

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No. C5/437(161)/07-OPD-( C )

Office of the VC & MD,  
Mushirabad,  
Hyderabad.

CIRCULAR No. 44/ 2007-OPD ( C ) Dt. 11-12-2007

Sub: **COMMERCIAL REVENUE** - Augmentation of Commercial revenue through various commercial activities - Designating **COMMERCIAL BUSINESS DEVELOPER (CBD)**- Reg.

**I. INTRODUCTION:** Corporation has been realizing commercial revenue through various commercial activities such as letting out Canteens, Stalls, Space / Office accommodation, Ad-space on Buses, Bus-stations, other premises, through parcel transport, installation of person weighing machines, carriage of postal mail bags etc., Corporation has realised an amount of Rs.41.00 Crores in the year 2006-07 towards Commercial revenue, which constitutes 1% of the total revenues of the Corporation while the remaining 99% revenue is generated through sale of Bus passengers' tickets.

With a view to enhance the share of commercial revenues in the gross revenues of the Corporation, various innovative measures and novel schemes have been formulated which are at various stages of implementation. These include, **Ads on side glasses, top fixed glasses, rear saloon glass and panels of Garuda, Metro deluxe, Metro express buses, installation of public telephones in buses, provision of Grab handles in buses, installation of drop boxes in buses, ads on First Aid boxes, Seat head rest covers, erection of Uni-Poles at Bus Stations and Hoardings on the terraces of Bus Stations & other buildings, lease of luggage space in Garuda buses, installations of Bank ATMs at Bus Stations, erection of cell towers (tc.**

A reasonable target of Rs.100.00 Crores to be achieved during the period Aug'07 to July'08 was set and Region-wise breakup of targets were circulated and a road map was drawn to achieve the same.

A first ever Commercial Fortnight was also observed from 16.9.2007 to 30.09.2007 to stay focused on commercial activities and to achieve the set target.

Apart from the above, certain measures are initiated to empower Regional Managers and Executive Directors of Zones for filling up vacant stalls, letting out un-used Bus stations for commercial purpose to garner additional commercial revenue. Cash award schemes are being devised to motivate the field officers to achieve and surpass the set targets.

**II. NEED FOR A BUSINESS DEVELOPER:-** A major chunk of commercial revenue is being generated through letting out stalls, shops, canteens, spaces at Bus stations and premises of the Corporation. In the year, 2006-07, an amount of Rs.31.50 crores was realised through letting out 80% of Canteens, Stalls etc., (which are presently under occupation ) and remaining 20% of Canteens, Stalls etc., are vacant for various reasons.

**Utmost personal attention, good marketing / commercial strategies coupled with commitment towards organizational goals are invariably required to allot the vacant stalls and unused bus stations for generating additional commercial revenue.** Various measures such as approaching business people, display of banners, distribution of pamphlets, interacting with merchant associations and like bodies, involving individual employees and their representatives, soliciting views of people having business acumen etc. were suggested to create awareness on availability of vacant stalls to motivate them for participation in tenders.

The Regional Managers have already been advised to call on the Dist. Collectors, RDOs, other District Level Officials to apprise them about the availability of unused Bus stations and to impress upon them to put this infrastructure to effective use by housing their offices, Training Centers of various projects/schemes, Veterinary hospitals, Milk chilling centers, Primary Health Centers etc. They were also instructed to explore possibilities of private participation to house Coaching centers, Institutes, Godowns, recreation centres, marriage halls, Dhabas, Eateries etc.

**HENCEFORTH to undertake these Commercial activities in the Region as a vigorous drive on day to day basis and to assist the Regional Manager to closely monitor commercial activities, it is proposed to nominate one officer in the team headed by Regional Manager as "Commercial Business Developer".**

**III. SELECTION OF COMMERCIAL BUSINESS DEVELOPER:** The Dy.Executive Engineer(Civil) of the Region or Asst. Engineer (Civil), (if Dy.EE is not available in the Region) is designated as 'Commercial Business Developer' who will co-ordinate the commercial activities in the Region for enhancement of commercial revenue.

**IV.DUTIES AND RESPONSIBILITIES OF COMMERCIAL BUSINESS DEVELOPER:**

1. Review of position of vacant stalls and un-used Bus stations at Regional level once in a month, and identification of reasons for non-occupation.

2. Conducting interactive sessions with the Depot Managers and Bus Station Managers concerned to elicit their suggestions / views for filling vacant stalls/un-used bus stations on priority.
3. Approaching the business people, Merchant Associations etc., to enlighten them on availability of vacant stalls and to ensure their occupation.
4. Enlisting the support and involvement of employees / Employee Agents / Employee Representatives etc., for increasing commercial revenue.
5. Follow up with the offices of the District Collectors and other District level officials, correspondents of Educational Institutes, Coaching Centers, Doctors, appraise them on the availability of covered/uncovered area in un-used Bus stations and impress upon them to house their offices / activities, Training Centers, Primary Health Centers, Veterinary Hospitals, Milk Chilling centers, Godowns, nursing homes, hospitals etc. and any other permitted business by private business people and ensure their occupation.
6. Assisting and closely associating with the Depot Managers to identify locations at Bus stations for installation of ATMs by Banks and approaching the concerned officials of various Banks to sensitize them about availability of space/stalls at Bus stations for installation of ATMs on mutually agreeable terms and conditions.
7. Conducting group meetings with the employees, their representatives and enlighten them about the existence of Sponsoring agency/Employee agency scheme for allotment of vacant stalls at C-class bus stations (by paying the amount equivalent to two months licence fee to the sponsorer) and motivate them to get business for filling up the vacant stalls and un-used bus stations.

**V. CASH AWARD:** In order to motivate, a suitable cash award is proposed to the Commercial Business Developer on achievement of targets fixed to the regions.

**VI. ROLE OF REGIONAL MANAGER :** The Regional Manager shall explore and exploit the full potential of Commercial Business Developer and review the position of vacant Canteens, Stalls, Space/Office accommodation etc, and allotment of un-used Bus Stations as continuous effort. The Regional Managers are advised to review the activities / measures initiated / taken up to achieve the targets. He shall guide the Depot Managers and Commercial Business Developer in their endeavours to achieve the set target. The concerted and un-relented efforts of the Dy. CTMs, Depot Managers, Commercial Business Developer and Regional Manager play paramount role in accomplishing the given task .

**Our aim and objective shall be to achieve and surpass the targets during the targetted year.**

Please acknowledge.

  
VICE-CHAIRMAN &  
MANAGING DIRECTOR

To  
All Regional Managers, APSRTC.

Copy to all EDs & HODs of Head Office.

Copy to Director(V&S), FA, CAO for information.

Copy to EDs of Zones for information.

Copy to Chief Auditor for information.

Copy to Dy.CTMs of Bus Bhavan and Regions.

Copy to E.Es & DY.EEs for information and necessary action.

Copy to DMs, ATMs at Bus Stations for infn. and necessary action.

Copy to Dy.CAOs / AOs in all Regions for infn. and necessary action.

Copy to Personnel Officers in all Regions for infn. and necessary action.