
- Extension of counter timing
- Alternate payment options (online, bank tie-up)

## Commercial Officers and IT- Roles and responsibilities

- Wireline services and processes changes
- Mobility services and processes changes – Extension of CCN nodes
- Tariff and Promotions booklet
- Lead capture

## Admin and Civil Wing- Roles and responsibilities

- Adoption of Staffing norms – Identification of staff and transfers
- Adoption of Ambience norms

## Expected rollout plan for Project SMILE

| Activity   | 2009 |     | 2010 |     |     |     |     |
|--|------|-----|------|-----|-----|-----|-----|
|  | Dec  | Jan | Feb  | Mar | Apr | May | Jun |
| <b>Roll out of Project SMILE initiatives</b>   |      |     |      |     |     |     |     |
| <b>Formation of team to roll out initiatives in target CSCs in Circle</b><br>• Circle ,SSA and supporting team |      |     |      |     |     |     |     |
| <b>Brain storming discussion on each target CSC and finalize list of DO's for each CSC</b>                     |      |     |      |     |     |     |     |
| <b>Roll out of initiatives at SSAs</b>   |      |     |      |     |     |     |     |
|  |      |     |      |     |     |     |     |

## Appendix

# EXPERIENCE REPORT

ON PROJECT SMILE

PILOT AT NAGPUR, MH

14/09/09 TO 14/12/09

Namratta Tiwari

Area Manager(east &rural)

&

Nodal officer Project Smile

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6. Process Design :Mobility: Pg.no.
7. Ambience : Pg.no.
8. Conclusions: Pg.no.



## INTRODUCTION

The PROJECT SMILE aims to improve the EFFECTIVENESS of BSNL CSCs. The effectiveness has been defined in terms of the processes being carried out from CSC, processes which can be introduced from the CSC , increasing the timings of CSC counters to ease out the rush at particular hours and make the interaction speedier, fruitful for the customer as well as BSNL and lastly get out of the “old aunty like looks” of the CSC, by converting the ambience in lines with the “corporate looks” ,

The PILOT for this project came to Nagpur as a challenge and the same was duly accepted bt PGM Nagpur Shri MD Bhatia. The consultant working for this pilot is BCG appointed by the corporate office. The time frame for the pilot project was given as three months starting from 14/09/09. This included one month for designing and two months for implementation. It gives great pleasure to BSNL Nagpur to state the time lines have been met with and the pilot has been implemented wef 30/11/09 and 16/12/09 with the gracious presence of GM(CSC) Corporate office Shri Narendra Kumar and DGM(CSC) Corporate office Shri Dilip Kumar.

This report details the designing stages, implementation stages, benefits observed and the EXPERIENCE of the various BSNL executives who have worked hard , worked out of their boundaries for designing the pilot, shared the joys of implementation, discovered the strengths and weaknesses of individuals, understanding that nothing is beyond the boundaries only if there is a WILL, and finally having a contented SMILE on their faces of having achieved something. Hence it has been named as EXPERIENCE REPORT.

## DESIGN OF THE PROJECT SMILE.

BCG visited Nagpur with a broad survey of the functioning of the CSCs of BSNL along with a feedback from various commercial officers of BSNL taken at Corporate Office .Broadly the “gaps” identified as result of the survey and the feedback from commercial officers , is categorized as :

1. Need to improve upon customer convenience for bill payments.
2. Need to redesign the existing processes as they still do not follow the simplified procedures or the concept of “single window”
3. Need to introduce “mobility services” from across the counter.
4. Need to post “interested, capable and trained” personnel at the counters.
5. Need to come out of the “old aunty like looks” of the CSC and get a feel of “corporate looks”

Once the above “gaps” were identified and confirmed with various Commercial officers, finance wing, civil wing in the presence of PGM Nagpur, it was agreed by one and all that effectiveness of CSCs can improve drastically by removing these gaps. For this four CSCs were identified as the pilot CSCs, covering urban, semi urban and a rural CSC. This lead to various discussions again with various teams, along with BCG, collecting data, carrying out customer survey at the CSCs, coming out with solutions to get over the gaps, issuing of administrative orders for implementation and finally the implementation .The details on the various “gaps”, steps taken to get over the same ,and the hurdles experienced and the solutions worked out are described in detail in consecutive pages.

## TEAM FORMATION AND STAFFING NORMS

On the day one when activities were identified to be carried out in CSC, as per instructions of PGM Nagpur, various teams were formed to look into the five “gaps/work areas” identified for Project Smile. The teams are headed by JAG rank officers and BCG has been coordinating with each team leader on the particular identified work area. As a result people have been working along with their routine works as per the strings controlled by BCG and the working units have not felt the “pinch” of disrupted works as has been the case in previous projects.

Teams have been broadly classified to look into following aspects:

1. Bill payment conveniences : The team for this was headed by DGM(fin.) and CS(CTO) who is incharge of majority of the payment counters in Nagpur(due to collocation of DTOs with CSCs and DTOs carrying out the bill collection activity.)
2. Process redesign: The team for this was headed by AM(east &rural).The team members included SDE (DOTSOFT), SDE(prov.) and the active Commercial officers , accounts officers.
3. Staffing and training: The team for this was headed by DGM(admin.).The data collection of activities from CSCs, staff presently posted, designing the no. of counters and thus staffing norms for a particular type of CSC has been done by BCG. The data of Nagpur SSA and other SSA(connected to Nagpur DOTSOFT server) related to the activities being carried out from CSC was generated by SDE(DOTSOFT) and has thus helped BCG design the staffing norms. DGM(admin.) has accordingly issued posting orders in consultation with the COs. The posting orders were thus a minor reshuffle as most of the Commercial Officers were already having the requisite staff working from locations other than CSC.
4. Ambience design: The team was headed by SE(civil) and included architectural wing, electrical wing and marketing wing as team members.

KUDOES:

1. Due to formation of different teams , and perfect follow up by BCG, majority of the teams have completed their jobs as per schedule.

## BILL PAYMENT CONVENIENCE

The footfall count at the pilot CSCs was carried out at commercial and bill collection counters. For counting at the commercial counters, the counter personnel were told to maintain a simple count of all the customers visiting their counter. With DOTSOFT now available at all the pilot CSC, a count of no. of advice notes issued, no of duplicate bills issued, was taken out from the backend by the DBA of the SSA. The bill collection counter gives a DOTSOFT generated summary of the number of bills collected by cash, cheque. With this data it was observed that majority of the footfalls are on bill collection counters, and that too for 10 days in a month.

It was also reported by BSNL officials that bill collection counters are closed at 14hrs due to their back end processes of tallying the accounts, giving all the cash to the bill collection van coming once at around 16hrs, depositing the collected cash from all CSCs at a centralized strong room by 20hrs. However since the commercial counters are open till 17.30hrs but the customer is not able to make payment of any demand note after 14hrs due to closure of the collection counter, resulting in second visit of the customers.

Hence the first identified GAP for improvement of CSC became” INCREASE THE BILL PAYMENT CONVENIENCE”.

For this following STEPS were worked out:

1. Increase the cash collection counter timings so that customer more number of hours to make payments in and so as to increase the overlap with commercial counters.
2. Make arrangements for 24 x 7 payment facility availability, by installing “Any Time Payment” machines(ATP machines)

HURDLES experienced/SOLUTIONS worked out in implementation of the STEPS:

1. Staff for manning the increased working hours of the counters: No extra staff was deployed. The counters which were all working in single shift, were redesigned to work in double /single shift i.e. a defined no of counters were designated as double shift counters and a defined no of counters were designated as single shift counters. A second set of password was opened at DOTSOFT for the second shift personnel. “Counter closing” in DOTSOFT was decentralized(previously it was being carried out centrally at CTO) Staggering of meal relief was carried out. Thus availability of open counter to the public was increased along with its increased overlap with the commercial counter. The level 1 CSC counter thus started collection from 8am to 8 pm, level 2 CSC counter started collection from 8am to 5.30pm
2. Deposit of cash from all CSCs at CTO strong room in the evening: No extra vehicles or additional runs of vehicles was deployed. Recovered cash chests were embedded in exchange bldgs where CSC is operational. The cash collected in second shift is

locked in the cash chest. The cash collected in the first shift and that collected during the previous days second shift was handed over to the vehicle during its routine single round of the CSCs.

3. Installation of ATP: In the absence of set vendor, two vendors were called for, discussions were held wrt the model of the machine, scope of activities via the machine, compatibility with DOTSOFT and BCCS, MIS soft copy. DGM(fin.) nagpur was actively involved in the process along with the DOTSOFT DBA. Agreement was finally made with FORBES TECHNOSYS and machines installed (wall mounted version) at locations so that it became available 24x7.

#### ANTICIPATED ROADBLOCKS:

1. BCCS server is located at Pune. Acceptance of mobile bill is yet to be implemented and seen. DOTSOFT shall be replaced with CDR around March'10. Compatibility of the machine with BCCS and CDR servers needs to be checked.

#### KUDOES

1. cash collection, intimation of bill no amount by the ATP is excellent.
2. extended hours of cash counters with increased overlap with commercial counters has eased out the customer visits to the CSC.
3. segregation of rush during payment dates.

#### Extended STEPS which can be taken:

1. publicity of the ATP
2. recharging of prepaid services
3. printing of duplicate bills.

## PROCESS REDESIGN: WIRELINE

During the discussion with CO and AO (TR) it was observed that the commercial activities were being carried out from CSC, or commercial section located on different floors or manually on movement of a note, or at exchange switch room. Each such activity was listed, along with its present procedure, what needs to be done to be brought it to the CSC front end. The redesigned processes were then implemented based on the administrative order issued in this regard.

HURDLES experienced/SOLUTIONS worked out in implementation:

1. staff training: earlier the staff was used to a particular type of work only . they were trained wrt all activities carried on DOTSOFT on job by the CO. officials sitting on different floors were made to man the counters along with the DOTSOFT terminals and were guided to carry out the customer request from the terminal itself. This included reconnection process, EMR handling, provision of various add on facilities and Lead generation which was newly implemented.
2. Awareness of tariffs at CSC: CSC personnel were used to diverting the customer to marketing wing for tariff related queries. A four page concise booklet was made and handed over to each CSC personnel. Marketing wing had been given the duty to update the booklet every 15 days and AGM(CSC) is to ensure that it reaches each CSC personnel .This has boosted the confidence level of counter personnel.
3. Involvement of rural personnel during design phase: This was NIL during the design phase due to less staff at the CSC and SDE being incharge of the entire SDCA. However now since the design is over and implemented in urban CSCs, rural CSCs are being called in group of 4 SDCAs, defining them as PILOT and attempts are being made to make the CSC "working" especially for bill collection, which is the root cause of all customer inconvenience in rural areas.

ANTICIPATED ROADBLOCKS:

1. Availability of tariff on the DOTSOFT terminal would be a reliable option.
2. CSCs are functioning division wise and not yet created as a vertical. This may lead to distortion of the set procedures depending on the interest of division incharge..

KUDOES:

1. lead capture page : the customers visiting CSC are now captured and seen by sales wing to follow up.
2. online reconnection: customer is not made to run from CO to AO office for reconnection.

Extended STEPS which could have been taken:

1. Clearly defined vertical for the CSC.
2. Extend the processes to rural CSCs on a fast track basis.

## PROCESS DESIGN: MOBILITY

Mobility covers GSM services and WLL services(since past one year with the shifting of WLL billing and commercial data from DOTSOFT server located at Nagpur to BCCS server located at Pune.). Since the terminals of BCCS nw are concentrated at one location(CTO bldg.), the customers for entire Nagpur were required to visit the CTO bldg for commercial activities , bill related queries. The mobile bill payments however are accepted at all CSCs where DOTSOFT terminals are available. During the discussions with CO and AO(mobile), all the COs have proactively shown interest to start the mobility services from their CSCs as they were forced to divert customers to the CTO in the absence of BCCS nw at the CSC.

Hence the “GAP” identified for mobility services was non availability of the service from all CSCs other than CTO.

Following “STEPS” were taken to get over this GAP:

1. Installation of CSR terminals and extension of BCCS nw to the pilot CSCs.
2. Approval for passwords to be used from CSC, obtaining the same from Pune.
3. Identifying and training the CSC personnel to operate the CSR terminal.
4. Getting WLL services out of the” wire line mould”, agreeing that WLL should be offered across the counter like GSM , working out steps to implement this via making arrangements for stocking of WLL, training CSC personnel to program the WLL, create the WLL on CSR and hand it over to the customer across the counter or maximum within 24hrs.
5. Deciding the activities to be carried out for the mobility services from the CSR, issuing administrative orders for the same .

HURDLES experienced/SOLUTIONS worked out in implementation of the STEPS:

1. Obtaining the CSR terminals and extension of the BCCS nw: No new terminals/routers were purchased. The existing terminals and routers available with SSA had been procured by mobile wing Pune under various projects. An in depth study of the nw was carried out in coordination with mobile executives placed at nagpur and Pune and rearrangement of nw was planned , approved by PGM and executed resulting in extending one CSR terminal at each of the pilot CSCs without affecting the ongoing works at CTO.

2. Password allocation: The mind blocks amongst the senior management wrt CSR password availability with the CO were sorted out after hour long discussions and consultation with Pune and finally the level of password to be allocated and the activities to be carried out through the password were approved by the PGM and administrative orders were issued to this effect.
3. Staff training in handling CSR: The training centre probably does have any training module to carry out activities on CSR. Hence the identified staff for mobility counters(TTA/TOC) were sent to provisioning center for 10days and were made to carry out the daily activities there. In addition SDE (prov.) Nagpur has designed a training booklet which can be used for training by other competent officials.
4. WLL instrument programming: Initially the COs were apprehensive about stocking of WLL instruments, its programming by the counter personnel. All the COs are presently placed under the administrative control of a Divisional Engineer who is DE (external). Hence the task of ensuring the availability of WLL stock at CSC and teaching the programming of WLL to the counter personnel was given to the Divisional Engineer, who very easily agreed for this as this reduced the load on field personnel who were required to move for hand over the WLL instrument to the customer previously. The CSC staff is thus now confident in handling WLL instrument.
5. CAF collection for GSM services: Initially the COs were apprehensive to storage of CAF of GSM services which are being asked by TERM cell for scrutiny. No scanners are available in SSA to keep "pukka" record of CAF. Hence it was decided that the CAFs collected at the CSCs will follow a specific alphanumeric numbering pattern which shall also be entered in the CSR terminal. The CAFs shall be sent to the central storage location once a week and the nodal officer there shall be the coordinating officer with TERM.

#### ANTICIPATED ROADBLOCKS:

1. Diversity of CSR terminals: starting the services with single CSR terminals at the CSC is not advisable. Installation of standby terminal need to be taken up on priority.
2. CAFs to TERM: Monitoring of the defined procedure for CAF numbering , storage needs to be checked for its perfect functioning.
3. WLL maintenance: Since customers are now taking WLL from the counter, they are expected to return to the CSC in case of instrument fault. The procedure for handling of such encounters is yet to be defined.
4. Sancharsoft handling: The sancharsoft is spreading its wings. Defined orders to work via sancharsoft is yet to be issued and COs need mandatory training on handling of the same.

#### KUDOES:

1. Delivery of WLL from across the counter and availability of GSM services from additional BSNL CSCs has brought SMILE on the face of customers. Such feedbacks have been recorded at some of the CSC.
2. Confidence level of staff at CSC has increased with the learning of new processes.

#### Extended STEPS which could have been taken:

1. Installation of standby CSR terminal.



2. CAF related trainings, security issues related to mobility services, VAS on mobility services need to be drilled to the CSC personnel.
3. administrative level password need to be given to one nodal officer at Nagpur. All the CSC incharges cannot talk to Pune everyday for backend activities.
4. Availability of AO(mobile) staff to carry out mobile activities related to billing of mobility services need to be extended to the CSCs.

## AMBIENCE DESIGN

The ambience design was a challenge as no standard design of CSC is available in BSNL and a complete changeover would have resulted in huge expenditure in addition to stopping the functioning of CSC. Fortunately for Nagpur , one of the Pilot CSC (SKD exchange area) ,with approx. 1000sq.ft area was just under construction. Hence it was decided that this CSC shall be designed keeping in view the customer convenience, "corporate looks", accommodating the number of counters as per the design, finalizing a colour scheme. The other CSCs can be slightly modified to have a feel in looks like the standard CSC being made at SKD.

HURDLES faced/Solutions worked out:

1. Because of non availability of architectural wing at Nagpur, and no standard design of CSC being available in BSNL, the designing of ambience has been delayed. However with the clarification by GM(CSC) on 16/12/09 at Nagpur, things are again on a fast track.

KUDOES:

1. Pilot Project Smile came to Nagpur at just the right time when SKD CSC was available as an open field for BSNL to work on.

## CONCLUSIONS

### TOP KEY SUCCESS FACTORS FOR PROJECT SMILE

1. 24 x 7 acceptance of bills and extended timings of bill collection counters with an overlap of 10hrs with the commercial counters.
2. Across the counter delivery of WLL services.
3. Availability of open space of SKD CSC to work on a standard CSC design.
4. Walk in by BCG for the Pilot project and availability of BCG throughout the design phase, implementation phase.

ASPECTS BSNL MUST FOCUS ON IN FUTURE TO HELP INCREASE CUSTOMER SATISFACTION

1. All the CSCs must be made “operational” with tools and manpower.
2. CSC personnel need to be “young”, having undergone trainings on IT tools, personality development. If BSNL is having staff shortage, outsourcing the counters be permitted.
3. CSCs must undergo the vertical split and be treated as an extended arm of Sales wing.
4. CSCs can be made as “revenue centres” and meaningful, practical definition of “best CSC award” can be initiated.
5. With centralized servers like BCCS, CDR ,P-3 coming in place, high end password to carry out backend activities need to be available in the SSA.

OVERALL EXPERIENCE IN PROJECT SMILE: **EXCELLANT**