# E4-E5 (MANAGEMENT)

# Restructuring & Responsibility Matrix in BSNL

# WELCOME

- This is a presentation for the E4-E5 MANAGEMENT Module for the Topic: **Restructuring & Responsibility Matrix IN BSNL.**

- Eligibility: Those who have got the Upgradation from E4 to E5.

- This presentation is last updated on 15-3-2011.

- You can also visit the Digital library of BSNL to see this topic.

# AGENDA

- Objectives of Restructuring

- Macro view of New company structure

- Job Description concept

- Implementation of new structure

- Example of Job description

# Restructuring

BSNL has introduced restructuring across the company. Project SHIKHAR is a holistic transformation exercise with the help of The Boston Consulting Group with a view to strengthen BSNL as an organization and enable it to get back on the path of growth and profitability. This restructuring includes:

# Restructuring

- Many jobs have been redefined and many created afresh.

- Job description of all jobs along with KRAs & KPIs are being defined.

- Job descriptions for BSNL HQ jobs and Circle level jobs have been defined and available on BSNL Intranet for study.

# Restructuring

- BSNL's organization structure has been redesigned to provide end-to-end focus on potential growth areas such as Broadband, Mobile, Marketing, Sales & Distribution and Customer Service.

- A business unit based organization structure is being adopted.

# Restructuring

**Create adequate focus**

- On critical growth segments such as broadband, mobile, enterprise and new businesses (e.g., infrastructure sharing, international expansion etc).

- On critical skills such as marketing, sales, customer service, network management and IT.

# Restructuring

**Strike the right balance**

- Ensure business units have equitable distribution of work-load and resources.

# Restructuring

**Develop accountability at all levels in the organisation along with control**

- Business units driving each of the key businesses with full responsibility for generating revenue with adequate control over all critical functions.

- Business unit structure at Head Office, Circle Office and in the field units (i.e. SSAs).

**Synergy/ Co-ordination**

- Ensure minimal duplication of resources between the different business units as well as ease of co-ordination among them.

# Macro View of New Structure of BSNL

The functional Directors on BSNL Board as per new organization structure, have been re-designated as:

| Earlier Designation | New Designation |
| --- | --- |
| Director (Operations) | Director (Consumer Fixed Access) |
| Director (P&NS) | Director (Consumer Mobility) |
| Director (C&M) | Director (Enterprise) |
| Director (HRD) | Director (HR) |
| Director (Finance) | Director (Finance) |

# Business Units

Four Business Units (BUs) are there:

- **Consumer Fixed Access (headed by a Director)**

- **Consumer Mobility (headed by a Director)**

- **Enterprise (headed by a Director)**

- **New Businesses (headed by an Executive Director)**

# Business Units(CFA)

- Headed by a Director.

- Will be responsible for products such as landline, PCO, broadband and related VAS, and would target retail customers as well as small businesses.

- This business unit will control all PSTN and data switches as well as all fixed access media.

# Business Units(Enterprise)

- Headed by a Director.

- Will serve medium and large enterprises (i.e., corporate customers), carriers and ISPs.

- Enterprise products would include voice solutions, data solutions and managed services.

# Business Units(Enterprise)

- This business unit will also be responsible for the wholesale business undertaken on BSNL's National Long Distance (NLD) and International Long Distance (ILD) network.

- It will also control BSNL's core network (i.e., transmission media assets – OFC, microwave etc).

- There will an Executive Director responsible for the core network within this BU.

# Business Units(New Business)

- Headed by an Executive Director.

- Will be in-charge of new business opportunities which BSNL plans to pursue.

- One such opportunity is passive infrastructure sharing.

- Other areas include expanding BSNL's core telecom operations in international markets; leveraging BSNL's real estate assets to earn additional revenues etc.

# Macro view of new verticals
## (w.r.t. customer, product & assets)

|  | Director Consumer Fixed Access | Director Consumer Mobility | Director Enterprise | ED New Business |
|---|---|---|---|---|
| **Customer** | • Consumers<br>• SOHO(shop/home office)<br>• Small enterprises | • Consumers<br>• SOHO<br>• Small enterprises<br>• Carriers | • Medium & large enterprises<br>• Carriers<br>• ISPs | Depends on nature of Business |
| **Products** | • Landline<br>• PCO<br>• Broadband<br>• VAS | • GSM (2G,3G)<br>• WLL<br>• WiMax<br>• VAS<br>• Roaming | • Voice<br>• Data<br>• Managed Services<br>• NLS/ILD wholesale | Depends on nature of business<br><br>Passive Infra sharing |
| **Network assets** | • Access Media<br>  -Beyond local exchange (PSTN)<br>  -Beyond DSLAM (data)<br>• All PSTN & Data switches<br>  -PSTN (TAX etc.)<br>  -Data (BRAS etc.) | • Access Network (BTS)<br>  -2G/3G<br>  -WiMax<br>  -CDMA<br>• Switches<br>  -MSC<br>  -BSC | • Transmission media upto local exchange (PSTN)<br>• Upto DSLAM (data) | Passive infra-Towers, battery, generator, Air Conditioning etc.<br><br>Others depends on nature of business |

# Critical shared functions

In addition to the four business units, there are a few critical shared functions to enable the entire organisation. These functions comprise:

- <u>HR (including Admin, Legal)</u> –Headed by Director.

- <u>Finance</u> – Headed by Director, supported by an Executive Director.

# Critical support functions

Each business unit will also have elements of these critical support functions, e.g.

- Finance

- IT

These support functions are within BU's organisation structure to support respective business units.

# Directly reporting to CMD

ED Corporate Affairs (including Corporate IT, Corporate Planning & Monitoring, Corporate Marketing and Public Relations, Regulation).

Company Secretary.

Vigilance (CVO).

GM (Coordination & Monitoring) post has been created directly reporting to CMD.

# Business Unit's Hierarchy

This ensures a clear chain of command from top to bottom within each BU and accountability can be assigned to people at all levels.

The same system is being followed for all the critical shared functions.

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# Circle Office Restructuring

| Large | Medium | Small |
|---|---|---|
| • Andhra Pradesh | • Assam | • Andaman & Nicobar |
| • Gujarat | • Bihar | • Chattisgarh |
| • Karnataka | • Haryana | • Himachal Pradesh |
| • Kerala | • Jammu & Kashmir | • Jharkhand |
| • Maharashtra | • Madhya Pradesh | • North East-I |
| • Rajasthan | • Orissa | • North East-II |
| • Tamil Nadu | • Punjab | • Uttaranchal |
| • Uttar Pradesh (E) | • Uttar Pradesh (W) | |
| • West Bengal | | |

# Sections within each circle

All the circles have thirteen distinct sections:

- CFA
- CM
- Enterprise
- Passive Infra
- HR
- Finance
- Business Planning/IT

- Civil
- Electrical
- Architect
- Vigilance
- Commercial & Regulation
- CSC

# Job Description Concept

A key feature of restructuring is introduction of Job description for each new post.

Key result areas and Key performance indicators have also been defined aligned with the new Group Performance Management System.

This description enables the officers handling these jobs to have unambiguous understanding of their new role, expectations and measuring yardstick for performance.

# Implementation approach

Restructuring exercise is a Top-Down approach. The steps implemented are:

- The organization structure of the Corporate Office has already been redesigned.

- All the officers of corporate office (now called as head office (HO) ) have been assigned new job responsibilities.

# Implementation approach

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- The BSNL HO is under the process of smooth transition from old to new structure, having equipped with new job description, and new responsibilities.

# JD of Head of Customer Service for CM at small Circle – AGM

| Key Performance Indicators (KPIs) – to be measured against targets | |
|---|---|
| Financial | •    Budget adherence on capex & opex (Rs. Cr) |
| Customer/Market | •    Customer satisfaction (Scale of 1 to 5) |
| Operations | •    Customer churn (%) - BSNL vs. market leader<br>•    By product (2G, 3G, etc)<br>•    SLA adherence for Call centers (e.g. response time, abandon rate, etc)<br>•    Call center roll-out status |
| Employee development | •   Feedback from peers<br>•   Feedback from direct reportees |

| Job Overview | |
|---|---|
| Job objective | Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development. |
| Reporting to | Direct: CMD |
| Reporting from | Direct: <br><br>GM (Strategy & Planning) – CFA <br>PGM (Products, Sales, Marketing & Customer Service) – CFA <br>GM (Network Planning) – CFA |

| Reporting from | GM (Procurement) – CFA |
| --- | --- |
| | GM (Rural Network) – CFA |
| | GM (Network Engineering & Development) – CFA |
| | GM (Network Operations) – CFA |
| | GM (Network Operations – Enterprise) – CFA |
| | CGM (Data Networks) – CFA (DNW) |
| | CGM (NCES) – CFA |
| | CGM (IT Projects Circle) – CFA |
| | PGM (Finance) – CFA |
| | GM (IT) – CFA |
| | |
| | Indirect (functional): |
| | Head of CFA at Circle – PGM/ GM |

**Key Responsibility Areas (KRAs)**

Formulation of CFA business unit strategy, in line with the overall company strategy.

- Marketing strategy by liaisoning with GM (Corporate Marketing & Public Relations) – CA.

- Product design, pricing and bundling strategy for CFA products such as Landline, Broadband, IPTV, PCO and related Value Added Services (VAS).

- Sales channel management strategy including margin structure design across products: Landline, Broadband, IPTV sales force, PCO sales force.

- Setting-up and management of sales alliances (e.g., DSAs).

- Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales).

**Key Responsibility Areas (KRAs)** (contd...)

- Network planning, expansion, upgradation and maintenance strategy.
- Access media – Beyond local exchange (PSTN), Beyond DSLAM (data)
- All PSTN and data switches.
- IT strategy by liaisoning with PGM (Corporate IT) – CA.

Operationalisation of business strategy through multiple levers.

Creation of annual business plan for CFA business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin, including.

- Financial targets – overall budget (revenue, capex, opex), profitability, etc.
- Customer/ Market targets – # connections, churn, market share, ARPU, etc.
- Operational targets – network roll-out & operations, customer service, etc.

**Key Responsibility Areas (KRAs)** (contd...)

- Network planning, expansion, upgradation and maintenance strategy.
- Access media – Beyond local exchange (PSTN), Beyond DSLAM (data)
- All PSTN and data switches.
- IT strategy by liaisoning with PGM (Corporate IT) – CA.

Operationalisation of business strategy through multiple levers.

Creation of annual business plan for CFA business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin, including.

- Financial targets – overall budget (revenue, capex, opex), profitability, etc.
- Customer/ Market targets – # connections, churn, market share, ARPU, etc.
- Operational targets – network roll-out & operations, customer service, etc.

## Key Responsibility Areas (KRAs) (contd...)

Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA.

Monitoring performance against business plan at Corporate level (by Circle) and taking corrective action as and when required.

Ensuring timely billing, collections and revenue assurance for CFA business unit.

Liaisoning with Circles for smooth day-to-day operations, HR section for adequate staffing and training within CFA business unit.

Development of employees to ensure continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on teambuilding and mentorship.

# JD of Director Consumer Mobility

| Job Overview | |
|---|---|
| Job objective | Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development. |
| Reporting to | Direct: CMD<br><br>Indirect (functional): To be decided |
| Reporting from | Direct:<br><br>GM (Strategy & Planning) – CM<br><br>PGM (Products, Sales, Marketing & Customer Service) – CM<br><br>GM (Network Planning) – CM |

# JD of Director Consumer Mobility

| | |
|---|---|
| Reporting from | GM (Network Engineering & Development – North) – CM |
| | GM (Network Engineering & Development – South) – CM |
| | GM (Network Engineering & Development – East) – CM |
| | GM (Network Engineering & Development – West) – CM |
| | GM (Network Operations – North) – CM |
| | GM (Network Operations – South) – CM |
| | GM (Network Operations – East) – CM |
| | GM (Network Operations – West) – CM |
| | GM (Procurement) – CM |
| | PGM (Finance) – CM |
| | GM (IT) – CM |
| | Indirect (functional): |
| | Head of Consumer Mobility at Circle – PGM/ GM |

**Key Responsibility Areas (KRAs)**

Formulation of CM business unit strategy, in line with the overall company strategy.

- Marketing strategy by liaisoning with GM (Corporate Marketing & Public Relations) – CA.

- Product design, pricing and bundling strategy for CM products such as GSM (2G, 3G), related Value Added Services (VAS) and Roaming.

- Sales channel management strategy including margin structure design across products, Franchisees, Setting-up and management of sales alliances.

- Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales).

- Management of access mechanisms – Call centers, online support, CSCs.

## Key Responsibility Areas (KRAs) (contd...)

- Setting-up of complaint and grievance management systems and processes.

- Network planning, expansion, upgradation and maintenance strategy.

- BTS – GSM (2G, 3G), WiMax, CDMA, Switches – MSC, BSC.

- IT strategy by liaisoning with PGM (Corporate IT) – CA.

Creation of annual business plan for CM business by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including

- Financial targets – overall budget (revenue, capex, opex), profitability, etc.

- Customer/Market targets – # subscribers, churn, market share, ARPU, etc.

- Operational targets – network roll-out & operations, customer service, etc.

**Key Responsibility Areas (KRAs)** (contd...)

- Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA.

- Monitoring performance against business plan at Corporate level (by Circle) and taking corrective action as and when required.

- Ensuring timely billing, collections and revenue assurance for CM business unit.

- Liaisoning with Circles for smooth day-to-day operations.

- Liaisoning with HR section for adequate staffing and training within CM business unit.

- Employee Development for continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on team-building and mentorship.

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| Job Overview | |
|---|---|
| Job objective | Achieving profitable and sustainable growth of Enterprise & Wholesale (E&WS) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development. |
| Reporting to | <u>Direct</u>: CMD |
| Reporting from | <u>Direct</u>:<br><br>GM (Strategy & Planning) – E&WS<br><br>GM (Solutions) – E&WS<br><br>PGM (Platinum – BFSI) – E&WS<br><br>PGM (Platinum – Government) – E&WS |

# JD of Director (Enterprise & Wholesale)

| | |
|---|---|
| Reporting from | PGM (Platinum – IT & Services) – E&WS |
| | PGM (Platinum – Manufacturing) – E&WS |
| | GM (ILD) – E&WS |
| | Executive Director (Core Network) – E&WS |
| | PGM (Finance) – E&WS |
| | GM (IT) – E&WS |
| | Indirect (functional): |
| | Head KAM – Gold/ Silver at Circle – GM/ DGM |

# JD of Director (Enterprise & Wholesale)

**Key Responsibility Areas (KRAs)** (contd...)

- Product/ Solutions strategy for enterprise customers.

- Developing basic voice, data and managed services offerings, Developing solutions and product bundles by industry vertical – BFSI, Government, IT, Services, Manufacturing.

- Pricing of basic products, bundles and solutions, Pricing of wholesale product offering, ensuring compliance with regulations.

- Key account management (sales) strategy for enterprise customers, Segmentation of customers into platinum, gold and silver accounts based on annual turnover, employee base, etc, Account allocation and organisation structure for account managers.

- Relationship management (sales) strategy for carriers and ISPs for wholesale business.

## Key Responsibility Areas (KRAs) (contd...)

- Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales).

- Network planning, expansion, upgradation and maintenance strategy for all Core network assets based on inputs from CFA, CM and sales expectation from enterprise customers.

- Transmission media – Upto local exchange (PSTN), upto DSLAM (data).

- Evaluating economic benefits of building own International Long Distance (ILD) network compared to leasing from other operators.

- IT strategy by liaisoning with PGM (Corporate IT) – CA.

# JD of Director (Enterprise & Wholesale)

**Key Responsibility Areas (KRAs)** (contd...)

Creation of annual business plan by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including

- Financial targets – overall budget (revenue, capex, opex), profitability, etc.

- Customer/ Market targets – market share, share of wallet, etc.

- Operational targets – network roll-out & operations, customer service, etc.

Target-setting for enterprise business by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA.

- Platinum enterprise business targets by industry vertical.

- Gold and Silver enterprise business targets by Circle.

- Wholesale business targets for Head Office.

# JD of Director (Enterprise & Wholesale)

**Key Responsibility Areas (KRAs)** (contd...)

- Monitoring performance against business plan at Corporate level (by City for Platinum accounts and by Circle for Gold and Silver accounts) and taking corrective action as and when required.

- Liaisoning with industry-wise national KAMs and Circles for smooth day-to-day operations of EB.

- Liaisoning with HR section for adequate staffing and training within E&WS business unit.

- Employee Development for continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on team-building and mentorship.