

E1-E2 UPGRADATION COURSE –CONSUMER MOBILITY

Project Vijay

CHAPTER ELEVEN

Project Vijay

Introduction

Globalization has made the market competitive but the recession has the competitive market more challenging. This situation has forced companies to increase their revenue by increasing market share. BSNL is not exception to it.

BSNL is providing various kinds of services. Consumer Mobility is one service which has rising trends. To capture the market share in consumer mobility, BSNL has created some new roles and made some changes in its old strategies and processes for marketing its product to face the today's turbulent environment. .

This handout deals with the strategies and processes adopted by BSNL to increase market share of the one of the product i.e. consumer mobility.

Learning Objectives

At the end of session, the trainees will be able to

- Explain present status of BSNL
- Describe Project Vijay Objectives
- Define key terms used in Project Vijay such as FoS, Primary sales, Secondary sales, Tertiary sales, Reach and Extraction , MBO
- Explain revised structure of Franchisee channel
- Explain team structure for Project Vijay
- Explain the concept of market retailer survey
- Describe role description of Project Vijay Team
- Describe proposed process for ordering and delivery

Present status of BSNL

BSNL is an institution with much strength as

- Largest fiber and copper network
- Widest geographical reach
- Large base of mobile towers
- Significant potential to monetize assets through broadband
- Large existing customer base

- Long customer relationships
- Leading broadband provider
- Large , geographically distributed and experienced manpower
- Cash reserves to support bold moves

Yet, it has many challenges as

- Slowing growth leading to poor financial performance
- Facing an extremely competitive environment
- Lacking some critical skills to succeed in current market scenario
- Organization structure and processes that are not attuned to market needs
- Low employee motivation and involvement

Below is shown the weak performance for the period April 08 to March 09:

Telecom service provider	Percentage Market growth in total subscribers (Mobile + WLL + Wire line)
Airtel	25 %
Reliance	21 %
Vodafone	19 %
Idea	11 %
Tata Indicom	9 %
BSNL	7 %
Aircel	6 %
Others	2 %

To achieve one of the aspirations of BSNL as **“to be the leading telecom service provider in India with global presence”** Project Vijay has been implemented to increase the market share in consumer mobility.

The Project Vijay is concerned with consumer mobility. It is being implemented with a view to expand reach and capture significant share of retailers counter sales. This builds the distinctive channel management capabilities and nurture and build strong and viable channel partner.

Objectives of Project Vijay

- Expand reach – ensure availability of BSNL products at more than 95% of telecom retail outlets
- Capture significant share (25-30%) of retailer's counter sales (increase extraction)

- Build distinctive channel management capabilities Nurture and build strong and viable channel partner network

Definitions of Key terms used in Project Vijay**FoS:** Feet on street:

Franchise's employees

- who will visit retailer shops,
- deliver material and
- collect CAF (Customer Application forms) forms

Primary Sales:

Sales of product from BSNL to franchise is defined as 'Primary Sales'

Secondary Sales:

Any sales from franchise unit to retailer is defined as 'Secondary Sales'

Tertiary sales:

Product sales from retailer to end-customer is defined as 'Tertiary Sales'

Reach:

Reach defined as the ratio of telecom retail outlets (multi-brand telecom outlets) that sell BSNL products to the total number of telecom retail outlets in a particular geographical area .

Extraction:

Extraction defined as the share of BSNL sales in the total sales of a particular multi-brand telecom outlet

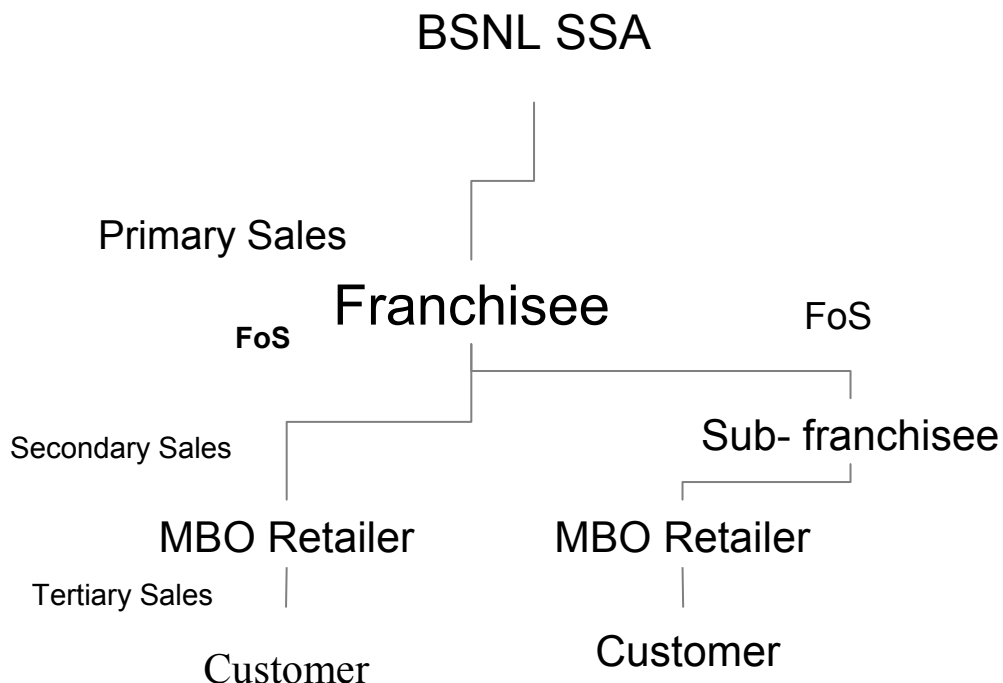
- By number of SIMs
- By value of recharge

MBO: multi-brand telecom outlets**Revised structure of Franchisee channel**

- Primary sales will be made from BSNL SSA to Franchisee.
- Franchisee will make the sales to Sub Franchisee and also to MBO retail Outlets through FoS.
- Sub Franchisee will also make sales to MBO retail Outlets in its area.

- MBO retail Outlets will make the sales to customers.

Revised structure



1

Team structure for Project Vijay

Roles	Designation	Details
Roll Out Mangers (ROM)	DGM	Dedicated DGM stationed at Circle but reporting at H O
Circle level Nodes	SDE / JTO	One node for 5-6 SSA's
SSA Sales Head – cons. Mobility	DGM / DE/ SDE	One per SSA /Region
Franchisee Manger (FM)	SDE/JTO	One Franchisee Manger per Franchisee
Retailer manager Coordinator (RMC)	SDE/JTO	One RMC for upto 15 RM's
Retailer manager (RM)	(TOA/TTA/TM)	One RM for upto 250 retailers

Concept of market retailer survey

In the beginning a survey of retailers selling telecom products in a particular geographical area will be made by BSNL survey team with a purpose

- To baseline existing retailer universe before pilot launch
- To develop channel norms for franchisee FOS #s and service frequency, based on analysis of retailer universe
- Survey to be conducted in each SSA of circle
- Both urban & rural areas to be covered
- Survey to be completed in 3-4 weeks duration

The surveyor will make survey with the help of a questionnaire in the form of a printed survey form containing details as shown below.

Details which are contained in the printed survey form in brief

- Details of the surveyor
- Details of the retailers with phone numbers
- Do you sell SIMs of any brand? yes/no
- Do you sell recharge voucher of any kind? Yes ?No
- Do you sell BSNL SIM? yes/no
- Who sell BSNL SIM to you?
- Details of monthly sale of telecom product.
- Comments about BSNL services to the retailer?

Describe role description of Project Vijay Team

Roles	Role Description
Roll Out Mangers (ROM)	Responsible for overall roll-out of Project Vijay in circle Expected to drive on-the-ground implementation in circle and escalate unresolved issues at the circle level, to HO
Circle level Nodes	Guide SSA teams with best practices, key risks at a particular stage, etc. Help SSA teams resolve and escalate issues
SSA Sales Head – cons. Mobility	Responsible for overall roll-out of Project Vijay in Region/SSA, incl. team formation, process changes and value outcome Act as Sales head, Mobility at SSA/ Region
Franchisee Manger (FM)	Provide support and manage franchisees and sub-franchisees
Retailer manager Coordinator (RMC)	Provide support and manage retailer managers
Retailer manager (RM)	Act as retailer survey team, to map retailer universe (up-front)

	Directly interact with and provide support to retailers on an ongoing basis
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Describe proposed process for ordering and delivery:

- The franchisee need not come to SSA office.
- The franchisee will deposit the amount in bank and intimate the Franchisee manager and AO (SALES) about money deposited in BSNL account to supply the telecom product and place an order on phone or through email.
- AO (Sales) will verify whether the amount has been credited in BSNL account or not.
- After verifying, AO (Sales) and Franchisee manager will deliver the material at the door of the Franchisees.

Incentive, Awards & Facilities: There is a provision of incentives & awards to the members of PROJECT VIJAY team. A detail of incentives is given below:

Role	Reimbursement type Travel/meal/mobile	Reimbursement amount per month
Franchisee manager	Travel & Meal	Rs 1800
	Mobile (if not already provided)	Rs 500
Retailer Manager coordinator	Travel & Meal	Rs 1300
	Mobile (if not already provided)	Rs 500
Retailer Manager for visits up to 40kms/day avg	Travel & Meal	Rs 1800
	Mobile (if not already provided)	Rs 500
Retailer Manager for visits beyond 40kms/day avg	Travel & Meal	Rs 2600
	Mobile (if not already provided)	Rs 500

- Franchisee Manager is expected to manage up-to 2 Franchisees and visit them every alternate day; Franchisee Manager is also expected to visit each sub-franchise once a month
- Retailer Manager Coordinators expected to manage up to 15 Retailer Managers and do 1 inspection visit per Retailer Manager per month
- Each retailer manager is typically assigned -200-300 retailers, depending on area geography and is expected to visit each retailer -2 times a month
- Final decision on which category the retailer Manager falls in should be made by the SSA sales head, advised by the Retailer Manager Coordinator.
- The base reimbursement will be paid to Franchisee Manager and Retailer Manager Coordinator upon meeting a minimum of 10% achievement on

Primary sale(# of SIM and Recharge value).T he base reimbursement will be paid to Retailer Manager upon meeting a minimum of 30% achievement on no. of retailers visits done as a proportion of the total no. of retailers visits assigned

Awards:

Award	Level	Frequency	Amount	Criteria
Best Franchisee manager	Circle	Quarterly	Rs 3000	Highest average score on KPAs
Best Retailer Manager coordinator	Circle	Quarterly	Rs 3000	-do-
Best Retailer Manager	SSA	Quarterly	Rs 750	-do-
Best Sales Head	Circle	Quarterly	Rs 5000	-do-

- In case of a tie, the award amount may be equally split.
- In order to qualify for an award the Franchisee Manager or Retailer Manager coordinator must meet a minimum of 10% achievement on Primary sale (# of SIM and Recharge value),Similarly in, order to qualify for the award, the Retailer Manager must meet a minimum of 30% achievement on no. of retailers visits done as a proportion of the total no of retailer visits assigned.
- The final decision on awards at the circle levels should be made by the PGM/GM (Consumer Mobility) at circle level at the end of the month, after taking in to the account the average score on KPAs received from SSAs'

Facilities:

SSA Sales Head	Office space, Desktop with broadband GSM SIM or WLL phone (if not available)
Franchisee Manager	-do-
Retailer Manager Coordinator	-do-
Retailer Manager	GSM SIM or WLL phone (if not available)

Conclusion: The project Vijay will take care of market share in consumer mobility. The market share is the product of reach and extraction. Project Vijay will increase the reach and extraction of consumer mobility in the market through dedicated channel management. As the reach and extraction will be increased, the market share will go up. All depends on the sincerity and hard work of Project Vijay team members.

Questions

- 1) Write any four strengths of BSNL?
- 2) Write any two challenges to be faced by BSNL?
- 3) What are the objectives of Project Vijay?

- 4) Write the information collected in the Market Retailer Survey?
- 5) Write the responsibilities of Franchise Manager?
- 6) Write the responsibilities of Retailer Manager Coordinator?