Post-launch toolkit for Circle Roll Out Mgrs
Project Udaan

December 22, 2009

Agenda

Introduction to tool-kit

Lead generation

Tapping partnerships: Intel tie-up activation

Project review and development

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Udaan post-launch toolkit

This tool-kit is designed to aid Circle Roll-out Managers to implement Project Udaan in their respective circles

This tool-kit is an addendum to the pre-launch tool-kit and provides a compilation of various activities required to be conducted to fully realize the benefits of Udaan

The tool-kit is to be used as a general guideline for Udaan activities. Additional activities may be required for specific locations and the results of the activities mentioned in the tool-kit may differ across locations. The Circle Roll-out Managers will be required to localize these activities and take approvals for such specific customisation in their SSAs/ Circles.

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Lead generation activities required to ensure sales team productivity

Leads generated

Leads are generated from multiple sources...
- CSC/ CO walk-ins
- Inbound calls/ Web requests
- Outbound calling
- SMS Campaigns
- On-ground activation activities
- Channel tie-ups

Function of marketing initiatives

Focused campaigns

Customer genuinely interested

...however not all leads generated are connection requests...
- Duplicate leads from the same customer for the same product
- Service requests disguised as leads by customers to reach BSNL
- Curiosity responses to campaigns; no product requirement
- Misinterpretation of campaign

Connections provided

...and connections can only be provided where feasible
- Technically non-feasible areas exist
- While feasibility can be created where requirement are local, network expansion takes time
- Not all customers accept alternate options like WLL, EVDO

No. of leads generated should be a function of the targeted # of cxns. to be provided by the sales team

Marketing activities to be driven both centrally and locally

Sales activities to be conducted locally

Sales & Marketing

- Create brand & product awareness
- Drive brand salience & preference
- Generate leads & sales (driving interest & attraction)

Above The Line (ATL) marketing

- Mass media (incl print, TV, radio, internet)
- Outdoor advertising

Below The Line (BTL) marketing

- Point of sale communication
- On-field promotions & events
- Trade & channel activation

CROMs to liaison with CS and marketing teams to ensure lead generation activities at SSA/ Circle scale

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ATL activities at local level to be driven through print, local TV channels, radio and outdoor advertising

	Category	Medium/ activity	Remarks
1	**Print**	Leading English dailies, Business papers, Local dailies, Computer magazines, Flyers	• English dailies with weekly frequency • Use colour supplements on weekends for larger, flashier advertisements • Snippet ads for long duration on main pages • Bi-weekly presence in business papers • Specific creatives for each type of advertisement
2	**TV**	Localised advertising, Scroller through local cable operatives	• Scroller to be displayed on popular channels through local cable operatives giving all BSNL contact details
3	**Radio**	Leading FM channels, Local radio	• Use FM channel with highest TRPs • Short & frequent bursts in commuting hours • Bundle some popularising events in private Co. campuses / new apartment complexes
4	**Outdoor advertising**	Hoardings, Road side displays, Bus shelters	• Minor changes to be made to existing outdoor creatives so as to highlight contact numbers & access channels • Only selected bus shelters in mail locations • Highlight contact no. in all outdoor communication

Create higher reach by leveraging channel presence and partnerships

Category	Medium/ activity	Remarks
5 **Leveraging channel presence**	• Better displays & posters in franchisee shop, • Banners near key retailers in franchisee beat as well as near CyberCafes, • PCO display & signboards, • CSC displays and banners, • Attractive banners at PC retailers & large hardware markets	• Attractive creatives to be developed across applications • Agency to be identified for distribution of marketing collaterals to PCOs • Leverage PC retailer channel for further popularising bundled offers and schemes
6 **Intel tie-up**	• Convert PC retailers into DSAs	• High potential tie-up • Should be activated after basic Udaan processes are in place
7 **Directory services**	• Local partnership for leads of customers calling up directory services (e.g. Just-Dial)	• Keywords to be used should be selected to cover all related product ranges and competitors

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Specific campaigns required for focused lead generation (1/2)

	Category	Medium/ activity	Remarks
8	**Outdoor promotions & marketing**	• 3-4 PSU, state govt & central govt events week (office, residence) with Intel channel partners • Events at private campuses with a special publicity offer (using Intel or channel partners or any OEMs) • School & college program (experience centre, free trial offer, PC BB bundled offer through channel partners & good DSAs or franchisees) • Participation in exhibitions & festivals	• Discuss concept with outdoor marketing agencies for wider reach & quick execution • Enable BSNL sales & marketing team with collaterals (new stall, canopy, display pieces, laptop) and other logistical support such as vehicle & minor reimbursements • Put complete process & approvals sys. for all outdoor activities using channel partners along with allotted budget
9	**Letters/ flyers**	• All bills dispatched by BSNL • E-mail data base available • Newspaper inserts	• Pre-decide content with Marketing • For dispatch with bills, prints to be ready with bill printouts for timely dispatch • Letter if sent on behalf of CGM should be approved by him in advance
10	**Outbound calling**	• BSNL LL users (ARPU wise) • New LL application (call next day for BB) • DV & QoS	• Outbound calling by existing call centres • Trained agents with specific script • Close monitoring for efficiency & effectiveness

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Specific campaigns required for focused lead generation (2/2)

	Activity	Medium/ activity	Remarks
11	**Focussed outbound SMS campaigns**	• BSNL mobile numbers • Competition mobile numbers • Upgrade to UL plans • New attractive BB offers • Higher speed UL plans • Business & home plans convergence	• Fortnightly SMS to all BSNL registered customers informing them of new offer • Purchase competition number database from reliable vendor, once every 3-4 months • Low cost high reach option. Effective method of keeping consumer base aware • Agency to procure numbers to be selected basis cost & total available numbers
12	**Referral schemes**	• For all BSNL customers	• Offer discounts on bills/ free value add features to customers referring a new customers subject to provisioning of new connection
13	**Other campaigns - "Gift a broadband"**	• Communicate through all modes • Run during holiday/ festive season	• Ensure easy availability of gift coupons • Encourage employees to sell the coupons (e.g. employees' children design coupons and get paid on every coupon sold)

Certain key dimensions should be worked out for each campaign to make them effective

Customer	**Define target customer**
Product	**Define product focus in case of specific customer segment/ theme of campaign**
Pitch	**Define the value proposition to the customer to be driven through the campaign**
Operational requirement	**Ensure availability of logistics, approvals, requisite manpower, training sessions, etc. required as per the campaigns**
Results	**Monitor success of the campaign on pre-determined parameter like - customers contacted, leads generated, cxns sold, quality of cxns sold**
Learning	**Apply learning from the campaign to make the next attempt more effective**
Replication	**Create processes/ review mechanisms to ensure that the campaigns are run with desired frequency**

Pre-campaign considerations   Post-campaign considerations

Illustration 1: Dial-up user migration campaign (1/2)

Chennai: Key considerations defined for the dial-up campaign

Customer	**Dial-up customers with average monthly spending on internet between Rs. 350 – 500 (incl. telephone usage charges) for Phase I of campaign**
Product	**Focus on selling 500C/ 599C to the customers**
Pitch	**~ 8 times the speed and 8 times data usage limit at the same monthly spend**
Operational requirement	**Lists obtained from IT (billing), average monthly spend on internet calculated, call center employees/ agents trained in value proposition**
Results	**Various responses and % conversion (calls to leads) monitored systematically**
Learning	**Repeat calling found to be in-effective as compared to first set of calls**
Replication	**Similar lists created for other customer groups (based on monthly spending) for further campaigns**

Pre-campaign considerations   Post-campaign considerations

Illustration 1: Dial-up user migration campaign (2/2)

Chennai: Results monitored systematically for the dial-up campaign

Average monthly spend ~ Rs. 350 - 550

Total list given ~ 344 dial-up users

Total contacts ~217

(63%) of leads

Non-reachable ~ 127

(37%) of leads

Cnxn requests ~66

(30%) of contacts made

Undecided customers ~101

(47%) of contacts made

Not interested ~32 Already have BB ~18

(23%) of contacts made

To be called back

To be called again on weekends/ after office hours

Illustration 2: SMS campaign (1/1)

Chennai: Key considerations defined for SMS Campaign

Customer	**All BSNL Mobile customers (even competitor mobility users can be targeted)**
Product	**Varied campaigns depending on short term requirements – marketing new plans, publicizing new schemes, up-sell campaigns**
Pitch	**Varies across all SMS campaigns right from single product to overall schemes**
Operational requirement	**Coordination with GM - CFA to finalize focus of SMS campaign** **Coordination with mobility to send mass SMSes after scrubbing for do-not-call list**
Results	**Change response message to identify leads received from various campaigns** **Monitor response rates to different campaigns**
Learning	**Change wording of the SMS to test the effectiveness of various campaigns** **Need to mention home/ business else customers perceive it as an offering on mobile**
Replication	**Run SMS campaigns at bi-monthly frequency**

Pre-campaign considerations   Post-campaign considerations

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Illustration 3: DV recovery campaign (1/2)

Bangalore: Key considerations defined for DV customers contact plan

Customer	**Recent DVBB exit customer**
Product	**New attractive broadband combo plans + limited offer schemes + amnesty**
Pitch	**Let us meet you, here are the latest offers from BSNL + we can settle your issues**
Operational requirement	**List of DVBB customers (7 – 60 days) post disconnection from local COs**
Results	**Responses and % conversion (calls to leads) to be monitored systematically**
Learning	**Low connects expected as typically the landline also gets disconnected**
Replication	**Similar lists & campaigns can also be run for recent EVDO / landline disconnections**

■ Pre-campaign considerations   ■ Post-campaign considerations

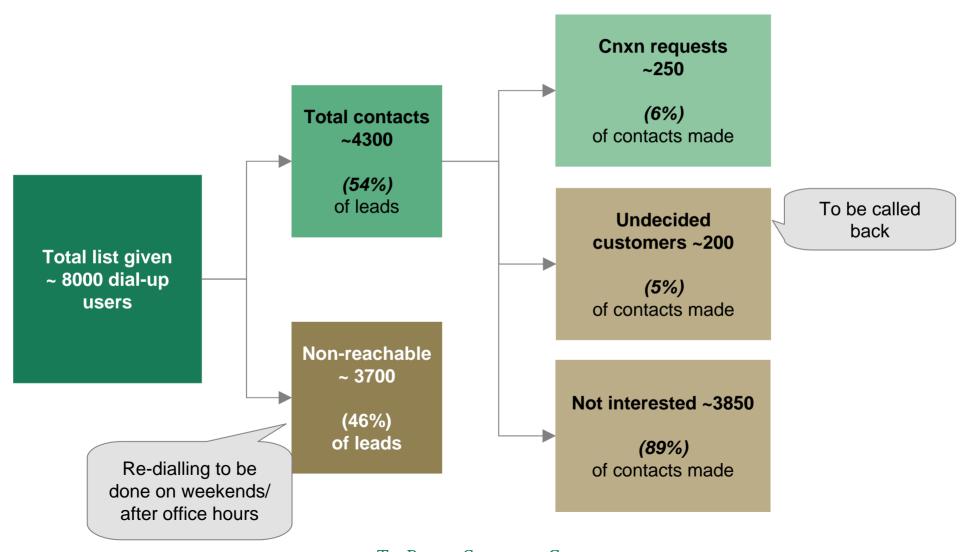THE BOSTON CONSULTING GROUP

Illustration 3: DV recovery campaign (2/2)

Bangalore: Results monitored systematically for the DV recovery campaign

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Intel has associated with BSNL to sign-up PC retailers as DSAs

Concept

PC retailers to sell BSNL broadband connections
- Both DSL and EVDO
- Also sell 3G data cards wherever launched

Intel to contact PC retailers along with BSNL to sign them up (Intel initiates & BSNL follows up)

Opportunity size

About ~5Lac PCs + laptops sold per month nationwide through a large retail network

~50-100 retailers with high volumes should be targeted for sign up in 3 months post launch

Extend tie-up to PC retailers throughout India along with Udaan launch

Value proposition

PC retailer to earn same commission as DSA
- Potential to increase earnings along with PC sale by 50 – 100%

Intel wants to make better business case for PC selling channels

Key steps

Enable easy enrolment of PC retailers as DSAs
- Retailer managers to meet frequently meet the channel partners
- IT Tool extended for seamless communication

BSNL to streamline connection provisioning

Joint marketing campaigns to be initiated along with Intel channel partners

Concept

Intel nominated channel partners to execute promotion events to jointly sell PC & BB
- Colleges, PSUs, banks & govt. institutions
- All expenses to be borne by Intel along with channel partners

BSNL to get permissions to host events

Opportunity size

2-3 parallel events to go on for 2-3 days in a month in main cities

Target potential customers with a bundled PC and broadband offer

Popularise our attractive PSU / Govt BB plans

Large outdoor marketing savings

Value proposition

Intel unable to get permissions from these establishments by themselves; BSNL can enable that

Likely to increase PC sales by bundling broadband

Key steps

Sign agreement with Intel at Bangalore TD to execute this proposal

Create date plan to visit specific locations

Intel role limited to introducing BSNL to PC retailing channel, BSNL at complete freedom to utilise channel to full potential

Key area	BSNL's scope	Intel's scope
Introduction & communication to channel	• Final approach note to align all stakeholders • Approval for changes to any existing contracts • Simple communication on DSA commissions & terms and conditions	• Communicate en masse to all retailers endorsing BSNL tie up • Allow BSNL participation in retailer annual conference • Discuss tie up with OEMs for access to exclusive shops
Sign up	• Dedicated central team with helpline & outbound calling + on-line assistance • Application to be collected by sales team, appointment within 7 days • Welcome kit (certificate, login, mktg materials)	• Will informally convince retailers if required • Extend retailer contact across circle SSAs if potential observed
Delivery & transactions	• Integrated IT platform – provisioning & financial transactions • Retailers will also log sales, complaints etc. • Nodal point in every area to ensure speedy resolution	• -
Channel relationship management	• Dedicated teams in all BGTD areas • Special offers specific to channel to be designed (BB & wireless data options) • Use existing marketing channels to communicate PC & BB offers	• Will monitor channel satisfaction • Address retailer concerns if required

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20

Detailed activities to be undertaken for Intel PC retailers sign up (I)

Activity	Target Date	Resp
• **Obtain in-principle approval from Corporate Office to undertake the activity** ✓		**CROM**

• **Finalise exclusive offers for the PC retailing channel**
   – 1 month free BB + 10% discount on plan for 6 months
   – EVDO (installation free) ✓
		CGM, GM(SSA)

• **Develop & get approval of concept note** ✓		**CROM**
• **Addendums / changes to any contract (if it exists with Intel)** ✓		**Finance**
• **Summary of DSA terms & conditions for sharing with channel partners and local Intel teams** ✓		
• **Jointly agree and approve content of mailer from Intel** ✓		
• **Develop presentation to be delivered in retailer conference** ✓		**Udaan – Sales Project Manager**
• **Set up central team identified for sign up & query handling (training, position, infrastructure, work process)** ✓		

Detailed activities to be undertaken for Intel PC retailers sign up (II)

Activity	Target Date	Resp
• **Identify & brief 1 senior retailer relationship team member (nodal officer) in every area to facilitate sign up process**	✓	**PGM / GM (SSA)**
• **Identify "feet on street" team ~ 1 per area initially**	✓	

• **Design / take designs of all sign up kit items**
  – Official dealer certificate
  – Welcome letter (with helpline & contact person details)
  – IT system login & password details
  – Marketing collaterals, PoS displays
  – Forms for enrolment
	✓	**Udaan – Sales Project Manager**

• **Align & formalise service delivery process**	✓	**Udaan – SD/SA Project Manager**
• **Check proper functioning of Buddy – the IT Tool**	✓	**Udaan – Sales Project Manager**
• **Prepare letter to PSUs / Govt. facilities to allow conducting events & obtain approvals**	✓	
• **Prepare monthly calendar on joint marketing activities to be held & evaluate adherence**	✓	

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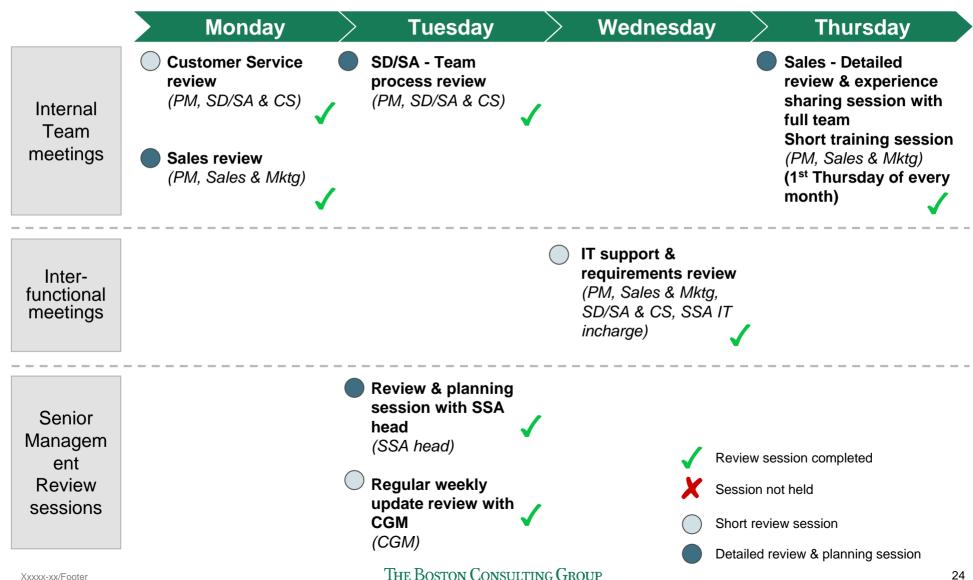**Introduction to tool-kit**

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Review schedule and monitoring will be a key to success

	Monday	**Tuesday**	**Wednesday**	**Thursday**
Internal Team meetings	○ **Customer Service review** *(PM, SD/SA & CS)* ✔ ● **Sales review** *(PM, Sales & Mktg)* ✔	● **SD/SA - Team process review** *(PM, SD/SA & CS)* ✔		● **Sales - Detailed review & experience sharing session with full team** **Short training session** *(PM, Sales & Mktg)* **(1st Thursday of every month)** ✔
Inter-functional meetings			○ **IT support & requirements review** *(PM, Sales & Mktg, SD/SA & CS, SSA IT incharge)* ✔	
Senior Management Review sessions		● **Review & planning session with SSA head** *(SSA head)* ✔ ○ **Regular weekly update review with CGM** *(CGM)* ✔		

✔ Review session completed

✘ Session not held

○ Short review session

● Detailed review & planning session

Participation in reviews and escalation of issues will be essential for success of Udaan

	Review session	Attendees	Review Parameters
Team Reviews	**1** Sales team review	Sales Team Leaders, PM (S&M)[1]	Sales performance, progress since last review
	2 Detailed sales review	Entire sales team, PM (S&M)	Sales performance, experience sharing, training
	3 SD/SA team review	SD/SA team, DGM (NWP[2] & development), PM (SD/SA, CS)	SD/SA performance, progress since last review
	4 Customer service review	CS team, PM (SD/SA, CS), PM (S&M)	Leads generated across sources
	5 IT support and requirements review	DGM(IT), PM (S&M), PM (SD/SA, CS), IT rep from SSA	Resolution status on issues raised in previous meetings
Leadership Reviews	**6** SSA head review	SSA head, GM(CFA), DGM(IT), PM (SD/SA & CS), PM (S&M)	SSA head review template to be used
	7 CGM review	CROM, GM(CFA), CGM	CGM review template to be used

1.PM(Sales and Marketing)   2. Network Planning

Sales Review to monitor and improve sales team performance, identify issues faced in the field

- **Distribution of leads across teams** ①

- **Lead conversion for each STL** ②
  - Highlight those STLs for whom completed leads are low

- **Track leads pending stage-wise** ③
  - Highlight those STLs for whom any stage wise pendency is high

- **Allocation of leads to SAs** ④

- **Productivity of Sales Associates** ⑤

Detailed Sales Review to be conducted once a month for experience sharing and training

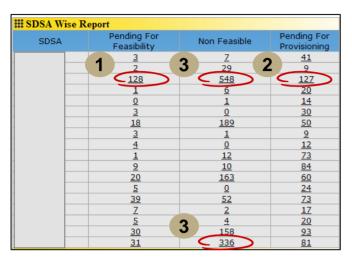|	
Experience Sharing Sessions	**Sales review by PM drilling down to SA wise sales and pendencies** **Experience sharing sessions among all the teams** • All STLs should share best practices from within the team • Best performing SA from each STL should be asked to share experiences • SA selling highest FMC[1] plans should be asked to share selling experiences **Feedback from Sales Teams** • Market intelligence and BSNL's position from experiences on ground • Issues being faced on ground
Training Activities	**Training sessions on sales and products** • PM (S&M) should provide sessions on new developments in the market & within BSNL • PM (S&M) should provide training on latest products and plans, competitive position of BSNL • Refresher sessions on sales should be provided by training centres every 2-3 months **Refresher Training on Wings should be provided**

1. Fixed monthly charges

SD/SA review to monitor and resolve issues around feasibility and speed of delivery

SDSA Wise Report

SDSA	Pending For Feasibility	Non Feasible	Pending For Provisioning
	3	7	41
	2	29	9
	128	548	127
	1	6	20
	0	1	14
	3	0	30
	18	189	50
	3	1	9
	4	0	12
	1	12	73
	9	10	84
	20	163	60
	5	0	24
	39	52	73
	7	2	17
	5	4	20
	30	158	93
	31	336	81

Detailed time-wise pending analysis

Sl.No.	DGM	Total Leads Pending	UDAAN STAGES (Lead generation to OB release)							CIP STAGES (OB Release to OB Completion)						
			1 day	2 - 3 days	4 - 7 days	8 - 15 days	16 - 30 days	> 30 days	Total pdg in Udaan	1 day	2 - 3 days	4 - 7 days	8 - 15 days	16 - 30 days	> 30 days	Total pdg in CIP
1		87	2	9	12	8	4	8	43	3	8	18	11	3	1	44
2		325	12	21	36	35	35	39	178	15	10	34	33	34	21	147
3		29	2	1	1	3	0	3	10	1	2	3	6	4	3	19
4		33	2	2	3	7	1	3	18	3	2	8	1	0	1	15
5		157	7	13	22	22	13	15	92	11	8	11	21	11	3	65
6		52	0	0	3	6	21	22	52	0	0	0	0	0	0	0
7		54	0	5	10	5	3	7	30	2	1	7	5	5	4	24
8		67	0	7	14	17	5	0	43	6	5	9	1	1	2	24
9		119	3	4	7	8	12	2	36	3	15	24	17	9	15	83
10		135	2	7	13	5	6	2	35	3	5	17	18	16	41	100
11		142	1	10	21	8	5	29	74	8	3	14	16	15	12	68
12		63	1	1	5	5	4	11	27	9	6	14	1	2	4	36
13		147	2	15	21	11	12	12	73	3	11	29	9	16	6	74
14		60	2	3	7	5	3	11	31	10	5	4	8	1	1	29
15		143	3	6	15	17	11	10	62	8	4	20	25	10	14	81
16		149	7	10	28	20	3	1	69	10	4	23	18	20	5	80
17		9	0	0	4	2	3	0	9	0	0	0	0	0	0	0
	GRAND TOTAL	1771	46	114	222	184	141	175	882	95	89	235	190	147	133	889

- **Cases pending for feasibility for each SDE/JTO**
  - Highlight those areas where high number of cases are pending for feasibility

- **Cases pending for provisioning for each SDE/JTO**
  - Highlight those areas where high number of cases are pending for provisioning

- **Areas with high number of non-feasible leads should be escalated**

- **Time wise pending reports should be analyzed for each SDE/JTO**
  - Highlight those areas where time taken for CIP stages is very high (16-30 days & >30 days)

Customer Service review to ensure proper utilization of all available channels for lead generation

AREA-SOURCE REPORT

FROM DATE [ ] TO DATE [21-12-2009] [GO]

s.no	SSA_DESC	UDAAN	BSNLWEBSITE	SMS	CSC	BSNLINTRANET	CIRCLEWEBSITE	CIRCLEINTRANET	CALLCENTER
1	PATNA	487	0	345	0	0	0	0	118

REQUEST - SOURCE REPORT

s.no	REQUEST_NAME	UDAAN	BSNLWEBSITE	SMS	CSC	BSNLINTRANET	CIRCLEWEBSITE	CIRCLEINTRANET	CALLCENTER
1	BROADBAND	179	0	73	0	0	0	0	36
2	DATA CARD	1	0	17	0	0	0	0	2
3	ENQUIRY	2	0	0	0	0	0	0	0
4	EVDO	3	0	5	0	0	0	0	1
5	NEWLINE	168	0	34	0	0	0	0	23
6	NEWLINE AND BROADBAND	69	0	209	0	0	0	0	54
7	OTHERS	4	0	5	0	0	0	0	2
8	REQUEST FOR DISCONNECTION	60	0	0	0	0	0	0	0
9	WLL + BROADBAND	1	0	2	0	0	0	0	0

- **Current lead Generation at CSC, CC, websites**
  - Highlight those CSCs where lead generation is low

- **Steps to be taken to increase lead generation**
  - Advertising, displays at CSCs
  - CC performance improvement
  - Other activities

- **Lead generation targets**

- **Refresher trainings at CC, CSC**

SSA head review to resolve bottlenecks and review project progress at the SSA, escalate unresolved issues

Review of Udaan roll out in SSA (for SSAs where launch has not taken place)

Performance Update of Udaan in the SSA
- Contribution to gross adds
- Area wise gross adds
- STL wise leads conversion analysis
- Source wise and product wise lead generation
- Status of activities planned for the month
- Productivity of sales teams
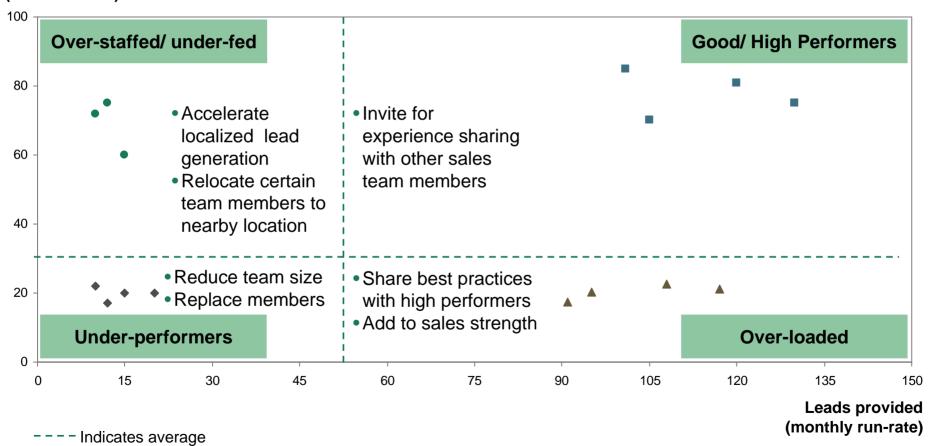- Provisioning time
- Churn rate

Other issues to be taken up with SSA head

Monthly review of sales deployment to ensure efficient utilization

Monthly review of sales team deployment to ensure efficient utilization

OBs completed (% conversion)

Over-staffed/ under-fed

- Accelerate localized lead generation
- Relocate certain team members to nearby location

Good/ High Performers

- Invite for experience sharing with other sales team members

- Reduce team size
- Replace members

- Share best practices with high performers
- Add to sales strength

Under-performers

Over-loaded

Leads provided (monthly run-rate)

- - - - Indicates average

CGM review review to resolve bottlenecks and review project progress in the Circle, escalate unresolved issues

Review of Udaan Roll out in circles

Performance update of Udaan in the circle

- Contribution to gross adds – for circle, SSA wise
- SSA wise leads conversion analysis
- Source wise and product wise lead generation
- Status of activities planned for the month
- Productivity of sales teams
- Provisioning time
- Churn rate

Other issues to be taken up

Thank You

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