

**Evaluation study on North Western Karnataka Road Transport Corporation**  
**Department of Public Enterprises**

**Recommendations**

**Challenges And Opportunities**

The organization structure and associated delegation of authority in NWKRTC seems to be delivering the results to some extent after the splitting of the monolith Corporation namely, KSRTC.. However, there is a need to design a decision oriented MIS in order to make decisions yet more effective and profit oriented.

Such an MIS and also a Decision-Information Matrix (DIM) could easily be designed without much difficulty as has been the experience of this author in a large STU.

The following recommendations are made which will go to boost NWKRTC's performance to much higher levels and will safeguard the interests of the stakeholders namely, commuters for improved , safe and punctual services, society for less polluting buses to conserve the environment, as well as sufficiency of buses for more frequent buses,

Government for employment generation and revenue thru taxes, employees for better salaries and continued employment thru healthy growth in profits from year to year and hence in the size of the undertaking and finally, NWKRTC would look to sustenance and

growth amid growing competition from private and IPT modes of transport , mainly the autorickshaws, minivans/ jeeps, etc...

1. **Designing** and developing a Decision-Information Matrix which will be integrated into a decision oriented , IT enabled MIS.

2. **Developing** new information outputs such as vehicle-wise, service-wise and route-wise profitability statements, exception reports on low performing units, routes, services ,crew and mechanics with more enriched and decision relevant information/ data content ( This author could give some ideas in this behalf if required )

3. **Streamlining** the set of indices of performance being presently deployed for performance review in NWKRTC

4. **Adoption of GPS** technology for automatic vehicle location and real time passenger information display as it benefits passengers with real time information on arrival of buses. Also, the LED display boards at bus stops in cities/ towns and even suburban/ mofussil bus stops could fetch lot of revenue thru intermittent display of ads on a commercial basis. The real time display of accurate information of bus arrivals at bus stop will give confidence to people waiting at bus stops who will then refrain from getting into an auto waiting to grab customers.

5. **Reducing** accidents thru Driving Simulator deployment at a larger scale as these help in inculcating the correct psyche in Drivers for accident avoidance and road safety and thus in developing an attitude for safe driving.

6. **Training** all managers at Depots, Region at at H.O to use the concept of “**Opportunity Costs**” wherever possible so that they take decisions keeping in mind the opportunity costs involved, such as in deciding on cancellation , or for augmentation, between two competing routes, or

7. **Initiating BOT** projects even by demolishing depots and accommodating them in ground floor of the new multi storey structure, deploying the higher floor level spaces for commercial purposes after such demand is seen arising in prime towns.

8. **Applying** the concept of ‘Strategic Business Units’ and thus aiming at improving their performance thru a ‘quantum jump’ approach rather than an ‘incremental growth’ approach.

9. **Training** all managers on the method of forecasting the depot’s month end profit from day to day , or at least from week to week within the current month itself so that there is still some time of a few days left in the month to cause corrective action to improve the depot’s performance before the month ends.

Such a system will transform the mindsets of the Depot/ Divisional Managers into proactive and to plan in advance and take action to improve profitability rather than adopting the reactive approach, as is the case invariably..

**Training** maintenance mechanics on concepts of quality in maintenance and upkeep of buses, especially the ones which cater to higher income segments which demand classy and good quality services.

10. **Venturing into segmented tourism** to cater to the needs of Foreign Tourists as well as Indian Tourists, providing them not only comfortable luxury coaches equipped with wi fi and internet facility, GPS system, databases of doctors/ hospitals en-route with a prior tie-up with them.

11. **Adoption of differential pricing**, especially on urban routes, to encourage travel by general public, housewives, etc., **in non-peak hours**.