

BSNL Customer Service Month (April 2025)

Strategic Action Plan

1.0 Objective.

Elevate customer satisfaction and trust through a dedicated month-long campaign focusing on service quality improvements in mobile network performance, FTTH provisioning & reliability, leased circuits/MPLS provisioning & reliability and billing complaint redressal. The campaign will involve all levels of the organization – Corporate HQ, Circle offices, and Business Areas – working in sync. The newly **developed digital complaint-tracking portal** will be leveraged for transparency and accountability. This will be in addition to complaints from Self-care portal, EBCC/Zsmart portals. The Campaign Slogan will be: **“Connecting with Care”**.

2.0 Corporate Office (HQ) – Strategy & Oversight.

Each vertical at Corporate Office will spearhead the campaign with planning, resource allocation, and performance oversight across BSNL’s operations; nominating a nodal person. – ALL VERTICAL DIRECTORS

- i) Campaign Launch & Direction: Issue a press release (alongwith GM Marketing) and internal circular detailing the campaign’s focus on mobile network quality, FTTH reliability, and fast billing issue resolution. - DIR HR/GM Marketing
- ii) Resource Mobilization: Ensure necessary resources are in place – allocate additional funds for maintenance (e.g. spares for BTS, OF cable & associated equipment, Battery & PP and OLT/ONT equipment) co-ordinate with network and IT units for any support - DIR FIN / DIR CFA / DIR CM/ DIR EB
- iii) Digital Portal Enhancement & Showcase: Promote the use of BSNL’s online complaint-tracking portal as the central tool for logging and monitoring complaints. Ensure the portal is optimized and can generate real-time reports. This will be in addition to complaints from Self-care portal, EBCC/Zsmart portals.
- iv) Throughout April, showcase portal data to build trust – for example, display on the BSNL website a daily “Service Dashboard” highlighting number of complaints resolved, average resolution time, etc. This transparency signals accountability. Publicize success stories (e.g. “95% of FTTH faults resolved within a day via the new portal tracking system”) in media updates. — GM IT / GM MARKETING/ CGM ITPC/CGM BBNW
- v) Daily Monitoring & Analytics: Develop a daily dashboard of key KPIs (complaint closure rates, network uptime, call drops, etc.) and share it every morning with Circle and BA heads. Conduct a brief daily review call with all Circle CGMs to discuss the previous day’s performance and resolve bottlenecks. Use analytics

from the portal and NMS (Network Management Systems) to identify hotspots (e.g. a cluster with repeated FTTH faults or high call drops) and direct rapid intervention. There are different types of reports configured in CMD / DIR CFA/ DIR EB/ DIR CM dashboard – that also to be integrated and correlated. Every service has a dashboard which gives the MTTR of dockets booked/ resolved / pending – those reports to be integrated to the portals also. PGM S&M (ensure data is shared daily) / GM IT / CGM ITPC / CGM BBNW

- vi) Inter-Department Coordination: Hold twice-weekly meetings between Customer Service, Network, IT, and Billing departments at HQ to ensure cross-functional issues are solved. - PGM S & M / GM IT / CGM ITPC / CGM BBNW/ PGM CFA/ PGM EB/ PGM CM.
- vii) Public Communications: Drive national-level digital visibility – coordinate press coverage and social media. Issue mid-month updates to the press highlighting improvements achieved so far (e.g. reduction in complaints, testimonials from happy customers). The CMD and Directors should provide weekly video messages or blogs shared on BSNL's website and social platforms, reinforcing the campaign's commitment. – Dir(s)/GM Marketing.
- viii) Recognition & Support: Encourage a healthy competition by publishing rankings of Circle/BA performance (complaint closure % etc.) on the intranet daily. Recognize top performers publicly at month-end to motivate staff. If a Circle is falling behind on KPIs, "SWAT team" of experts to assist. -PGM Re-structuring / Dir HR
- ix) Campaign Closure & Reporting: At the end of April, compile a comprehensive report of outcomes vs targets. Arrange a closing event with press, announcing key achievements (e.g. "FTTH fault clearance improved by __%, call drop rate reduced to __% in April") and thanking customers for their feedback. Every service has a dashboard which gives the Lead time taken for providing services – FTTH/ Leased line / Mobile, MTTR of dockets booked/ resolved / pending, Billing issues – complaints/ resolved / pending etc – we can get the reports from these portals to consolidate and arrive at a common factor. This sets the stage for sustaining the improvements beyond the campaign month. -All Directors/CGM BBNW/ CGM ITPC- PGM S & M to coordinate.

3.0 Key Metrics and Daily Dashboard Tracking-GM IT/ PGM Marketing/ PGM S &M/ CGM BBNW/ CGM ITPC.

To measure the campaign's effectiveness, specific Key Performance Indicators (KPIs) will be tracked rigorously each day in April. A digital dashboard consolidating these metrics for all units will be used by management at all levels to monitor progress and drive decisions. Some of these are:

- i) Daily Complaint Closure Rate (%): This is the percentage of customer complaints resolved on the same day out of total new complaints logged that day (tracked separately for FTTH/Broadband and Mobile/Cellular services). For example, if 100 FTTH issues were reported on April 5 and 90 were fixed by day-end, the

closure rate is 90%. Target: Consistently achieve 85-90%+ same-day closure for new complaints, and 100% closure within 48 hours for all.

- ii) Pending Complaint Backlog: The number of complaints unresolved beyond 2 days. This should be driven down to near-zero by mid-month. A spike in backlog triggers immediate attention by Circle/Corporate teams.
- iii) Call Drop Rate (Mobile): The proportion of voice calls that got dropped in the network. This technical KPI will be tracked via the mobile switching systems daily per circle. Target: Maintain call drop rate below 2% (or as per TRAI quality norms) throughout April – any rise above threshold prompts a network optimization or fault-fix intervention.
- iv) Mobile Network Uptime: Percentage of mobile BTS (tower sites) in operation. Aim for >99% BTS uptime across the network daily (i.e., minimal outages). A daily report of any down-sites will be checked; critical sites must be restored within a few hours.
- v) FTTH Network Reliability: Track average downtime per FTTH connection and number of faults per 1000 lines. The goal is to reduce repeat faults – e.g. ensure no more than X faults per 1000 lines in the month (improvement over last month). A high repeat-fault count in an area may indicate deeper issues (old cable, etc.) which should be fixed proactively. Similarly, leased line reliability.
- vi) Average Resolution Time: The average time taken to resolve a complaint (in hours). This will be computed by the portal for each category (mobile, leased lines, FTTH, billing). We expect this to drop steadily as the month progresses. Target: Bring the average resolution time for standard issues (no major infra work needed) to <24 hours.
- vii) Billing Complaints Resolved: Number of billing-related complaints resolved per day (and what % of total billing issues this represents). Target: 100% of billing complaints of the day resolved or escalated with a solution promised (no complaint should remain unaddressed daily). Monitor if any systemic billing issues are causing repeat complaints, and get those fixed.
- viii) New Connections/Provisioning: Count of new mobile connections (SIMs) sold and new FTTH connections provisioned during the month. While the campaign is service-oriented, an uptick in new connections is a positive side effect of improved customer trust. Each BA will report how many FTTH lines they installed and mobile SIMs activated weekly. This also reflects the outreach efforts' success.
- ix) Service Camps Held: Number of service camps or outreach events conducted. The dashboard will log how many camps each Circle/BA held and how many customers attended or issues resolved there. Target: Each BA to hold at least one camp per week (4+ in the month), resulting in potentially hundreds of camps nationwide. This metric indicates proactiveness in reaching customers.
- x) Customer Feedback & Satisfaction: Using feedback forms or the portal's feedback feature, gather customer satisfaction scores for closed tickets (e.g. rating out of 5). Track the % of positive feedback. Aim to see an upward trend by

- end of April (indicative of success). Also track any social media sentiment (number of appreciative comments vs complaints) as a qualitative KPI.
- xi) Visibility Metrics: Track engagement on campaign communications – e.g. number of hits on the BSNL portal's dashboard page, reach of social media posts (impressions, shares on #CustomerServiceMonth), and media mentions.
 - xii) All these KPIs to be updated daily on the Customer Service Month Dashboard accessible to all.
 - xiii) Digital Graphics: Create a set of graphics for use in emails, social media, and on the BSNL website. For instance, an email signature banner that all BSNL employees use in April: "Proudly celebrating Customer Service Month – How can we help you today?" with the campaign emblem. The BSNL website homepage should have a carousel banner about the campaign and possibly a live ticker of stats ("X complaints resolved today!") for a dynamic touch.

4.0 Circle CGMs (Circle Heads) – Coordination & Execution.

Circle-Level Campaign Kickoff: Each CGM will hold a launch meeting (on April 1 or 2) with all Business Area heads in the circle to communicate the targets and guidelines. They must ensure that every employee in the circle understands the campaign's priorities (mobile network, FTTH, Leased line/MPLS, billing) and the expected service standards.

- i) Localized Planning: Develop a Circle action plan aligning with local needs – identify major problem areas in the circle for mobile coverage or FTTH or leased lines and prioritize those. For example, if a certain city has frequent mobile blackouts or a district has backlog of FTTH connections, the CGM will allocate extra teams or focus there in April. Set micro-targets for each Business Area (e.g. "Surat BA to cut billing complaint backlog by 50% by mid-month"). MTTR should be brought down to 2 hours in this year should be the target. Work out a plan for all circles to bring down the faults to single digits within May 25, then to bring it below 4 by July 25 and to bring it below 2 in Sep 25.
- ii) Oversight of BAs: Conduct daily check-ins with all BA heads (e.g. a brief morning conference). Review the BA-wise performance from the previous day's dashboard: FTTH fault clearance rate, mobile call drop statistics per city, leased line fault clearance number of complaints closed vs opened, billing issues resolved vs opened etc. If any BA is lagging (e.g. low closure % or recurring outages), the CGM should immediately coordinate support – redirect technical staff between BAs if necessary.
- iii) Network Quality Drives: Lead special initiatives to improve mobile network quality in the circle. For instance, organize weekly network audits – a team from circle office to conduct drive tests in different BAs each week of April to measure call drop rate and coverage. Immediate fixes (like antenna alignment, or fixing a down

BTS) should be done in coordination with BA teams. Monitor the call drop rate for the circle daily and ensure it trends downward towards target.

- iv) FTTH Provisioning Push: Oversee an FTTH installation and repair drive. Identify all pending FTTH new connection orders as of March-end in the circle and instruct BAs to clear them by a set date (e.g. all pending connections older than 1 week to be completed by April 15). Similarly, track FTTH fault repair times – ensure that the majority (e.g. 90%) of FTTH faults are restored within 24 hours.
- v) Similarly set targets for leased lines / MPLS faults.
- vi) Billing Issue Resolution: Ensure each BA in the circle has a plan to proactively reach out to customers with billing disputes or complaints. The CGM's office can arrange a centralized expert team (from finance/billing) to assist BAs for complex cases including court cases. Track the number of billing complaints registered vs resolved in each BA weekly.
- vii) Utilizing the Complaint Portal: Monitor how effectively BAs in the circle are using the digital complaint portal. Each CGM should look at portal analytics for their circle: Are all customer complaints being logged in? Are statuses being updated in real-time? If some BA is not fully utilizing it, conduct an immediate refresher on using the portal data. Every service has a dashboard and exclusive one for Circle / BAs/ OAs which gives the MTTR of dockets booked/ resolved / pending – we can get the reports from these portals also. Also, promote customer awareness of the portal at circle level – e.g. social media post in the local language encouraging customers to log complaints online and assuring quick redressal. This will increase usage and transparency.
- viii) Circle-Level Public Outreach: As the head of the circle, CGM should engage with media and key customers in the region. They can issue press releases in regional media highlighting local improvements (e.g. "BSNL Karnataka resolves 5,000 complaints in first week of Customer Service Month"). Attend or host one or two customer meets or webinars for major cities in the circle during April – inviting representatives of Resident Welfare Associations (RWAs), key enterprise customers, etc., to listen to their feedback and showcase improvements being made. Such forums demonstrate BSNL's commitment and gather valuable on-ground sentiment.
- ix) Service Camps Coordination: While BA heads will organize the camps, CGMs should ensure a schedule of service camps across their circle is drawn up (covering urban neighbourhoods and rural pockets). Possibly dedicate specific days as "Circle Service Days" where all BAs hold camps concurrently.
- x) Regular Feedback & Adjustment: Provide weekly feedback reports to Corporate Office summarizing achievements, challenges, and support needed. If a new issue emerges (e.g. sudden fiber cut due to digging in multiple cities), the CGM will update Corporate and adjust the action plan (maybe focus more on quick fiber restoration crews) mid-month. Essentially, they must adapt the strategy as needed to local conditions while keeping the overall goals in sight.

5.0 Business Area (BA) Heads – Frontline Implementation.

Field Team Briefing & Motivation: Kick off the month with a townhall or meeting with all subordinate officers and field technicians on April 1. Emphasize the importance of “Customer Service Month” and the key focus areas – mobile network uptime, speedy FTTH fixes, Leased line fixes and courteous, quick billing resolutions. Clearly convey daily targets (e.g. each exchange to fix all line faults by day-end, each CSC to clear every complaint ticket within 48 hours). Motivate teams with the impact of their work (happy customers, positive word-of-mouth, potential to win back patronage).

- i) **Proactive Fault Repair Drives:** Implement “Zero Outage” drives for mobile and broadband in the BA. For mobile: Have maintenance engineers/contractors patrol all mobile tower sites in the area at least once during the month to check power backups, antenna alignment, and clear any minor faults before they cause outages. For FTTH/landline: Organize a “line marathon” – dedicate certain days where all TIPs and fiber technicians fan out to fix all pending faults aggressively. Aim for same-day resolution of any new fault reported. If a cable is damaged, ensure temporary restoration within hours and permanent fix within a day or two. This proactive stance should significantly reduce complaint volumes as issues are resolved before customers escalate them.
- ii) **FTTH Provisioning Blitz:** Treat pending FTTH connections as top priority. Form special provisioning teams that solely focus on installations for the month (separate from fault teams). Reach out to every customer who applied for FTTH but hasn’t been connected yet – even if the application is recent, this is the time to impress them with fast service. Coordinate with franchisees or TIPs partners for last-mile tasks and monitor that each new connection is done within 3-4 days of booking (or even faster during this month). For reliability, check existing FTTH connections in areas known for frequent issues – replace any suspect drop cables or ONT modems proactively at service camps.
- iii) **Billing Complaint Redressal:** At every Customer Service Center (CSC) or office in the BA, set up a “billing helpdesk” corner throughout April. Train the customer service staff to resolve common billing issues on the spot (wrong billing, plan change not updated, payments not reflecting, etc.). Complex cases should be escalated immediately via the portal to higher authorities. The BA head should review billing complaints daily: how many received, how many resolved, and personally intervene if any case is older than 48 hours. By close of business each day, target a high closure percentage (e.g. 95%+) of that day’s billing issues – meaning almost all customers who walked in or called with a billing problem got a solution or at least a clear corrective action initiated.
- iv) **Leveraging the Digital Portal:** Make sure every single customer issue – whether received via call, walk-in, social media, or the service camp – is logged into the central tracking portal immediately. Assign staff to update each ticket in real-time as it moves toward resolution. The BA head should use the portal’s

dashboard multiple times a day to monitor outstanding complaints. This provides an up-to-the-minute picture of performance. Also, encourage customers to use the portal themselves: for instance, if a customer comes to a camp with an issue, staff can demonstrate how to raise it on the portal and show them the tracking number, reinforcing transparency. Highlight portal usage in local publicity (“All complaints are being tracked on our online system for timely closure”).

- v) Daily Review & Problem Solving: Hold a briefing each evening with section engineers and CSC in-charges to go over that day’s metrics: Were all mobile sites up? Any major outage? How many new complaints and how many closed? Discuss any hurdles faced (e.g. a part needed for a tower that wasn’t available, or a billing server went down for a few hours) and ensure they are resolved before next day. For any issue beyond the BA’s control, promptly escalate to the Circle office the same day (but do what can be done locally in interim). The BA head should foster a problem-solving culture – e.g. if a fiber break is reported, even if it’s 8 PM, arrange for the fiber team to go fix it that night rather than waiting, to surprise customers with speedy service.
- vi) Customer Service Camps and Outreach: Organize Service Camps in different localities, especially areas with high complaint densities or important customer bases. For example, set up a camp in a large housing colony in partnership with the RWA, or at a busy market. These camps (ideally one per week in each BA) should offer on-the-spot services: new SIM or FTTH bookings, resolution of minor technical issues, SIM replacements, bill payment facilities, etc. Publicize the camp schedule via local WhatsApp groups, pamphlets, and the municipality or RWA channels. Measure turnout and success – keep a log of how many queries resolved or new connections sold at each camp as a metric of engagement.
- vii) Community and RWA Engagement: The BA Head should personally reach out to a few Resident Welfare Associations or prominent community leaders in their area and schedule short meetings during the month. Listening to grievances or suggestions from these representatives can guide the team to unresolved issues. For instance, if an apartment complex complains of poor indoor mobile signal, the BA can deploy a team to assess and perhaps install a booster or suggest our new FTTH-powered wi-fi cell. If a village has many complaints of downtime, maybe schedule a special day where BSNL teams check all lines in that village. This kind of proactive, community-focused service will create goodwill.
- viii) Local Media & Social Channels: Utilize local media to amplify the campaign – e.g. a small write-up in the city newspaper about BSNL’s service month efforts in that city, or local cable TV running a ticker about the BSNL camp dates. The BA can send human-interest stories to media (e.g. “BSNL fixes 100-year-old school’s phone line in special drive, enabling online classes” – such positive stories can emerge from the service drives). Also keep an eye on social media mentions for the area (many districts have local Twitter handles or Facebook groups where BSNL might be discussed); respond promptly with assistance.

ix) Ensuring Consistency & Reporting: Adhere to the branding and service guidelines provided by Corporate – display the common campaign posters at all offices and on social media. The BA head should send a simple daily report upward to the Circle CGM highlighting key stats: complaints closed %, any major achievement or issue. Internally, maintain a “Customer Happiness log” where notable compliments or successful resolutions are recorded – these stories can be shared later in newsletters or celebrations post-campaign.