



IMPACT OF ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL EFFECTIVENESS IN MSO(MULTI SYSTEM OPERATOR) ORGANIZATIONS IN ODISHA

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Abstract

Present organizations are facing more which are not unique to any specific organization or industry, but they impact all organizations, regardless of their structure or size. As organizations are challenged so are, also their climate. Growth of MSOs (Multi System Operators) is the result of global connectivity and integration happening due to revolution in Communication industry. No field of endeavour in the world today is more exciting or has a brighter future than communications. The technological changes and the arrival of competition from different corners creates new brad of leadership and dynamic strategic group to tackle issues forming within the organization and faced by them on a day to day basis from outside. The broadband industry in Odisha is not very old; it is just two decades. The study is basically focused on one organization, i.e. Ortel Communications Limited and its organizational effectiveness because of impact of organizational climate on it. The situations are so fluid and actions are so dynamic that the climate also changes very fast. It is here seen how the organization has taken changing climates in its stride and marching ahead.

Keywords : *Organizational Climate, Organizational Effectiveness, Multi System Operator (MSO), Local Cable Operator, Head Ends, Rights of Way, Triply Play, Broadband Technology, Convergent Technology, Analog, Digital, Direct To Homes (DTH), Wireless Technology, Franchise System and Agency System.*

Introduction

Globalization has increased global connectivity, integration and interdependence in the economic, social, technological, cultural, political, and ecological spheres. It being an umbrella, acts as a unitary process inclusive of many sub-processes (such as enhanced economic interdependence, increased cultural influence, rapid advances of information technology, communication technology, and novel governance and geopolitical challenges) that are increasingly binding people and the biosphere more tightly into one global system. Some of the most important impacts of this process are the increase in information flows between geographically remote locations and the development of new generation organizations and their global fit climate and culture. As it is process based, the climate and the culture of the organizations undergo constant change with growth of cross-cultural contacts; advent of new categories of consciousness and identities such as *Globalism* - which embodies cultural diffusion, the desire to consume and enjoy foreign products and ideas, adopt new technology and practices, and participate in a "world culture".

Over the last one decade, there have been discussions on the Indian communication industry being on the verge of take-off, powered by new delivery platforms and technological breakthroughs, increasing content variety and favourable regulatory initiatives. This has expectedly started transforming the landscape of communication industry and entertainment industry, with more players entering and traditional players being forced to adapt or perish. One could feel the pulse of the changes that have potential to alter the industry structure. Of all the aspects of communications the most challenging and ever pervading one is Cable Television services. This industry has started on a fragmented platform but slowly and surely is being consolidated and now known as broadband and convergent industry.

More and more people set up networks until there was a time in 1995-96 when an estimated 60,000 Local Cable Operators (LCOs) were operational in the country. Some of them had subscriber bases as low as 50 to as high as in the thousands. Most of the networks could relay just 6 to 14 channels as higher channel relaying capacity required heavy investments, which cable operators were loathes making. American and European cable networks evinced interest, as well as large Indian business groups, who set up sophisticated head-ends capable of delivering more than 30 channels. These Multi-System Operators (MSOs) started buying up local networks or franchising cable TV feeds to the smaller operators for a fee. This phenomenon led to resistance from smaller cable operators who joined forces and started functioning as MSOs. The net outcome was that the number of cable operators in the country has fallen to below 30,000. With the advent of Direct to Home DTH) service the size of the customer base is shrinking and both LCOs and MSOs are affected grossly.

Organizational Climate

Organizational climate is a meaningful construct with significant implications for understanding human behaviour in organizations (Allen, 2003; Al-Shammari, 1992; Ashforth, 1985; Cotton, 2004; Glission & James, 2002; Tustin, 1993; Woodman & King, 1978).



A number of definitions of organizational climate have been formulated in the various studies on the concept (Forehand & Gilmer, 1964; Gerber, 2003; Hellriegel & Slocum, 1974; Litwin & Stringer, 1968; McMurray, 2003; Moran & Volkwein, 1992; Pritchard & Karasick, 1973; Schneider & Snyder, 1975; Tagiuri & Litwin, 1968) and although a precise and unitary definition of climate does not exist, researchers agree that certain characteristics describe the construct and differentiate it from other concepts. The following characteristics are :

- Climate is generally considered to be a molar construct that can change over time.
- It is perceived by and shared among organizational members, which can result in consensus among individuals.
- It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes.
- Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them.
- The climate construct is multidimensional.
- It refers to the 'feeling of an organization'.
- Climate can potentially influence an individual's behaviour.

Organizational climate in particular is constantly challenged by changes impacting organizations today (Nair, 2006). To survive and outdo their competitors, organizations are constantly seeking to improve their performance. Authors such as Brown and Leigh (1996) think that organizational climate is becoming more important than ever before because organizations need to ensure that those individuals who add value to the bottom line will want to stay in the organization and will want to continue pouring their effort into their work to the benefit of the organization.

Watkin and Hubbard (2003, p. 380) contend that climate does make a difference to organizations' performance because 'it indicates how energising the work environment is for employees'. There is, however, clearly more to an organization's performance than an 'energized employee' or the presence of certain organizational and leadership characteristics: 'productivity also depends on the morale which governs discretionary effort – the willingness to go the extra mile'.

Focus on the impact of this industry in the economy of Odisha

Communication industry is a new entrant to the economic graph of Odisha. As such this is a new entrant in Indian economic scenario. Ever evolving and ever changing look, shape, technology and aspiration in this industry has brought revolutionary changes in economic set up of the state. One Asian Games in 1982 and one Iraq war in 1991 have revolutionized economy of many countries and states and Orissa is no exception. Out of the three major components of communication business, i.e. voice, data and video, it is the voice service that is the oldest and has become an integral part of socio-economic component of the lives of the people of Odisha. Government administered and controlled P & T department was solely responsible for this business. It is the video service that has initiated impacting the socio-economic lives of the people the most then and now. Off late the voice service and the data service under liberalized economy have been rendered to the people by both public sector undertaking and private enterprises. In the 21st centuries companies started talking of providing all the three services under one roof through one medium, called convergence of services or Triple Play services. Companies are adding a fourth dimension, i.e. wireless service to be known as Quadruple Play service provider.

Video service began to flourish in the late eighties of 20th century and had started impacting the economy of the state in the following manner.

- The availability of TV channels increased the sales of TV in the state
- Availability of free TV channels prompted many enterprising persons in the state to give a try to start a business called Cable TV business
- The growth in this business all over the state has seen growth in the business of its components, cable laying and providing services
- Employment of technical manpower inside the state both for production of TV and installation at the customer's place
- With value added services like data service and voice service the business economics of the organization had started changing and that certainly has a positive effect on the state economy in terms of creation of job opportunities and expansion of market economy
- The demand for channel with local favour and content has prompted communication companies to start their media division that establishment created job opportunities for another set of employees involved in news production, entertainment programme production and their marketing
- Revenue through different streams like taxes and duties on the products and services has started flowing to the state exchequer



Focus on its impact on the society

The social impact of communication industry is quite high in terms of the change in the taste, life style and value of the people in Orissa.

- More information through more channels and more programmes has started giving rise to higher connectivity with people's life and culture, information and education outside the state and country in term of reach and frequency.
- Whether it is video or data or voice service the revolutionary waves have swept the people of the state like other states and many new social activities have come into being.
- Employees from outside Orissa have started working in different key positions and have carried both social as well as corporate culture along with them to the work place and to the state and that have added colour and flavour to the existing culture.

Factors that have influenced rapid progress of the industry in the state

- The liberalization policy of Government of India which had begun in the early 1990s is the prime factor of the rapid progress of the industry in the state.
- The literacy level of India and the state keep of increasing. The growth of schools, colleges and particularly technical institutions has created a bigger pool of employable population in the state.
- The transport and communication activities of the Government have started making bigger and longer strides facilitating people to shift out of sedentary life to a mobile and dynamic life.
- More and more people have started settling in urban areas but have continued to maintain their rural links and this has facilitated acculturation, modernization, modern life style. The rural population, who were mostly confined to a slow growth and closeted world view have suddenly been exposed to a new world.
- Lacs of people of the state have started moving out of the state to other states and out of India to have more decent earning for themselves and the their families.
- More money has started pouring into the state through earning and investments and the state has seen a steep rise in entrepreneurial approach mostly amongst the middle and lower income groups.
- The growth of consumerism has changed the spending pattern of the people and to cater to their demand different kinds of items and products have been manufactured and / or traded in the state.
- The businesses of communication including cable TV, broadcast TV, data service, voice service and infotainment are some of the areas where entrepreneurs of the state have ventured into.
- New life, fast life and informed life have become the order of the day and people's life style and priorities have gone through a sea change and they have taken great in cable TV, broadcast TV, data service, voice service and infotainment, which have revolutionize their lives.

The organizational climate and structure which are the major elements of industry structure turn to a dynamic mode where paths are becoming more slippery, changes more sweeping and possibilities more challenging.

Keeping in view the new market economy under the aegis of globalization and the new policy adopted by Government of India more and more private investors have started jumping to the fray to the field of communications and Information Technology. Thus, competition became a significant feature of this market economy and emphasis has been given to provide information to business world and public at large. Government of Odisha also encourages the private entrepreneurs for the development of state economy. Indian Metals and Ferro Alloys Ltd (IMFA) the leading player in the industrial economy of the state made the first foray by spinning off a communication organization, named Ortel Communications Ltd. in the year 1995. For over 20 years Ortel has not only been expanding as a MSO (Multi System Operator) in the Cable TV business in the state of Odisha but also it has been developing into a reliable broadband service provider communications company using convergence technology.

Ortel Communications Ltd.

Ever since its inception in 1995, Ortel Communications Ltd. has come a long way to become one of the pioneers in providing convergence communication services in the country. It has revolutionized the face of entertainment and broadband technology in Odisha. It is the first company who believes to provide "Triple Play" (Video Data and Voice capabilities) , of Cable TV, Data Service and Internet Telephony on a single cable to households.

Its business comprises of

- a. analog cable television services ;
- b. digital cable television services ;
- c. broadband services
- d. voice over internet protocol services;



- e. leasing of fibre infrastructure ;
- f. signal uplinking services; and
- g. other value added services including Video on Demand ("NVOD") , Electronic Program Guide ("EPG") , gaming, local content.
- h. Its sister organization is a media organization, i.e. Odisha Television Ltd which has been the number one broadcast channel having about four channels, News and Current Affairs, General Entertainment, Religious and Music.

An ISO 9001-2000 company, Ortel has many firsts to its credit with its unique business practices. The first private sector company to have received ISP license, it is also the first company in South Asia and among the first few in the world to have adopted the contemporary DOCSIS 2.0 technology to provide broadband internet services to its customers.

Ortel's fibre backbone and the 'last mile' network enable customers to access high speed services. It also provides dedicated leased line services, fibre infrastructure leasing to Corporate Customers. It maximizes its services for its customers directly. The mission is to provide value for money, quality of service and range of services to its customers across the market segments including the price sensitive Indian middle class as well as the demanding corporate and institutional customers. The Bhubaneswar-headquartered company is spread across 48 towns and cities in Odisha, Andhra Pradesh, Chhattisgarh and West Bengal. It plans to soon foray into Telengana and Madhya Pradesh. With this Ortel has become the undisputed leader in Odisha in both the markets of CATV and broadband. Over 1000 employees are working in all the locations including the corporate office in Bhubaneswar and over 300 employees are working under contract service for the company. Ortel Communications, cable television and broadband provider in eastern India, aims to almost double its revenue generating units (RGUs) to a million by March 2017, up from the existing number around 540,000 units.

Competitors in Different Services

A) Manthan Broadband Services Pvt. Ltd.

Manthan is founded and managed by six cable operators, who have hands on experience on Cable TV industry since 1991. The members of Manthan's Board of Directors are highly skilled and informed about the industry. Their foresight is an asset and the driving force of Manthan's journey towards the top of the industry. Apart from the Directors, in its effort to adapt to the best practices across Corporate India, Manthan Management also consists of extremely qualified Professional Managers for taking the business to the next level.

It is a leading Multi System Operator (MSO) in Eastern India started operations in November 2002 with an aim to serve the entire state of West Bengal with the best quality Cable Television experience. Today Manthan is serving to more than 10,00,000 households in the states of Bengal & Odisha which includes more than 2.5 Million viewers through more than 650 Cable Operator partners. After serving a greater part of Kolkata, Manthan is now proliferated to the entire state of West Bengal with 3 State of the art Digital Head Ends and 12 Analog Head Ends covering more than 1500 KM Fibre Optic Network. Manthan currently provides more than 400 channels with high quality picture and sound to its subscribers. After the implementation of CAS in Kolkata Manthan was the first MSO to provide actual CAS environment to the end customers successfully. We are the first MSO in Kolkata to provide itemized bills to our customers in CAS zone. This in turn proves the strength of our Technological Infrastructure and skill of our employees.

Products and Services offered:

- Analog Cable TV
- Digital Cable TV
- Broadband Communications
- IPTV
- Value Added Services (NVOD)
- Digital Set Top Boxes
- Smart Card

B) Hathw@y Cable

Hathw@y are guided by a vision - "To be a single point access provider, bringing into the home and work place a converged world of information, entertainment and services. Promoted by the Raheja Group, It is one of the largest MSO and Cable Broadband Service Providers in India.

The Company's Cable operations straddle across key Indian geographies and offers cable television services across 140 cities and towns and high-speed cable broadband services across 21 cities. The company has established 20 digital head-ends in the country. Hathw@y has been awarded the best MSO by the Indian Telly Awards for its quality Cable TV and



Broadband Internet Services nine times and "Star News Brand Excellence Awards for Brand Excellence in Digital Products for Internet Services in 2011".

Products and Services offered:

- Analog Cable TV
- Digital Cable TV
- Broadband Communications (Home and Business)
- HD Personal Video Recorder (HD PVR)
- Hathw@y HD Recorder
- Hathw@y SD Recorder
- Hathw@y Exclusive Channels
- TV Guide

C) SITI Cable (formerly known as Wire and Wireless (India) Limited (WWIL))

It is one of India's largest Multi System Operator (MSO) of India, which provides digital cable television services in major cities such as Delhi, Kolkata, Mumbai, Bangalore, Hyderabad, Vijayawada, Indore, Patna etc. The company's Head office is located in Noida. Its product range includes, Analogue Cable Television, Digital Cable Television, Broadband and Local Television Channels and is one of group company of Essel Group conglomerate. The company had made multiple trials to enter Odisha market and consolidate its position but each time its effort had been thwarted by Ortel Communications Limited.

Ortel's strategy would be underpinned by increased penetration of digital television services, rise in broadband subscribers, expansion through buyout of network equipment, infrastructure and subscribers of local cable operators and leasing of fibre infrastructure to corporates.

Other MSOs in Odisha

There are some registered MSOs existing in different parts of Odisha. Mahapatra Dooradarshan Cable Network System, Ganjam, Talacher TV Home Cable Network and Utkal Cable Vision, Jajpur are a few names. These MSOs have grown from Local Cable Operators (LCOs) stage and are very much local in their approach. They give competitions to other big MSOs like Ortel Communications Ltd in their own areas only. Competitions have come from different companies on different services that are being offered by big MSOs in Odisha.

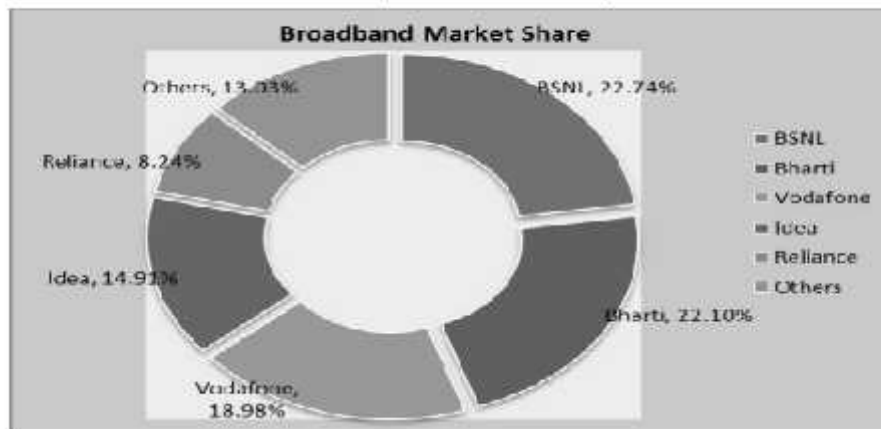
Local Cable Operators

These LCOs are operating in small areas and have been providing limited Cable TV services mostly in Analog mode. The number of channels offered by them is also small as compared to MSOs and DTH service providers. They cater to the lower segment of the market where the customers are neither interested to get more services nor capable of paying more.

Other Broadband Competitors

Because of the convergence nature of this industry different Telecom companies like BSNL, Vodafone, Airtel, Aircel, Tata Docomo, Reliance Infocom are in the fray and have been providing broadband services to the customers

Service Provider-wise Market Share of Broadband (wired+wireless) Services



(Source Google Image)



“The top five service providers constituted 86.97 per cent market share of total broadband subscribers at the end of November 2014. These service providers were BSNL (18.70 million), Bharti Airtel (18.17 million), Vodafone (15.61 million), Idea Cellular (12.26 million) and Reliance Communications Group (6.77 million),” according to Telecom Regulatory Authority of India (TRAI).

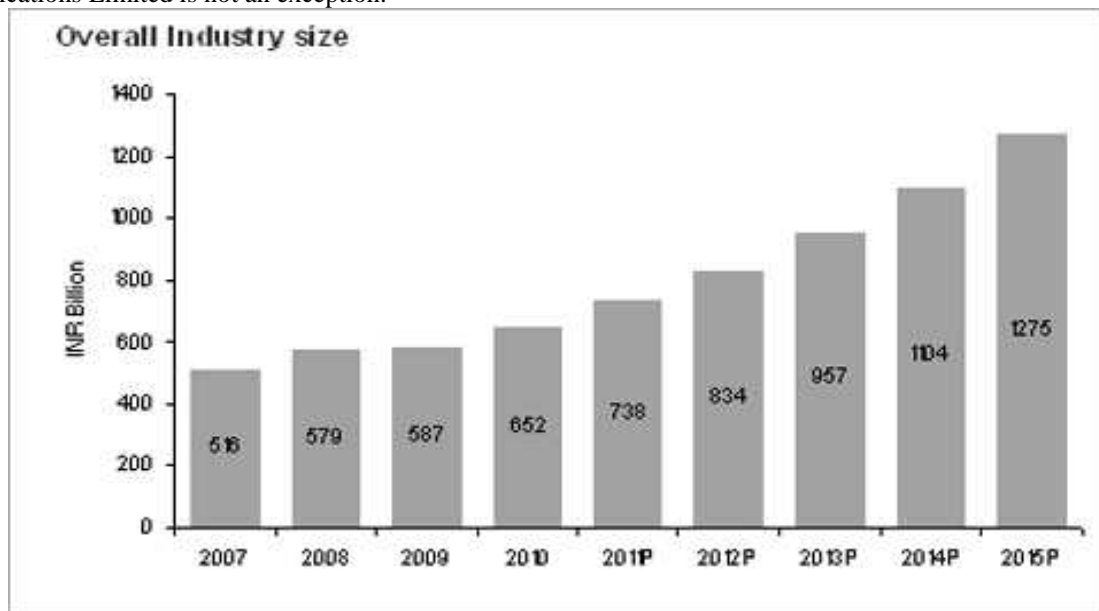
The growth came in from across the segments such as wired subscribers, mobile device users (phones and dongles) and fixed wireless subscribers.

The fixed wireless subscribers include WiFi, Wi-Max, point-to-point radio and VSat users, they added. However, region-wise growth was not immediately available.

That has created a very strong competitive environment and Ortel keeps on designing strategy to expand its customer base and retain its existing ones.

Direct To Homes (DTH) Service Providers

Within one decade of its existence in India this industry has been growing leaps and bounds and it has been gaining ground in Odisha on a daily basis. The existing players like DD Direct Plus, Dish TV, Tata Sky, Airtel Digital, Sun Direct, Reliance Big TV and Videocon d2h are not only creating new customer base but also they are cutting into the market held by the exiting MSOs. The Cable TV services are directly affected by the growth of DTH services in Odisha and Ortel Communications Limited is not an exception.



(Source Google Image)

The strength is the customers get direct signal from the satellite through Ku Band and the clarity of the signal is matching with the digital network of Ortel or sometime better. Ortel had to strategize that its signal is better than and more stable during rainy days than DTH signal and its customer service, technicians and the BDCRs (Bill Distribution and Collection Representatives) are more customer friendly than DTH organizations. On price front also Ortel's price is more competitive than DTH service providers.

Competitors in Wireless Services

Odisha Cablenet Private Limited:

It was formed in 2013 to provide real high speed wireless Internet access to the people of Odisha and started our services in Bhubaneswar to begin with. Shortly thereafter, the company was contacted by several ISP's around the country to partner for providing Internet Services. It has partnered with SITI Cable Network Ltd. (An Essel Group Company) for providing the following services.

- Unlimited & Limited Broadband
- Internet Lease Lines



- Hot Spot Creation
- Campus WiFi
- Corporate WiFi
- Dark Fibre Lease
- Wireless LAN Setup – Ubiquiti Network
- Wireless Internet/Broadband Network Project Setup – Ubiquiti Network
- Local Area Networking

Different phases of Ortel Communications Limited and its changing climate

In last twenty years it has come through different phases and did come across many difficult situations. It did all aspects of market penetration to market development and from services development to diversification to remain as a leading MSO cum Broadband player in India. It had adopted those systems which are implementable, adapted to those situation which are mostly acceptable and could become adept in technological excellence and service providing mechanism. Its HR policies and standard operating Procedures (SOP) are so well defined that it could be differentiated from other organizations in the same field as a system driven and a process driven organization that person driven one.

First Phase: To operate Incognito and go for acquisition through buy out Year 1995

The organizational climate of Ortel Communications Limited, has been changing over last twenty years. When it was inceptioned in June 1995 it was decided that the name of the organization was not to be advertised in the public. Firstly the Cable TV service started on a pilot mode. One employee, the writer of this paper, from IMFA Ltd started it as Mishra Channel. He did an extensive market study regarding starting a Cable Network by a company After getting a positive response it was decided to start the network immediately by buying out some exiting local cable TV networks in the city of Bhubaneshwar and Cuttack. Then the name was Skyview Home Cable. After that all the units purchased by Mishra Channels was merged with Skyview Home Cable, which in term became Cable TV Division of Ortel Communications Limited. When it was found difficult to integrate them to run from one existing bought out control room, it was decided to operate them as separate units. The buyout created serious discontentment among other local operators who were up against the growth. There were severe cable cutting and theft of network materials and services were grossly disrupted. The employees were threatened and beaten by unsocial elements. Many criminal cases have been initiated by both Ortel Communications Limited and different Local Operators and their supporters. The company faced serious challenges with regard to recruitment of manpower and giving them uniform training. The employees were not skilled enough to run a professional Head End (Control Room) and expand and maintain network. People were sent for training outside Odisha and they in turn provide skill training to others.

The main issue was to have the “Rights of Way” to lay cable on the electrical poles under Orissa State Electricity Board (OSEB). Ortel Communications Limited signed an agreement with OSEB for getting the “Rights of Way”. This had helped the organization as it became legal to lay cable on the electricity poles of Government of Odisha and also paid fees for use of electricity and power en route. The other cable operators were left behind as they did not have that permission. Two separate Analog Head Ends were set up in Bhubaneshwar and Cuttack and the bought out units were integrated with these Head Ends for smooth operation. A group of muscle men were hired by the management as security persons for protection of men and machines of the organization.

As everything was new and most of the employees were new to an organized set up there was hardly any culture in the organization. Some cultural traits and values were brought from IMFA the parent organization. The mood was always remaining aggressive and dynamic. Most of the employees were below the age of 30 and they had started working extra miles under the inspirational leadership of the author who was heading the project then. There were so many false cases framed against him as well as the Director of the company. Undeterred by such development Ortel kept on moving forward by providing better services in terms of quality and technology.

Second Phase: Expansion through competitions and through agency system and consolidation: 1996 to 2000

As cable TV network had started to consolidate Ortel could realize that it could outperform others by having better network, trained employees and variety of services. More and more persons from IMFA started coming. Along with them came more of discipline and systematic approach in Projects Operations Management. Ortel Communications Limited along with its Cable TV division, Skyview Home Cable came to lime light through advertisement, event sponsorship, monthly draws and connecting with the customers. In order to maintain aggressive expansion company initiated an Agency system, in which the local cable operators will dismantle its control room and sell off its network and as against that he/she would get compensated for a period of time, between 3 and 5 years. Those who could not compete with an organized sector



signed the agency agreement with Ortel. Many refused and wanted to compete by forming their association. The battle on the ground continued both in Bhubaneshwar and Cuttack. Some had suggested to Ortel to become its franchisee, as was followed by other leading MSO of India, Siti cable in other parts of India. Even Siti cable was roped in many times but it could not succeed in having its feet entrenched on Odisha soil. Ortel decided to follow a policy of having “Last Mile Control” of the cable network so as to ensure best services at the customer premises. Although the growth of Ortel was slower as compared to other MSOs in other parts of India but it had complete command over its network and its services. Both Network Management System and Subscriber Management Systems were in place.

The first ISP license by a private sector was obtained by Ortel and the company had started providing multiple services, i.e. Cable TV and Internet on Cable. That stood as a service differentiator as against other service providers.

The next development was starting a media division called OTV in April 1997. The idea was to start community based news service to the customers. The author was entrusted with starting this division. That was an instant hit. Most interesting development was that Ortel got media power and its name got cannibalized by OTV brand so much that people started terming it as OTV organization rather than a division of Ortel. The local news was so popular that people used to queue up outside the shop like watching cricket matches. Most of the newspapers had started attributing the source of some of the important news to OTV.

The climate then was very bullish and the company ensured that individuals could find meaning of their work. That is because they needed something to which they could commit, a challenge worthy of their best effort. The employees on their part could align their individual’s belief with organizational belief.

As the need of the security personnel started coming down and the management wanted to get rid of them. But they were adamant of being taken as employees of the organization. They pleaded that for the organization so many police cases had been initiated against them. Repeated attempts had been made by the author to give technical skill training to the security persons so that they could be absorbed as technicians in the organization. Misfortune as it was they were not comfortable to become employees of the organization as and be disciplined and systematic. They were found to have revolted against the organization. Some senior executives gave them tacit support. There That helped the local cable operators and network got repeatedly damaged and services were disrupted. Some of the employees were injured while performing their official duties. In February 1999 the author was mortally attacked in the office, but luckily he survived. That was the turning point of the organization. Expansion to port city of Paradeep and Steel city of Rourkela had happened through tendering process. That set the ball rolling for expansion of Ortel into the adjacent private areas.

Third Phase: Expansion through competition, agency system and franchise mode with outside Odisha focus: 2000-2010

In order to check the competition from all sides, i.e. other MSOs with Cable TV, DTH players and Broadband players including Telecom companies the basic philosophy of the organization had changed. Earlier the entire focus was to have complete control on the “last mile” until the customer premises. The company wanted to give equal focus to expansion and consolidation. That is why it followed the Franchise System, which was and has been the policy of other big MSOs in the country. The LCOs were connected to Ortel’s network through feed management but they would have the last mile control. In order to maintain uniform quality of service Ortel insisted that they upgrade their network till the customers’ premises. This change there is a big change in the climate of the organization. More and more people were connected with Ortel as associates or affiliates. But there always remained doubt that these Franchisees might shift their loyalty to other MSO when they entered the area.

In order to systematize the operational procedure a quality policy was introduced after complying with ISO 9000 guidelines. It made the entire system process driven and Technology and Head End Management, Engineering and Network Management, Sales and Marketing, Customer Services, Business Development, HR and Administration, Finance and Accounts, Customer Audit, Connection and Disconnection Management, Collections, Associates Management like Franchisees were controlled through the defined policies and procedures.

In a significant move in the year 2007, Ortel decided to move out of Odisha to start its network in Kolkata, Vizag and Raipur. The author had been entrusted with the responsibilities to do so and these projects could be implemented successfully. The organization was no more treated as a Regional MSO but as a Pan Indian player. More and more employees from different parts of the country from different corporate sectors joined the company and that gave rise to creation of a different organizational culture. The mobility of the existing employees increased a lot and more and more



trained persons became part of the company. For the managers there used to be MDP programmes in IIM, Ahmedabad and many technical staff had been sent to different training, seminar and EXPO for new learning and exposure. The executives were sent abroad on Management Retreat, where Bungee Jumping was also an item. Those who could successfully did the jump were rewarded with a shirt with "I Dare". The confidence level went up to a different level.

Fourth Phase: More focus on retention of existing customers and austerity measures

The company went through its worst period as due to stiff competitions and changed perception of people there were severe customer shifts. The severe cyclone, Phailin added woes to the worries. The existing customers could not wait long for being reconnected as the network recovery took long time. The company had suffered a big loss and the management was forced to take austerity measures and many facilities and entitlements were withdrawn. Even salaries were held up up for months together. The employee turnover went up as many technical staff both in executive and non executive levels went over to DTH organizations. Many other left organizations and joined Telecom companies. There were strong development of toxic culture inside the company and it did impact the organizational climate. The management employees relationship suffer from trust deficit. First all attempts were made to put the organization on track by minimizing the loss, human resource turnover and uplifting the image of the company by providing satisfactory services and doing away with those creating toxic culture.. The turnaround came in the year 2014. It is quite evident from the financial analysis given below.

Financial Analysis of major MSOs of India

Figures in Crores	Total Income	Ebida	P/L after Tax	Ebida Margin	PAT (%)
Ortel Comm	161.1	59.1	5.6	36.7	3.5
Hathw@y*	1858.70	283.3	(-) 180.4	15.2	(-)9.7
Siti Cable*	937.0	168.4	-109.1	18	(-)11.6
Den Network*	1217.50	180.2	(-)144.0	14.8	(-)11.8

*Consolidated; 'Fixed Assets Written Off' has been excluded while calculating Ebida for Ortel: Minus sign denotes loss : Source Stock Exchange Filing
(Source: July 3, 2015 Business Standard)

Ortel was the only listed broadband service provider to log profit after tax (PAT) in 2014-15. It posted Rs 6 crore PAT in 2014-15, while listed peers — Hathway Cable, Siti Cable and Den Networks suffered losses. In terms of size it is much smaller to many big MSOs and Broadband Service Providers but it has kept its fundamentals quite straight to post profit after tax. It signed network buyout deals with 40 last-mile operators with RGUs of 17,500 in April this year. Ortel has also completed trial of DOCSIS (Data Over Cable Service Interface Specification) 3.0 technology and intends to roll out the services soon. DOCSIS 3.0 is capable of providing broadband services at high speed.

That boosts the confidence in the capital market and the organization hit the capital market in March 2015 and raised Rs 108 crores through an Initial Public Offer of six million equity shares at Rs 181 a share. The organization and its employees are in a buoyant mood to take it forward to other states. The organization has seen many ups and downs in last two decades but could sustain because of strong culture and healthy climates.

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