Appendix Questionnaire

Dear Respondent,

I am Randeep Singh, Research Scholar in, Punjabi University, Patiala carrying out study on “IT Transformation Strategy: A study of Indian Telecommunications Sector”. Please tick the answer (answers) for each question in the appropriate place or write in the space provided for your opinion. Please do not leave any question unanswered. A little information from your side would go a long way in improving this study. All information received would be used only for academic purpose and kept confidential.

1. Which operator are you currently associated with? (Please select one appropriate response)
   ( ) BSNL
   ( ) MTNL
   ( ) Reliance Communications

2. Which Operating circle is under your purview? (Please select and write appropriate response, you can select and write more than one from the listed ones)
   ( ) Mumbai
   ( ) Delhi
   ( ) Chennai
   ( ) Kolkata
   ( ) Gujrat
   ( ) Andhra Pradesh
   ( ) Karnataka
   ( ) Tamil Nadu
   ( ) Maharashtra & Goa
   ( ) MP & Chattisgarh
   ( ) Jammu & Kashmir

3. For how many years this company has been in business/Operation?

<table>
<thead>
<tr>
<th>1-5 years</th>
<th>6-10 years</th>
<th>11-20 years</th>
<th>More than 20 years</th>
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4. How long have you been part of the industry: _________________ (no of years)
5. What is your current role in the organization ________________________________

6. How long have you been associated with the current role
___________________________(no of years)

7. Are you in favour of IT Transformation?
   ( ) a. Yes, it would really benefit the organization in terms of operational and
cost efficiency
   ( ) b. No, cost of change and disruptive actions will outweigh the benefits

8. Are you considering IT Transformation at your organization?
   ( ) Yes
   ( ) No

9. What are the proposed objectives of IT transformation being considered? More
   than one option can be chosen.
   ( ) a. Cost optimization
   ( ) b. Operational Efficiency
   ( ) c. Increased Customer Satisfaction
   ( ) d. Business Agility

10. On a scale of 1 to 5 please mark the effect of efficiency of “As Is” Capture on
    transformation success? Where “1”- very less or no effect and “5” depicts very high
effect
    
    | 1 | 2 | 3 | 4 | 5 |
    |---|---|---|---|---|
    |   |   |   |   |   |

11. What according to you is true about inter-relation between business
    transformation and human resource management?
    [ ] a. Success of business transformation depends on human resource
        management.
    [ ] b. Success of business transformation is independent of human resource
        management.

12. How many Operational processes have you participated in, E2E or part process?
    (Operational Processes hereby refer to the set of processes which fall under the
category of (a) Lead to Cash (b) Trouble to Resolve (c) Concept to Market)
    [ ] a. 0-5
    [ ] b. 6-10
    [ ] c. 10-15
    [ ] d. 15-20
    [ ] e. More than 20

13. In which Line of Operation did you participate? You can choose more than one
    option
    ( ) a. Service Fulfillment
    ( ) b. Service Assurance
    ( ) c. Service Billing
    ( ) d. Product Management
    ( ) e. Operation Management
    ( ) f. Other:
14 (a). Mark on a scale of 1 to 5 average level of integrity of Customer data you have come across during the course of any line of operations where “1” represents lowest level of integrity and these levels increase up to “5” which represents highest level of integrity.

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<td>3</td>
<td>4</td>
<td>5</td>
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14(b). Mark on a scale of 1 to 5 average level of integrity of commercial data you have come across during the course of any line of operations where “1” represents lowest level of integrity and these levels increase up to “5” which represents highest level of integrity.

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<td>3</td>
<td>4</td>
<td>5</td>
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14(c). Mark on a scale of 1 to 5 average level of integrity of inventory data you have come across during the course of any line of operations where “1” represents lowest level of integrity and these levels increase up to “5” which represents highest level of integrity.

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15. What is the percentage of FTE (Full time Employees) carrying out following pain points in the current Line of Operations & Systems select one appropriate response in each row and mark √ in the appropriate box?

<table>
<thead>
<tr>
<th></th>
<th>0-20%</th>
<th>21-40%</th>
<th>41-60%</th>
<th>61-80%</th>
<th>81-100%</th>
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</thead>
<tbody>
<tr>
<td>Manual Report Creation</td>
<td>( )</td>
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<tr>
<td>Maintenance of Data Integrity</td>
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<tr>
<td>Manual Order Management</td>
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<tr>
<td>Manual Fault Management</td>
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<tr>
<td>Manual Billing Management</td>
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</tbody>
</table>
16. What percentage of revenue is lost due to following pain points in the current Line of Operations & Systems Please select one appropriate response in each row

<table>
<thead>
<tr>
<th>Pain Point</th>
<th>0-20%</th>
<th>21-40%</th>
<th>41-60%</th>
<th>61-80%</th>
<th>81-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penalty due to missed SLAs</td>
<td>()</td>
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<tr>
<td>Ongoing disputes on SLAs</td>
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<tr>
<td>Revenue Leakage</td>
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</tbody>
</table>

17. On an average how many changes /corrections need to be done on the system to ensure compliant delivery of system indicating slippage against the objective of RFT(Right First Time) Please select one appropriate response

( ) a. 0-5
( ) b. 6-10
( ) c. 11-15
( ) d. 16-20
( ) e. >20

18. Is Customer validation repeated at every step if he/she calls at customer care/billing helpdesk/technical helpdesk? Please select one appropriate response

[ ] Yes
[ ] No

19. What is the number of wire line services being provided by you?
__________________________

20(a). Please provide the following details with respect to Account Management & Sales in Lead To Cash (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)

Number of Full Time Employees ________________________________

Number of OSS Systems ________________________________

Number of BSS Systems ________________________________

Cycle time (in days) ________________________________

CSAT Score ________________________________
20(b). Please provide the following details with respect to Service Delivery in Lead To Cash (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(c). Please provide the following details with respect to Billing in Lead To Cash (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(d). Please provide the following details with respect to Service Assurance in Trouble to Repair (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(e). Please provide the following details with respect to Revenue Assurance in Trouble to Repair (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________
20(f). Please provide the following details with respect to Customer Retention & Billing in Trouble to Repair (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(g). Please provide the following details with respect to Product Marketing in Concept to Market (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(h). Please provide the following details with respect to New Launches in Concept to Market (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________

20(i). Please provide the following details with respect to Marketing Strategies in Concept to Market (note: for providing the numbers and the tentative costs please consider average of the sub-processes handled by you)
Number of Full Time Employees _____________________________
Number of OSS Systems _____________________________
Number of BSS Systems _____________________________
Cycle time (in days) _____________________________
CSAT Score _____________________________
21(a). What percentage of Account Management in Lead to Cash process is RFT compliant?
____________________________________________________

21(b). What percentage of Service Delivery in Lead to Cash process is RFT compliant?
____________________________________________________

21(c). What percentage of Billing in Lead to Cash process is RFT compliant?
____________________________________________________

21(d). What percentage of Service Assurance in Trouble to Repair process is RFT compliant?
____________________________________________________

21(e). What percentage of Revenue Assurance in Trouble to Repair process is RFT compliant?
____________________________________________________

21(f). What percentage of Billing in Trouble to Repair process is RFT compliant?
____________________________________________________

22. On a scale of 1 to 5, rate the success of Structured Questions on IVR as a part of Trouble to Resolve Process where “1” depicts “Least Successful” and “5” depicts ‘Highly Successful”

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23. What is the average range of number of Service Request received by Service Assurance Team during a Day? Please select one appropriate response

[ ] a) 0-50
[ ] b) 51-100
[ ] c) 101-150
[ ] d) 151-200

24. What is the average estimated time to close a Service Request?
____________________________________________________

25(a). What is the average number of faults received based on their criticality across all SLAs? Take severity levels as - Critical, Major, Minor
____________________________________________________
25(b). What is the average time taken to resolve based on their criticality across all SLAs? Take severity levels as - Critical, Major, Minor

26. What is the degree of automation in the following Service Fulfillment activities on a scale of “1 to 5” where

<table>
<thead>
<tr>
<th>Activity</th>
<th>fully manual</th>
<th>minor automation</th>
<th>3 manual and automation in the ratio 1:1</th>
<th>minor manual work</th>
<th>fully automated</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Service Design</td>
<td>( )</td>
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<tr>
<td>b) Service Cataloguing</td>
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<tr>
<td>c) Inventory Management</td>
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<td>d) Network Configuration</td>
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<tr>
<td>e) Capacity Assessment</td>
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<td>f) Capture Service Order Request</td>
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<tr>
<td>g) Order Validation</td>
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<tr>
<td>h) Order Analysis</td>
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<tr>
<td>i) Order Completion</td>
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<tr>
<td>j) Failed Order Management</td>
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</tbody>
</table>
27. What is the degree of automation in the following Service Assurance activities on a scale of “1 to 5” where

<table>
<thead>
<tr>
<th>Activity</th>
<th>fully manual</th>
<th>minor automation</th>
<th>manual and automation in the ratio 1:1</th>
<th>minor manual work</th>
<th>fully automated</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Fault Monitoring</td>
<td>( )</td>
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<tr>
<td>b) Processing Fault notifications</td>
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<tr>
<td>c) Root Cause Analysis</td>
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<tr>
<td>d) Fault Reporting</td>
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<tr>
<td>e) Bill Data Collection</td>
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<tr>
<td>f) Bill Data Processing</td>
<td>( )</td>
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<tr>
<td>g) Bill Generation</td>
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<tr>
<td>h) Bill collection</td>
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28. What is the average number of customer complaints received during the day? Please select one appropriate response

- [ ] a) 0-10
- [ ] b) 11-20
- [ ] c) 21-30
- [ ] d) 31-40

29. What is the percentage of customer complaints due to failure or non satisfactory services? Please select one appropriate response

- [ ] a) 0-25%
- [ ] b) 26-50%
- [ ] c) 51-75%
- [ ] d) > 75%