

**A PROJECT  
ON  
B.E.S.T.  
(BUS SERVICE)**

Submitted to  
University of Mumbai  
In the partial fulfillment of BMS  
By

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**DECLARATION**

I NAVANETH BHASKAR SHETTY a Students Of Class **T.Y.BMS** Semester **V** Div **B** Academic Year **2009-2010** Studying At **Rizvi College Of Arts, Science & Commerce** hereby declare that the work done on the project entitled **B.E.S.T(BUS SERVICE)** is the true and original and any reference used in the project is duly acknowledged.

(Signature of Students)

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Date:     /     /2009

**CERTIFICATE**

**I Prof.Anand Deshpande**, hereby certify that **Mr. NAVANETH BHASKAR SHETTY** studying in Class **T.Y.BMS** Semester **V** Div **B** Roll No:**90**, Academic Year **2009-2010** Studying At **Rizvi College Of Arts, Science & Commerce** has completed project entitled **B.E.S.T. (BUS SERVICE)** under my guidance.

To the best of my knowledge information submitted in the project is original and authentic.

**Signature**

(Name \_\_\_\_\_)

Project Co-ordinator

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BMS Co-ordinator

PRINCIPAL \_\_\_\_\_

### Acknowledgement

If the words are considered as symbols of approval and tokens of acknowledgment, then let the words play the heralding role of expressing my gratitude.

My deep sense of gratitude to Prof. Anand Deshpande, for his esteemed guidance during my project.

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## SUMMARY

The BEST buses are one of the most efficient modes of travel in terms of service and reliability for shorter and long distances. However it may take more time compared to local train for long distances due to road traffic. The buses are red color generally and on the front and side of the bus route details are written in Hindi Language. However on some of the Bus Stops route details are given in English on the board. Any problem in locating the bus or route, please check with the persons waiting for the bus at the bus stop who in turn will help you to locate the right bus for you. The minimum fare in the bus is Rs. 2/-. Recently BEST has introduced semi deluxe and Air-conditioned services in the following routes which is the most convenient mode of travel.

Buses are the most popular means of transport in Mumbai. A major chunk of the population travels by bus. Brihanmumbai Electric Supply and Transport (BEST) buses provide efficient services in and around the city. There are buses connecting Mumbai to the suburban areas like Navi Mumbai, Thane and Mira-Bhayandar. The buses are numbered according to the route they run on and are usually very crowded. The tickets are given by a uniformed conductor. The buses operate till midnight and have seats reserved for senior citizens, ladies and handicapped.

It has a monopoly in bus transport services within [Mumbai](#). Their importance is next only to the famed Local Electric [Train](#) in keeping Mumbai alive and kicking in throughout the day. You will not find anyone who can find fault with the services BEST buses are offering. BEST buses cover the entire [Mumbai](#) including the suburbs and beyond. BEST bus services are so famous that other bus services that cover outside of Mumbai live in fear of them. These competitors went to the extent of blocking BEST bus services in their area.

Despite all these measures they are running in thin margin are in losses. This is mainly due to the reasonably priced tickets and big staff cost. BEST offers its staff a decent salary to maintain their living standard in Mumbai. This takes a big toll on its profitability. They cannot raise ticket prices either since either since BEST is a semi government organization and is indirectly controlled by politicians. As a regular customer I have not faced any big issues with the services or with its staff. Occasionally you may come across a rude conductor. There are ways to make complaints against errant staff if the behavior is not good. BEST management takes these complaints seriously and tries to attend as soon as possible. I would strongly request fellow Mumbai people to use BEST bus services as much as possible so that traffic congestion can be reduced and pollution can be curbed within the city.

**SYNOPSIS**

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## **1 Introduction of service sector**

### **1.1 Define**

Service Sector the part of industry or business which deals with the marketing and selling of intangible products rather than physical goods.

### **1.2 Features**

<b>Characteristics</b>	Services
<b>Output</b>	Intangible
<b>Product Uniformity</b>	Variable Output
<b>Facility Location</b>	Close to customer
<b>Ownership</b>	Not Possible
<b>Customer Involvement</b>	High Involvement
<b>Mechanization</b>	Generally Low
<b>Producer Status</b>	Inseparable from services
<b>Stock</b>	Non-Inventorable
<b>Customer Role</b>	Customer as a producer also
<b>Return</b>	Cannot be returned

### **1.3 Service Sector in India: -**

1. Travel & Tourism
2. Transportation Services
3. Couriers, Cargo, Logistics
4. Communication and Entertainment Services
5. Financial Services
6. Information Technology & Consultancy Services
7. Hospitality Services

#### **1.4 Reasons for flourishing of Service Sector: -**

There are immense future prospects in service sector in India.

1. Now days this sector is booming like anything. Because now business firms are taking customer as king.
2. There is n-number of varieties available in market for the same goods or services, that's why the rate of switching over from one product to another is very high.
3. Now companies are giving their best because they want to retain their customers for a long time.
4. Companies want to make their better services their USP.
5. Service sector is directly concern with customers. So it is important to give the best quality to the customers to differentiate the company from others.

#### **1.5 Highlights of service sector in India**

1 The service sector now accounts for more than half of India's GDP: 51.16 per cent in 1998-99. This sector has gained at the expense of both the agricultural and industrial sectors through the 1990s. The rise in the service sector's share in GDP marks a structural shift in the Indian economy and takes it closer to the fundamentals of a developed economy (in the developed economies, the industrial and service sectors contribute a major share in GDP while agriculture accounts for a relatively lower share).

2 The service sector's share has grown from 43.69 per cent in 1990-91 to 51.16 per cent in 1998-99. In contrast, the industrial sector's share in GDP has declined from 25.38 per cent to 22.01 per cent in 1990-91 and 1998-99 respectively. The agricultural sector's share has fallen from 30.93 per cent to 26.83 per cent in the respective years.

#### **1.6 Advantages of service sector**

The boom in the services sector has been relatively "jobless". The rise in services share in GDP has not accompanied by proportionate increase in the sector's share of national employment. Some economists have also cautioned that service sector growth must be supported by proportionate growth of the industrial sector; otherwise the service sector grown will not be sustainable. In the current economic scenario it looks that the boom in the services sector is here to stay as India is fast emerging as global services hub.



## 2. Profile of BEST

### **BEST Undertaking**



<b>Type</b>	Autonomous State-owned enterprise
<b>Founded</b>	Mumbai (1873)
<b>Headquarters</b>	Mumbai, India
<b>Key people</b>	Uttam Khobragade, General Manager
<b>Industry</b>	Public transport, Electricity
<b>Products</b>	none
<b>Revenue</b>	Rs. 2,353.40 cr. (2004)
<b>Employees</b>	44,000 (2005)
<b>Website</b>	<a href="http://www.bestundertaking.com">www.bestundertaking.com</a>



The BEST (Brihanmumbai Electricity Supply and Transport) is Mumbai's public transport service and electricity provider.

Established in 1873, the BEST operates one of India's largest fleets of buses. Originally setup as a tramway company: Bombay Electric Supply & Tramways Company, the BEST set up a captive thermal power station at Wadi bundar, Bombay in November 1905 to generate electricity for its trams. That positioned it to also supply electricity to the city of Bombay.

From 1926 the BEST started operating motor buses.

In 1947, a week prior to India gaining independence, the BEST became an Undertaking of the Municipal Corporation of Greater Mumbai. It now operates as an autonomous body.

The bus transport service covers the entire city and also extends its operations outside city limits into neighboring Navi Mumbai, Thane and Mira-Bhayandar. In addition to buses, it also operates a ferry service in the northern reaches of the city. The electricity division of the organization is also one of the few electricity departments in India to garner an annual net profit.

Until 1995, BEST stood for Bombay Electricity Supply and Transport. After the name of the city was formally changed from Bombay to Mumbai, this was also reflected with the adjustment to Brihanmumbai, which means "Greater Mumbai".

### **3 History**

#### **3.1 Origins**

The idea of a mass public transport system for Mumbai was first put forward in 1865 by an American company, which applied for a license to operate a horse-drawn tramway system. Although a license was granted, the project was never realised, owing to the prevailing economic depression in the city. The end of the American Civil War, during which Bombay

had made vast strides in its economy by supplying cotton and textiles to the world market, was the reason for the economic downturn.

Later, on 27 November 1871, a notice in the *Times of India* newspaper put by the Bombay Omnibus Service, proposed to set up a bus service between Malabar Hill and Fort. However, the proposed monthly pass fare of thirty pounds proved to be too expensive, and the tender was promptly abandoned.

### 3.2 Tram- car arrives



In 1865, an American Company applied to the government for a license for running a horse-drawn tramway service in the city. The license was granted on certain conditions, but the project did not materialize just because a war ended rather abruptly. It was the American Civil War. The boom in trade brought by the war was suddenly over, and there was a financial crash. The city's economic life was badly disrupted. A large number of firms went into liquidation. The disaster snuffed out the tramway project.

A few years had to elapse before a similar project was mooted. This time it went through rather smoothly, and the Bombay Tramway Company Limited was formally set up in 1873. The contract granted the Municipality the right to buy up the concern after the first twenty years, or after every period of seven years thereafter. After this contract was entered into between the Bombay Tramway Company and the Municipality, the Government of Bombay enacted the Bombay Tramways Act, 1874, under which the Company was licensed to run a tramway service in the city. The tram-cars were of two kinds: those drawn by one horse and those drawn by two. The Company started with a fleet of twenty cars and two hundred horses. When it closed down in 1905, it had as many as 1,360 horses.

The service first started on two routes: Colaba to Pydhoni via Crawford Market, and Bori Bunder to Pydhoni, via Kalbadevi. That was on 9th May, 1874. The fare from Colaba to Pydhoni was three annas. The conductor collected the fare; but issued no tickets. There was no way of checking if any passenger had a free ride, or if the conductor had collected precisely what he handed over to the Company, and no more. This merry situation could

not possibly go on for long. Within four or five months, the tickets were there. So was checking of tickets. The fare was brought down to two annas; it dropped down to one anna in 1899.

The Company had to make a special effort to persuade the public that this mode of transport was fast and smooth, and that it was cheap too. The persuasion included free rides in the first few days. On the third day (12th May, 1874), the Times of India expressed its doubts about the prospects of the tramway. It offered some suggestions too: The vehicle must move faster; the fares must be brought down; more interesting than either, passengers should be prohibited from resting their feet on the seats. Characteristically for the times, a section of the educated people was suspicious of the innovations imposed by the white foreigners, and to them the tram-car was one such innovation. The Municipality could have taken over the Company in 1894 - at the end of twenty-one years - as stipulated by the contract, but it waived the right. This gave the Company a further seven years' - till 1901.

In 1899, the Company applied to the Municipality for permission to run its tram-cars on electricity. The application inter alia pleaded that considering the heavy expenditure the company would have to incur on the new project; the Municipality should waive its right of taking it over in 1901. But even before the application was disposed of, the Municipality decided to exercise its right to take over the Company. This gave rise to several legal complications, but finally in 1905, a newly formed concern, "The Bombay Electric Supply and Tramways Company limited" bought the Bombay Tramway Company. During its thirty-one year's tenure, the old company had served the city well with its network of tramway routes. From Museum, one route went south-west to Sassoon Dock, another north-east to Wadi Bunder, yet others to the central part of Mumbai, to points like Lalbaug. Jacob Circle and Opera House. Two east-west routes ran from Carnac Bunder to Dhobi Talao and from the J.J. Hospital to Grant Road. On the first day (9th May 1874) of its service the number of passengers carried was 451 and the takings amounted to Rs.85. On the last day (1st August 1905) the number of passengers was 71,947 and the takings amounted to Rs.4, 260. These figures should give a fair idea of how the service had expanded during the years.

Mumbaites gave a warm welcome to the electric tramcar. The service was formally inaugurated on 7th May, 1907 by Shri Vallabhdas Thakersey, the then Chairman of the Municipality. Among those who attended the function were Mr. Sheppard, the Municipal Commissioner, Mr. R.M. Philips, Deputy Police Commissioner, Sir Bhalchandra Krishna Bhatwadekar, the Collector of Customs, Sir Harikisondas Narottamdas, Shri Ibrahim Rahimtulla and Members of the Municipality, besides important officials of the Company like the Managing Director, Mr. Remington, and the Chief Engineer, Mr. Cooper.

The service started regularly from the next day. It drew nothing but praise: praise for its speed, its comfort, and its low fares. But, unfortunately, there occurred a bad accident on the very first day. A passenger, named Shri Malvankar, fell off a running tram; one of his legs got under a wheel. The leg had to be amputated.

The accident was much talked about, and much written about too. Suggestions were sent in telling the Company how to prevent such accidents. One was that there should be something more effective than a chain on the 'wrong' side of the tram-car to stop intending passengers from getting in that way. Another was that there should be more stops than the six provided on the route from Colaba to Bori Bunder. And many more of the kind. But not all of the letters carried complaints and suggestions. There was bouquets too-plenty of them.

## VARIATIONS AND MODIFICATIONS

The order for the first electric tram-car had been placed with the Brush Electrical Company of London. The vehicle arrived in Mumbai in January 1906. There used to be an Upper Class in the tram-cars; it was removed after some time.

By 1910 the service was up against a problem no city transport service can hope to escape for long. The problem was of the rush-hour traffic. The commuters being mostly office goers, the pressure used to be particularly unmanageable immediately before and after the office-hours. There were not enough trams to cope with the rush. Trailers were attached to the trams, but they brought little relief. So the Company approached the Municipality for permission to run a triple car. But the Police Commissioner objected to it; and the proposal fell through. The pressure on the service kept on mounting. The next proposal was to use space which would provide for standees. It was approved by the Municipality. It worked till January 1914, when the approval was withdrawn.

## DOUBLE-DECKER TRAMS



The passing years aggravated the problem of rush-hour traffic. The solution next thought of was the double-decker tramcar. It was accepted, and the first vehicles of the kind appeared on Mumbai's roads in September, 1920.

### 3.3 Motor bus appears



In 1913 there was debate in the Mumbai Municipality whether to introduce Trolley bus or Motor Bus to supplement the tramway service in the city. On 10 February 1926 the B.E.S. & T Company (Bombay Electric Supply & Tramways Company Limited) decided to introduce three routes on experimental basis. On 15 July 1926, 24 Single Deck Bus started operating on three routes - Afghan Church to the Crawford Market, Dadar Tram Terminus to King's Circle, via Parsi Colony, and Opera House to Lalbaug via Lamington Road and Arthur Road. Despite stiff opposition and protests by taxi-drivers, the service ran without a hitch, transporting six lakh (600,000) passengers by the end of that year. The following year the number had increased to 38 lakhs. The trams meanwhile, due to their lower fares, were relegated to being a poor man's transport. By 1927 B.E.S.T. Company had a fleet of 49 buses.

In March 1930 concessional rates were introduced on short journeys, which attracted more passengers. Car owners quickly embraced the cheap public transport. In response to the pleas made by the Government and the Bombay Municipal Corporation, the Company extended its services to the northern part of the city in 1934 on the request of Government and the Bombay Municipal Corporation. In 1937 Double-decker buses were introduced to cope better with the growing traffic. The single-deck vehicle carried 36 passengers, the double-decker could take as many as 58. The first Limited Bus service in Mumbai, and probably the first in the country as well, started running in 1940 between Colaba and Mahim.

### **3.4 B.E.S.T Company**

On 12th March 1901, the Municipality informed the Tramways Company that it was taking over the transport system under the agreement concluded between the Company and the Municipality on 12th March 1873. Simultaneously, by a contract, the civic body gave the Brush Electrical Company of London the sole right to run an electric tram service in the city as well as to supply electricity. On 27th June, 1905, the Bombay Electric Supply and Tramways Company were established in London under the English Companies Act, and on 22nd July 1905, it was registered in Mumbai under the Indian Companies Act of 1882. The Bombay Tramways Company, the Bombay Municipality, the Brush Electrical Company and the B.E.S.T. Company signed an Agreement on 31st July 1905 by which the B.E.S.T. Company was granted the monopoly for electric supply and the running of an electric tram service in the city. The B.E.S.T. Company bought the assets of the Tramway Company for Rs.98, 50,000. They included horse-drawn tram cars and horses, bullock-carts and

bullocks, immovable property, tramway lines and goodwill. The deed of sale was executed in London on 1st August 1905, and the very next day the B.E.S.T. Company started functioning in Mumbai.

### **3.5 B.E.S.T Undertakings**

One of the terms of the Agreement of 7th August, 1905 between the Bombay Municipal Corporation and the Bombay Electric Supply & Tramways Company Limited (B.E.S.&T. Company) gave the Bombay Municipality the right to buy the Company at the end of forty-two years. It was also laid down that if the right was exercised on 7th August 1947 - the Municipality would have to pay forty lakh rupees as goodwill, in addition to the agreed price of the Company's assets. The right to buy the B.E.S.T. Company did not cover its Bus Service, which had been granted a permit by the Commissioner of Police under the provisions of the Motor Vehicles Act. However the act did not stop the Bombay Municipal Corporation from starting its own bus service. On 21st October 1946, the Municipal Corporation decided to buy the Bombay Electric Supply & Tramways Company with its bus transport section.

On 18th April 1947, the General Manager of the B.E.S.T. Company offered to sell the B.E.S.T. Company along with its bus transport section to the Corporation but required an amount equal to twenty per cent of the value of the bus transport section be paid to the Company as goodwill. But this demand was rejected in view of the Government's policy of nationalizing transport. However, the payment of goodwill was accepted in principle. The Corporation acquired the B.E.S.T. Company total assets for Rs.6, 35, 00,000.

On 7th August 1947, the Municipal Corporation took over the B.E.S.&T. Company Ltd and it was Municipalized to form the Bombay Electric Supply and Transport Undertaking which was again renamed to Brihanmumbai Electric Supply and Transport Undertaking (B.E.S.&T Undertaking) in 1995.

## **4 Different types of buses introduced**

The different types of bus which were introduced

### **4.1 ALL STANDEES BUS**

Another innovation came in 1967: the "all standee" bus. It has only a few seats, the rest of the space being for strap hanging passengers. These buses were put on short routes. It was hoped that they would reduce the period of waiting in the queue for the passengers. But the passengers were not impressed. Finally, in 1970, the buses had to be withdrawn.

#### 4.2 ARTICULATED BUSES



1967 saw yet another type of bus put on the roads: the articulated bus. There were ten of them. The Undertaking was the first transport organisation in the country to use such a bus. The engine was separate from the bus in this vehicle, and the two were joined together. The vehicle was of entirely Indian make, with the Ashok Leyland of Madras manufacturing the tractor-engine, and Mahindra Owen of Poona building the 'bus' part of it.

#### 4.3 TROLLEY BUS



In the days of the B.E.S.T. Company, the proposal to run trolley buses was seriously considered. The Undertaking too gave a thought to it. Its tramcars had been ageing fast. Could a convenient substitute be found? So it decided to go in for trolley-buses. Twelve such vehicles were imported, and they replaced the tramcars on the Gowalia Tank-Mazgaon route on 11th June 1962. Somehow, the service did not do well. The trolley buses would go out of order again and again. They were finally withdrawn on 24th March 1971 in favour of ordinary buses. One reason for the failure of the service was that as it passed along very congested roads its speed had to be kept much below its maximum; and the trolley-bus had to run at a good speed in order to be profitable, as experience showed. As such speed is impracticable on any of the old tram-routes; it seems very unlikely that trolley-buses will be tried again in the city.

#### 4.4 COACH SERVICE

The undertaking had eight luxury coaches, and they were open to hire at three rupees per mile, but the demand for them was very limited. Therefore, to put them to profitable use, the Undertaking started a 'Coach Service' in 1966. The service operated every day between Electric House and Sion, and between Dadar and Juhu on Sundays and holidays. There was a special fare for this service: 8 paise per kilometer. Once the novelty of riding in a luxury coach wore out, the higher fares tended to discourage passengers from using it, unless they had no time to wait for the regular service bus.

The service lasted for hardly a year. With more 'limited' services introduced on the Sion-Fort route, the Coach Service was patronised even less. The income from the service started dwindling, while the operating costs kept rising. Finally, in June 1967, it was discontinued.

#### **4.5 MINI BUSES**

The idea of using mini-buses was first mooted in March 1969. The vehicle was to be something between a taxi and a bus, and it was to be used for short runs. According to the initial scheme, for a flat charge of 30 paise, mini-buses were to ply on the following routes: Strand Cinema to Nagar Chowk (Bori Bunder) or Ballard Estate or Churchgate; Colaba Bus Station to Churchgate; Museum to Mahatma Phule Market (Crawford Market); and Pydhoni to Dhobi Talao. In addition to using the bus stops, the mini-buses were to set down or pick up passengers on request. The driver was also to act as the conductor. It was intended to use station wagons for this service. The demand for mini-buses kept growing. Meanwhile, all the aspects of the proposal were under scrutiny. Two points were newly stressed:

- (1) Some of the undeveloped areas in the suburbs have narrow and Kuccha roads, which cannot take ordinary buses. Mini-buses would be particularly useful in such areas.
- (2) Mini-buses could be used to provide direct and speedy transport between the suburbs and the central parts of the city.

#### **4.6 BUS TRANSPORT IN MODERN DAYS**



The BEST uses compressed-natural gas-powered buses, and conventional diesel buses. As of 2009, the BEST runs a total of 4,013 buses. The majority of the fleet comprises of Single Decker Diesel Buses (1844) and CNG Buses (1070). The BRTS fleet consists of the BEST Undertaking's CNG powered King Long buses, Tata Star buses, and Tata Marco polo Buses. BEST plans to use only King Long on air-conditioned routes. All buses are tagged with a route number and its corresponding destination. They are displayed in the front (in Marathi), and on the side (in English).

Following court directives, the company launched limited 'disabled friendly' buses on exclusive routes in 2005 that have low ramps and space for wheelchairs. The company also plies vestibule buses on the city's two highways. These buses have a capacity of 110, and were introduced in 1997. These buses were scrapped some time in 2008.

The routes operated by the BEST can be broadly classified in the following categories.

1. Feeder Routes: These routes which feed the railway stations either from the residential complexes or Business Districts.
2. East-West Connectors: These are the routes, which run East/West, where railways have no role to play and connect the Western Suburb with the Eastern suburb.
3. Trunk Routes: : These routes run South-North through the city and are almost parallel to the railways.
4. BRTS Routes: : These route runs on Western, and Easter Express Highways, to provide faster services to the commuters

The above routes are further classified into different types depending on the number of stop the bus takes and type of the bus used. Ordinary buses service the Mumbai area and Limited bus services are mostly cater to neighboring region of Navi Mumbai, Thane and Mira-Bhayandar..

**Ordinary-** Ordinary routes are the most common, with buses on these routes stopping at all stops. Buses plying on these routes are identified by a white route number on a black background.

**Limited-** Buses on these routes stop only at important places and skip all the minor stops in between on high volume routes. They used to have a marginally higher fare and are identified by the route number in red on a white background. In 2008, the fares of Limited and ordinary buses were brought at the same level. The route number ends with LTD.

**Special-** These buses ply on select routes covering railway terminuses and the central business districts. These routes have a fare marginally higher than the 'Limited' routes and are identified by the route number in white on a red background.

**Express-** These buses service long distance intra-city routes, and have fares that are the same as the Special routes, but with lesser number of stops. They have route numbers indicated in red on a yellow background. These buses do not skip the flyovers, like other buses.

**Air-conditioned-** These buses fares a little over four times the fare of an 'Ordinary' route covering the same distance. These buses have route numbers starting with A. In an honest effort to attract the private vehicle owners to BEST buses and thereby reduce the congestion to some extent on Mumbai city roads, which affects the mobility of vehicles, BEST has introduced 71 Air-conditioned buses, including 20 newly introduced King Long make buses. The salient features of these buses are:-

- Luxury seats with soft transo fabric.
- Completely Air-conditioned passenger saloon (for A/C Buses)
- Carpeted flooring
- Jack-knife doors at entrance and exit
- Wide corridor for easy movement.
- Stanchion bars for safe movement in the corridor (for Luxury Buses)

**BRTS-** The Mumbai BRTS is a massive Bus Rapid Transit System taken up by the MCGM, B.E.S.T Undertaking, and Government of Maharashtra to ease the traffic conditions of the city of Mumbai, and to make public transport systems in the city safer. The BRTS fleet consists of the BEST Undertaking's CNG powered King Long buses, Tata Star buses, and Tata Marco polo Buses

Besides buses, BEST also operates a ferry service since 1981 in northern Mumbai, across the Manori Creek. The barges operate at regular intervals across the shallow creek linking Manori to Marve.

### **SALIENT FEATURES OF MUTP BUSES**

1. Improved side comfort: - Rear Air Suspension. Low Floor Height.  
No of steps reduced from 3 to 2.
2. Low height of 1st step. Aesthetics Appearance: - Mirror finish stainless steel inside paneling.  
Fiber moulded front show. Rear Route Board.

**Ordinary bus****A/C bus****BRTS****LOW FLOOR BUS**

### **5 Special features of BEST Bus**

The common citizen of Mumbai is obviously not aware of many surprising features of the BEST's Bus Service. Just to state a few examples:

**Bus Route No. 166** - plies on roads interconnecting maximum Hospitals.

**Bus Route No. 161** - This route covers on the way maximum Oil Reservoirs and unpopulated areas in Eastern wings of the city.

**Bus Route No. 9** - A network of large number of school and colleges is interwoven by this route.

**Bus Route No. 320, 22Ltd. 25Ltd.** - These routes have an outstanding feature of connecting two largest water reservoirs of the city.

**Bus Route No. 66Ltd** – Special Night Trips are available on this bus route.

## 6 Landmarks

YEAR	LANDMARKS
1873	Bombay Tramway Co. Ltd. Started.
1874	Horse-Drawn Trams Introduced.
1905	Bombay Electric Supply & Tramway Co. Ltd. Started.
1907	First Tram ran on Electricity.
1920	Double-Decker Tram Introduced.
1926	Single Deck Bus Services Started.
1934	Bus Services extended to the northern part of the City.
1937	Double Decker Bus Services Introduced.
1940	First Limited bus between Colaba and Mahim introduced.
1947	B.E.S. & T. Co. Limited Municipalized.
1962	<b>Trolley Bus Services introduced.</b>
1964	Free Travel facility extended to Police Personnel. Tram services abolished.
1967	Articulated (Trailer) buses came into operation.
1968	Facility of Concessional fare to totally blind person introduced. Beaver Double-Decker buses introduced.
1971	<b>Trolley Bus services abolished.</b> Seats reserved for Ladies in buses.
1972	Silver Jubilee of Municipalisation. Tata Single Decker buses introduced.
1981	Ferry Services started from Marve To Manori.
1984	<b>Bus Coupons Introduced.</b> Operation extended to Navi Mumbai with Route 501Ltd.
1985	Articulated Buses withdrawn from operation. <b>Bus Coupons Discontinued</b>
1986	Printing of "MARATHI" tickets started.
1990	Free Travel facility to freedom fighters residing in Mumbai, introduced.
1992	Automatic Bus Washing machines installed at Depots.
1994	Concessional ticket facility extended to student studying in Junior Colleges. Operation extended to Thane by extending Route 30Ltd.
1996	Single Decker Articulated Vestibule Buses Introduced.
1997	Environment Friendly Buses fitted with Compressed Natural Gas Engine introduced. Open Deck Bus introduced for site seeing of illuminated heritage buildings in collaboration with Maharashtra Tourism Development Corporation. <b>Introduction of Monthly Bus Pass scheme of selected routes.</b> <b>Luxury Bus services introduced.</b>

1998	Air Conditioned Bus service introduced. New "Shivaji Nagar" Bus Depot commissioned. Automatic Fare Collection with help of contact less cards (SMART CARD) introduced.
1999	New Mulund Bus Depot Commissioned. <b>Monthly Bus Pass Scheme Discontinued</b>
2000	<b>All Luxury Buses Discontinued w.e. from 1/12/2000</b>
2003	Low Floor Bus Introduced.
2004	Exclusive Bus Lane for BEST Buses from Mumbai-C.S.T to Mantralaya (approx 3.5 Kms)
2007	<b>Bus Pass Scheme with SMART CARDS introduced.</b>

## **7 Organisation set up**

Entire operation is divided into 25 depots. The Depot Managers are heading each Depot. The Traffic Officers, Assistant Traffic Officers and Sr. Asst./Office Asst. assist the Depot Managers. This team of officers directly controls the operational and administrative activities of the respective Depot. Apart from this team, the supervisory category viz. Bus Inspectors, for plugging the leakage in revenue, Starters for controlling the bus operation etc., are appointed at depots. Each depot is provided with a wireless vehicle, which is used to monitor the operation of buses in the jurisdiction of the depot.

**7.1 TRAFFIC CONTROL ROOM:** The Bus Running Control (BRC) Officer mans the Traffic Control Room, round the clock. The section is provided with VHF set and with hot lines connecting all the depots as also the Police Control, Traffic Police Control, and Railways etc. This officer regulates the entire operation smoothly with the help of the Divisional Officers, by being in touch with them through wireless sets.

**7.2 BUS CONTROL ROOM:** The Bus Control Section functions round the clock, to attend to the vehicle breakdowns on field. The total operational area is divided into zones and emergency breakdown vans are provided for each zone. These vehicles are provided with necessary spares/units so as to carry out emergency repairs on the field itself. For speedy communication these vehicles are equipped with VHF sets.

**7.3 TRAFFIC TRAINING CENTER:** The BEST has established a Training Center, to provide training and refresher courses to the operating crew members. On line training to new bus drivers is also provided with the help of training vehicles. At the depots our Accident Prevention Training Vehicle, is making rounds and counseling the operating staff about safe driving habits.

**7.4 TICKET & CASH DEPARTMENT:** The Ticket and Cash Department collects the daily revenue earned at the depots. The same is counted, consolidated, and remitted in the

banks. Inventory of ticket blocks to be issued to the conductors, is also maintained by the Ticket & Cash Department.

**7.5 ACCIDENT & CLAIMS SECTION:** The Accident and Claims Section, as the name suggests, is established for settling the claims of personal injury / death due to accident involving our buses. Also various programs on Road Safety / Passenger Safety, to create awareness amongst the operating staff, passengers, pedestrians, and school children, are organized by this section in co-ordination with Training Center.

**7.6 TRAFFIC PLANNING SECTION:** The Planning Section is established to prepare the schedules for different routes. An exercise in revision of schedules is periodically carried out after taking into consideration the guidelines given by the Management, suggestions received from the Divisional Officers and also from our valued commuters. The schedules are revised after every four months. Uneconomic routes are discontinued and the financial viability of the routes is appraised both at depot level as also at the Head Quarter level.

While introducing the bus operation on any new road the following requirements are ensured for maintaining the quality of service.

- 1) The road is municipalized.
- 2) The road is Bus worthy and wide enough to allow the passage of two vehicles at a time.
- 3) There are no overhead obstructions in the form of cables/tree branches.
- 4) There are enough streetlights.
- 5) Manoeuvring is comfortable and there are no blind corners.
- 6) There is a good turning circle at the terminating point for reversing the buses.

At this stage it is necessary to state that when every commuter desires a direct connection, he should realise that it is not always possible to inter connect every point with a direct route. One change is absolutely inevitable in any city transport network. In spite of this the BEST tries to provide a direct connection wherever absolutely required but specific access to some areas is available with one changeover. For convenient changeovers, the Undertaking has introduced Bus Pass Scheme, and “Daily Travel As you like” passes. With these passes the commuter can easily changeover on parallel routes, and can enjoy multiple journeys.

## **7.7. SALIENT FEATURES OF THE TRAFFIC OPERATIONS**

**1 Zero Waiting Time Plan:** The BEST operates buses with Zero Waiting Time concept on different routes during the Morning and Evening peak hours to have faster clearance of heavy passenger traffic outside Railway Stations and major residential/commercial/CBD Areas. The BEST ensures that a bus is always waiting for a passenger rather than having it the other way round. The plan is designed keeping in mind the volume/period of traffic with a view to encourage use of Public Transport and discourage use of private and Intermediate Personal Transport modes like Taxis and Auto rickshaws. The important points of operation are Bhatia Baug, NCPA, World Trade Center, etc.

**2 Excursion Action Plans:** The city of Mumbai has various Excursion points where heavy passenger traffic is generated from the City and Suburbs during Weekends and Holidays. To cater with the heavy demand of the passengers, the BEST operates Excursion Action Plans on various routes on Sundays/Holidays. Some of the Action Plans are Juhu Chowpatty Action Plan, National Park Action Plan etc.

**3 Festival Action Plans:** Mumbai being a cosmopolitan city its citizens celebrate their festivals with gaiety and pomp. The BEST operates special buses during the festivals like Ganapati Festival, Diwali Festival, Bandra Mount Merry Festival, Erangal Festival Christmas and New Year Eve. Also on special occasions like various pre-planned rallies organized by the social bodies where huge crowd is expected, the Undertaking is operating special buses in consultation with the organizers.

**4 Special & Ladies First Services:** In Order to reduce the hardships faced by the Lady commuters, while boarding the bus during the peak hours, the BEST has introduced Ladies Special Trips on heavily patronized routes. Similarly “Ladies First at Starting Points” trips are also provided to facilitate lady commuters.

#### **7.8 UPGRADED SERVICES:**

The vehicle population in the City of Mumbai has increased considerably in the recent past. More and more people are using personalized vehicles and this has resulted in ascendancy of traffic problems. With a view to motivate private owners to switchover to Mass Transport, BEST has introduced upgraded Air-conditioned services under Bus Rapid Transit System (BRTS), along the Eastern and Western Express highways. On this sector newly acquired King Long make buses are being operated during peak hours. Also the Undertaking is operating Air conditioned services on prominent sectors.

#### **7.9 LOW FLOOR BUSES**

BEST have received demands from various section of the society, who are working for the welfare of physically handicapped, regarding need for introducing Low Floor buses in the city of Mumbai. In response to these demands and suggestion, BEST has launched the trial run of Low Floor buses provided by TELCO

#### **7.10 EXCURSION SERVICE**

BEST in collaboration with the Maharashtra Tourism Development Corporation, has introduced a special heritage tour with effect from 26th January 1997, in an Open Deck Bus in South Mumbai.

**7.11 OPERATION BEYOND MUNICIPAL LIMITS:** The BEST operates inter-city services to three different areas beyond the Municipal limits of Mumbai city, i.e. into the

limits of the bordering corporations. The three areas are as follows: Navi Mumbai, Mira-Bhayander and Thane.

## **8. Depot**

Until the B.E.S.T. Company was taken over by the Municipality, only the Colaba Depot was available for the maintenance of buses and minor repairs. As the fleet grew, the need for more depots was felt. In 1961 the fleet comprised 1045 buses in all. Six new depots were constructed for their maintenance. The Wadala Depot was equipped for the maintenance of 300 buses. At this time it was the largest depot in Asia. After this, taking long maintenance experience into account, the authorities decided that no depot should be called on to look after more than 125 to 150 buses. Accordingly, small depots were built at convenient spots in the city and its suburbs.

Depot is another work center, which provides bus services effectively on every day, carries out preventive maintenance as well as repairs on buses. Depots carry out various maintenance practices such as preventive maintenance, unit replacement, RTO passing, body damage repairs of buses. BEST buses are operated out of the 25 bus depot located in four zones viz. City, Central, Western, Eastern suburban zones.



## **9. Fare**

The BEST have several different options to pay the fares for the bus. The fares vary depending on the type. Paper Tickets are valid only for single journey. Commuter also has the option to buy Daily pass, Distance-wise bus pass values and Zonal pass. Student gets discounts on monthly and quarterly passes and senior citizen get discount for weekly, fortnightly, monthly and quarterly passes.

### 9.1 Single Journey Fares

Single Journey Fares are valid only for single trip between any two points. They are issued on paper ticket by the bus conductor. All fare payments must be made in cash. The fare depends on distance of the destination. Single Journey fares are not valid for transfers. Ordinary and Limited bus service have same fares.

All fares are in Indian Rupees.

KMS	ORDINARY		LIMITED		AIR CONDITIONED
	ADULT FARE (RS)	CONCESSIONAL FARE (RS)	ADULT FARE (RS)	CONCESSIONAL FARE (RS)	ADULT FARE (RS)
3	4	1	4.5	1	13
5	4.5	2	5	3	17
7	5	3	6	3	19
10	7	3	8	4	25
15	9	4	10	5	29
20	11	5	12	6	33
25	13	6	15	7	37
30	14	7	16	8	41
35	15	7	18	9	45

\* Single Ride fares valid only for single journey

- Above Fares valid only on Ordinary/Limited Bus service and between two destinations.
- To travel beyond the destinations specified on the pass, a purchased extension ticket from the conductor on board is required. Regular ticket fare is applicable for the extended journey distance.

Senior Citizen (Above 60 yrs) get discount of Rs.5/-, 10/-, 20/- & 50/- for weekly, fortnightly, monthly and quarterly passes.

### 9.2 Zonal Pass

Zonal Passes can be purchased according to the service type. Except for City limit and Suburban limit pass, all other passes are valid for entire BEST bus operational area.

All fares are in Indian Rupees.

### Zonal pass

	<b>City Limit</b>	<b>Suburban Limit</b>	<b>Magic Bus Pass (Non-A.C All Over)</b>	<b>Global Express (Non-A.C.)</b>	<b>Diamond (BRTS - King Long)-All Over</b>	<b>Diamond (Express) - All Over</b>	<b>Student Bus Pass (Up to S.S.C.)</b>	<b>Student Bus Pass (Up to 11th &amp; 12th Std)</b>
<b>One Day Unlimited (Mon to Sat)</b>	Rs. 15	Rs. 20	Rs. 25	Rs. 40	-	-	-	-
<b>One Day Unlimited (Sun and Holidays)</b>	-	-	Rs. 20	Rs. 40	-	-	-	-
<b>Monthly</b>	Rs. 350	Rs. 450	Rs. 550	Rs. 750	Rs. 1000	Rs. 1500	Rs. 90	Rs. 190
<b>Quarterly</b>	Rs. 900	Rs. 1100	Rs. 1400	Rs. 1700	Rs. 3000	-	Rs. 270	Rs. 580
<b>Annual</b>	Rs. 3000	Rs. 4000	Rs. 5000	Rs. 6000	Rs. 9000	-	-	-

#### Notes:

- City Limits Pass: Valid for entire southern part of Mumbai City. This pass is not valid on Express, and Air Conditioned Bus Routes.
- Suburban Limits Pass: Valid for entire area covering from Sion and Mahim to CBD Belapur, Thane & Bhayander (East). This pass is not valid on Express, and Air

<p>Conditioned Bus Routes.</p> <ul style="list-style-type: none"> <li>• Magic Pass (All Over): Valid for entire bus operation except on Express and Air Conditioned Bus Routes.</li> <li>• Global Express Pass (All Over): Valid for entire bus operation except on valid on Air Conditioned Bus Routes.</li> <li>• Diamond-A.C. Pass (All Over): Valid for entire bus operation of the undertaking, including King Long Air Conditioned Bus Routes. This pass is not valid on Air Conditioned Express Bus Routes.</li> <li>• Diamond Express-A.C (All Over):- Valid for entire bus operation and for all types of services including Air Conditioned Express Services.</li> <li>• Student passes valid between residence and school/college during school/college days. Not valid on holidays and vacations.</li> <li>• To travel beyond the destinations specified on the pass, a purchased extension ticket from the conductor on board is required. Regular ticket fare is applicable for the extended journey distance.</li> </ul>
<p><b>Senior Citizen Concession:</b></p> <ul style="list-style-type: none"> <li>• Discount of Rs 20/-, 50/- and 100/- for monthly, quarterly and annual on all zone passes except Diamond pass.</li> </ul>

## **10 Facilities Provided**

BEST believes that it has a social obligation towards the city where it has grown. As such it is felt essential to provide concession to certain sections of society. A few schemes are listed below.

**10.1 Free Travel Facility:** Presently, the BEST provides free travel facility to the freedom fighters. One person accompanying the freedom fighter is also permitted to travel free. Municipal Councilors and Non-Councilor Members of the BEST Committee are also permitted to travel free on BEST buses. Members of Legislative Assembly and Legislative Council, accompanied by his wife and Female Members accompanied by any one viz. husband, son, daughter, father, mother, brother or sister are allowed to travel free on BEST buses. Police personnel are allowed to travel free on BEST buses against an ad-hoc payment of compensation towards free travel facility by the Government of Maharashtra. This facility of free travel however is not available on Luxury and Air-Conditioned services.

**10.2 Reservation of Seats:** The BEST has reserved 3 seats for handicapped person, 2 seats for Senior Citizens and 6 seats for lady passengers in the Single Decker buses. In the Double Decker buses it has reserved 3 seats each for lady passengers and handicapped persons and 2 seats for Senior Citizens.



**10.3 Front Door Entry:** The BEST have permitted physically and mentally handicapped persons, senior citizens, and expectant mothers to board the bus from the front door except at starting point.

**10.4 Passenger Refund Claims:** In case the conductor does not have enough change to return the balance of the passenger, he writes on the back of the ticket the amount of balance due and authenticates the same. Such a ticket is treated as a receipt by the BEST. The passenger can claim the balance amount from Ticket & Cash Department, head office at Wadala after producing the ticket.

**10.5 Disaster Management:** In the event of disruption of rail services the BEST operates additional buses in the area of disruption. Timely actions are taken with the help of our communication system.

**10.6 Lost property:** The lost property section of the Transport Division is in existence prior to the Municipalisation of the BEST Undertaking in the year 1947. Initially the Lost Property section was at Colaba Depot, Transport House and it was subsequently shifted to Wadala Depot.

The articles found by the conductor or any other member of staff in the bus or in the premises of the Undertaking are handed over to the nearest Bus Terminus Starter, who sent it to the concerned Depot. These articles are then forwarded to the Lost Property Section. On receipt of such articles from Depots to Lost Property Section the same are entered in the register maintained for the purpose, after bifurcating them as per their category. Whenever any claimant approaches immediately to the Bus terminus / Bus Chowkey where the article is deposited, then the articles are issued to the claimant by the officer on duty after due verification and taking necessary charges as per the administrative order.

The particulars of charges to be recovered as per Administrative Order Number 304

Registration Charges	For Outside Parties	For Employees
For Cash and Sundry Articles	Rs.10/-	Rs.5/-
For Valuable and Semi Valuable Articles	Rs.50/-	Rs.25/-

Storage charges are only applicable for cash deposited and collected only after 3 days from the date of lost.

Storage Charges	For Outside Parties	For Employees
For Cash Deposited Up to	Rs.3/- Per Day, Maximum	50% concession

Rs.100/-	Rs.10/-	
For Cash Deposited From Rs.101/- to Rs.500/-	12/% of the Cash and Maximum of Rs.60/-	50% concession
For Cash Deposited From Rs.501/- to Rs.2000/-	12/% of the Cash and Maximum of Rs.200/-	50% concession
For Cash Deposited From Rs.2001/- to Rs.5000/-	12/% of the Cash and Maximum of Rs.300/-	50% concession
For Cash Deposited above Rs.5001/-	12/% of the Cash and Maximum of Rs.750/-	50% concession

Whenever any claimant approaches Lost Property Section at Wadala Depot, the articles are issued only after confirming the Identity and genuineness of claimant on verification of residential proof such as ration card, passport, election voting identity card or driving license of the claimant. In case of higher amount or valuable ornaments, the claimant has to obtain No Objection Certificate from concerned police authorities. After verification and receiving necessary charges, articles are handed over to the claimant.

Traffic outdoor staff has been strictly prohibited from handing over any Lost Property articles directly to the claimant. However, the concerned Traffic Officers can issue such articles at the Depots after satisfying themselves as to the authenticity of the claimant and charging necessary charges as applicable.

The cash or valuable articles (Gold or Silver Ornaments) received in the Lost Property Section is kept in the section for one month, and there after deposited at the Undertaking Cash department for safe custody. In case of foreign currency deposited in the Lost Property section the same is deposited with our Cash Department at Dadar for further disposal.

Perishable articles such as vegetables, ready food etc is disposed off on the same day at the depots by auction in the presence of Traffic Officers. The other perishable articles such as sugar, tea powder, oil, and talcum powder etc are kept for 10 days in the Lost Property section and then disposed off, by auction in the presence of officers, and auditor. Medicines are kept for one month and then disposed off. Unclaimed lost property articles (Semi valuable, and sundry) are sent to Oshiwara Scrap yard after one month for further disposal by way of auction.

A letter of appreciation is issued to the member of staff who deposits lost property articles. If the value of the article deposited is Rs.2000/- or more then the concerned member of staff is recommended for cash reward / appreciation letter to be given on BEST Din.

## **11 Hire a Bus**

### **11.1 General Reservation (Km basis)**

Type of bus	Monday to Saturday		Sunday & Holiday	
	Rate/Km (Rs)	Subject to Minimum charges of (Rs.)	Rate/Km (Rs)	Subject to Minimum charges of (Rs.)
Single Deck bus (includes Midi & low floor bus)	38/-	1,520/-	35/-	1,400/-
Double Deck bus	60/-	2,400 /-	58/-	2,320/-
Open deck bus	75/-	3,000/-	75/-	3,000/-
Air conditioned bus (conventional)	50 /-	2,000 /-	45/-	1,800/-
Air conditioned bus (King Long & Volvo)	75/-	3,000/-	70/-	2,800/-

### **11.2 Reservation on Flat Rate**

Hire charges for buses to be given on Hire basis to Police Authority/Home Guard or any outside Party for a period of more than one day at a time. If desired by the party, the bus can be booked on flat rate even for a period of one day or less, as per the following rates:-

Type of bus	Monday to Saturday		Sunday & Holiday	
	Full Day (Rs.)	Half Day (Rs.)	Full Day (Rs.)	Half Day (Rs.)
Single Deck bus	8,000/-	4,000/-	7,500/-	3,775/-
Double Deck bus	13,000/-	6,500/-	12,500/-	6,250/-
Open deck bus	15,000/-	7,500/-	15,000/-	7,500/-
Air conditioned bus (conventional)	10,750/-	5,375/-	9,700/-	4,850/-

**Note:** - 1. Day starts from 00.00 hrs and ends at 24.00 hrs.

2. Full day is calculated for 24 hrs. and Half Day is calculated for 12 hrs. However, if the booking is done covering morning peak hours (i.e. 8.00 hrs. to 12.00 hrs.) and evening peak hours (i.e. 16.00 hrs. to 20.00 hrs.) the party will be charged for Full day.
3. If the buses are booked for a period of more than 12.00 hrs. and upto 24.00 hrs., the charges will be recovered for a Full day.
4. Half Day's charges will be recovered if the buses are reserved upto 12.00 hrs or less.

### **11.3 Hire charges for Educational Institutions, etc. within Municipal limits (for all days)**

In appropriate cases, at the discretion of the General Manager, buses may be hired to the Educational, Cultural, Social, Charitable and Sports Organisation, Institutions and Schools to convey children to and from school and residence. However, as a special case, Municipal schools will be charged concessional rate as given below. The special rates will also be applicable for funeral purposes. Details of the reservation charges are as under:-

### **11.4 Hire charges for shooting films/TV serials/Advertisements/promotional campaign, etc**

Type of bus	General Category		Marathi Films/Serials	
	Per Hour (Rs.)	Subject to Minimum charges of (Rs.)	Per Hour (Rs.)	Subject to Minimum charges of (Rs.)
Single Deck bus (includes Midi & low floor bus)	4,500/-	13,500/-	3,000/-	9,000/-
Double Deck bus	7,300/-	21,900/-	4,900/-	14,700/-
Open deck bus	10,000/-	30,000/-	7,000/-	21,000/-
Air conditioned bus	7,000/-	21,000/-	4,700/-	14,100/-
Air conditioned bus (King Long & Volvo)	10,000/-	30,000/-	7,000/-	21,000/-

For non-commercial, educational documentary films, concessional rates at the discretion of the General Manager may be charged.

### 11.5 Hire charges for Transport equipment

Equipment	Charges per day (Rs)
Ticket Box	160/-
Conductors Leather Cash Bag	200/-
Bus seat	350/-
Uniform- Khaki (including cap, badge, ticket punch,	350/-

### 11.6 Cancellation and Postponement of Booking:-

**Cancellation:** - The charges for cancellation of booking pertaining to single/ double deck buses including Midi bus, low floor bus, open deck bus & A.C. Bus will be recovered as given below:-

If order is cancelled with a notice in writing	
Within 48 hrs or more	Rs. 200/-
Within 24 hrs to 48 hrs	Rs. 250/-
Less than 24 hrs	Rs. 300/-

**Postponement:** - Postponement of booking will be permitted with 3 days notice in writing. The charges for postponement will be Rs.200/- per bus and less than 3 days notice will be treated as cancellation and will be charged accordingly.

## **12 Advertisement on bus**

The BEST has realised that in the changing economic scenario it is essential for it to look at commercial sources of revenue. One of the major sources of commercial revenue is through advertisement, reservation of buses, and donation schemes. The BEST has appointed sole agents for advertising on bus queue shelters, Street Light Poles, and buses. They are as follows:

**12.1 Advertisement on Bus Queue Shelters:** The BEST bus queue shelters are made available for display of advertisements on Bus Queue shelters.



**12.2 Advertisement on Kiosks affixed to Street Lighting Poles:** The Street Lighting poles erected by the BEST, are the prime spots for the advertisers, to promote their products. Also available for displaying the advertisements, both outside and inside the buses.

**12.3 Advertisement on Hoarding:** All the prime locations in the BEST premises as Bus Depot, Bus Station are available to the advertisers for displaying information about their products.



## **13 New projects**

**13.1 COMPRESSED NATURAL GAS (CNG) BUS:** The demand for petroleum products in India has been increasing at a rate higher than the increase in domestic availability. At the same time there is continuous pressure on emission control through periodically tightened regulations particularly for metropolitan cities. In the wake of this situation there is an urgent need to promote use of alternative fuel as substitute for HSD. Among the options Compressed Natural Gas has received a great deal of attention and has been already applied successfully to some of the BEST buses (first time in India). The BEST is planning to increase the strength of CNG buses in its fleet.

1. CNG can be used in the existing SI/CI engines with minor modifications.
2. Availability in abundance.
3. CNG is a clear burning fuel, with no black smoke and very low particulate emissions. Thus CNG engine is environmental friendly.
4. CNG being lighter than air, diffuses upwards.
5. CNG is very safe fuel due to its very narrow flammability limits.
6. Excellent knock resistant, lower compression ratio. Lower rates of pressure rise and low peak cylinder pressures.
7. Low noise level of the engine. This will add to passenger comfort.

### **13.2 MONTHLY BUS PASS SCHEME THROUGH-SMARTCARD (GO Mumbai)**



In a move to aid commuter convenience, and to mitigate its cash handling pains, BEST, 'Mumbai's Lifeline' has adopted a new alternative method of paying for bus fares. From 2nd January 2007,. The multi-application card system is called "GO Mumbai" is made available to the desired commuters. This card is issued as a bus pass.

#### **Bus Pass Scheme:-**

The Bus Passes are in form of Smart Card, which, is a plastic card resembling to Debit/Credit Cards of Banks with a built in electronic chip that stores information of validity period of the bus pass, the destinations of travel permitted on the pass, value of the bus pass, and passenger's Identity Card number. Conductors working inside the buses / Inspectors posted for checking the passenger tickets validate these bus passes with the help of a Hand Held Terminal (HHT). These Smart Cards are contact less cards and can be validated by Bus Conductors / Inspectors by simply holding these Smart Cards close to the HHT. The screen on HHT displays the validity period of the pass, the permitted

destinations for travel on bus pass & the I-Card Number of the Pass Holder. Passenger can charge (purchase / renew) these Smart Cards for different types of passes at any of the convenient Service Delivery Points (SDP) located at various important Bus Chowkies & Bus Depots in the City. At a time passenger can load more than one type of bus pass on the same Smart Card as per his requirements.

The entire activity of issuing / renewing bus passes (Smart Cards) is outsourced.

### **13.3 Installation of P.C.O.s in BEST Buses:**

The purpose of fitting P.C.O.s inside BEST buses was one of the measures enlisted in the actions to be taken under Disaster so to provide them means of communication. This will also yield Non Operating Revenue to the Undertaking



### **13.4 Installation of Vodafone Drop Boxes in BEST Buses:**



M/s. Vodafone Ltd. has installed their Drop Boxes in BEST buses. One drop box is installed per bus behind the driver's cabin area. Vodafone customers drop their payment cheques in these boxes and BEST gets Non Operating Revenue towards fixed rental charges and cheques collection charges per bus every month. .

### **13.5 Grab Handles on BEST Buses:**

M/s. Admire Sign & Display Pvt. Ltd., a firm engaged in business of advertising has replaced the old grab handles with those of international design and standard. These Grab Handles are patented product and would be maintained by them. The space on grab handles will be sold by them as an advertisement space at their cost and the revenue will be shared with BEST on a fixed income per bus per month basis.



### **13.6 LCD screens and closed circuit cameras**

The closed circuit cameras is been installed at the entry and exit of the buses in order to monitor passengers who board them and the images will be stored on a hard disk. The wiring of the cameras has been completed for 100 buses in the Wadala bus depot and will help us keep a watch in order to nab persons indulging in criminal activities. In case of any complaint about an incident aboard the bus, recorded video feed could be analyzed for identifying the person.

BEST will also be installing LCD screens in the buses which will beam pre-recorded video clips including public service messages, advertisements and other announcements. The contract for the LCD screens has been awarded to a private firm for the next ten years and BEST will earn a revenue of Rs one crores per annum.



### **LCD screen**

## **14 Culture and Awards**

BEST has been a quintessential part of life in Mumbai. The red double decker buses, modeled on the Routemaster buses of London, are one of the defining characteristics of the city. When BEST decided to do away with the double-deckers for operational reasons recently, public protests and sentiment forced it to continue with the service. A move to colour all its buses saffron from red in 1997 also drew in criticism, resulting in the red colour being retained. Bus drivers and conductors have come in for praise in the media for their service during the 2005 Mumbai floods, when they ensured that all the stranded passengers were dropped safely to their respective destinations. A total of 900 buses were damaged.

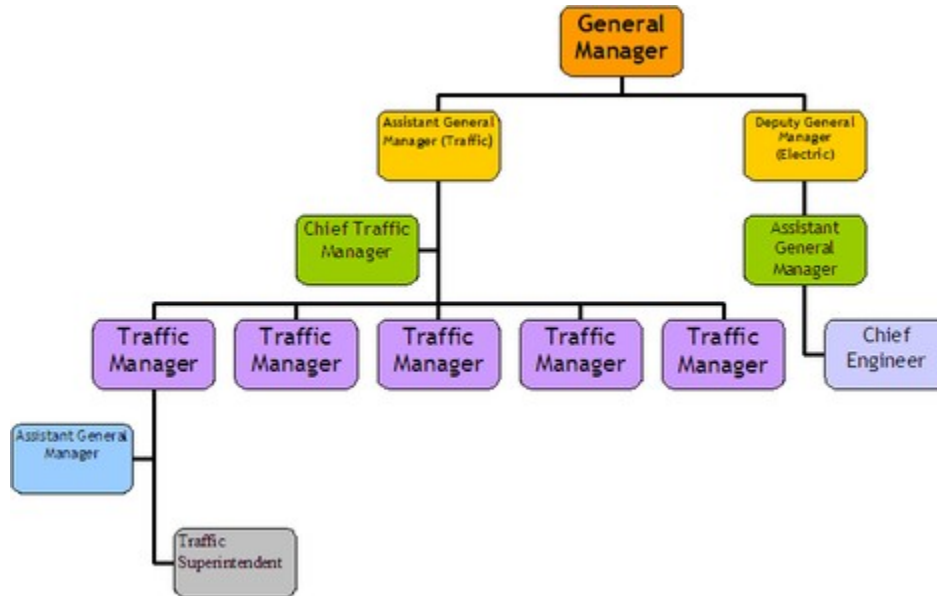


### Awards

- The prize for the second best production achievement by an urban transport body in the country for the year 1982.
- The second prize for production achievement in Urban Transport during the year 1984.
- A memento for the Administrative Report and Statement of Accounts of the Undertaking for the year 1983–84 awarded by the selection committee nominated by the Institute of Chartered Accountants of India.
- The first place and the Best production achievement award in the category of urban transport for the year 1986–87.
- National Productivity Award for the year 1991–92.
- Award for the best passenger-safety record for the year 1994.
- The award for the Best Passenger-Safety performance in Urban Transport in the whole country instituted by the Association of State Road Transport Undertaking (ASRTU) for the year 1995–96.
- International Road Safety Award for the year 2003.



**15. Hierarchy of management of BEST (transport)**



Management structure of BEST Transport Division

The company is headed by a General Manager, currently Uttam Khobragade. The traffic department is overseen by an 'Assistant General Manager (Traffic Operations)', and assisted by the 'Chief Traffic Manager (Sr.)'. The 'Chief Traffic Manager' oversees the five BEST zones, each headed by a 'Traffic Manager'. Each zone consists of 5 to 6 depots, whose operations are overseen by an 'Assistant General Manager (Traffic Operation)'. The city is divided into 25 depots headed by The Depot Managers. The Traffic Officers, Assistant Traffic Officers and Sr. Asst. /Office Asst. assist the Depot Managers.

**16 Transport engineering**

**16.1 Landmarks**

05.08.1996	Vestibule bus introduced.
14.01.1997	Ashok Leyland CNG bus introduced.
30.03.1998	AC bus introduced.
10.02.2000	Bus confirming Euro I Norms was introduced.
07.09.2001	Bus confirming Euro II Norms was introduced.
05.01.2005	TATA CNG bus introduced.
18.08.2005	TATA Ultra-low floor bus introduced.
15.09.2005	Bus confirming Euro III Norms introduced. (MUTP)
15.10.2007	Mini CNG Bus confirming Euro III Norms introduced.

## **16.2 Organisational set up of Transportation Engineering Department.**

The transport wing of B.E.S. & T. undertaking operates buses within the Municipal limits of Greater Bombay and it is presently extended up to Belapur in Navi Mumbai in northeast direction as well as up to Bhayander and Teen hath naka at Thane. In order to keep this bus fleet roadworthy, a Two-Tier System of maintenance is followed by Transportation Engineering Department. A workshop located centrally at Tilak road near Khodadad Circle, Dadar acts as one work centre, which carries out major overhauling of all units, chassis, major body damage repairs and modification work, replacement of heavy units, reclamation work. This system facilitates grouping of jobs requiring same process / machines / equipment's together for better utilization of manpower.

### **Dadar Workshop**

Dadar workshop has a built up area of 27,170 square meters. All Unit overhauling, repairing of Body damages, tyre cut repairs, plant & equipment installation and repairs, reclamation activities are carried out in the workshop.

Following are the important sections of workshop.

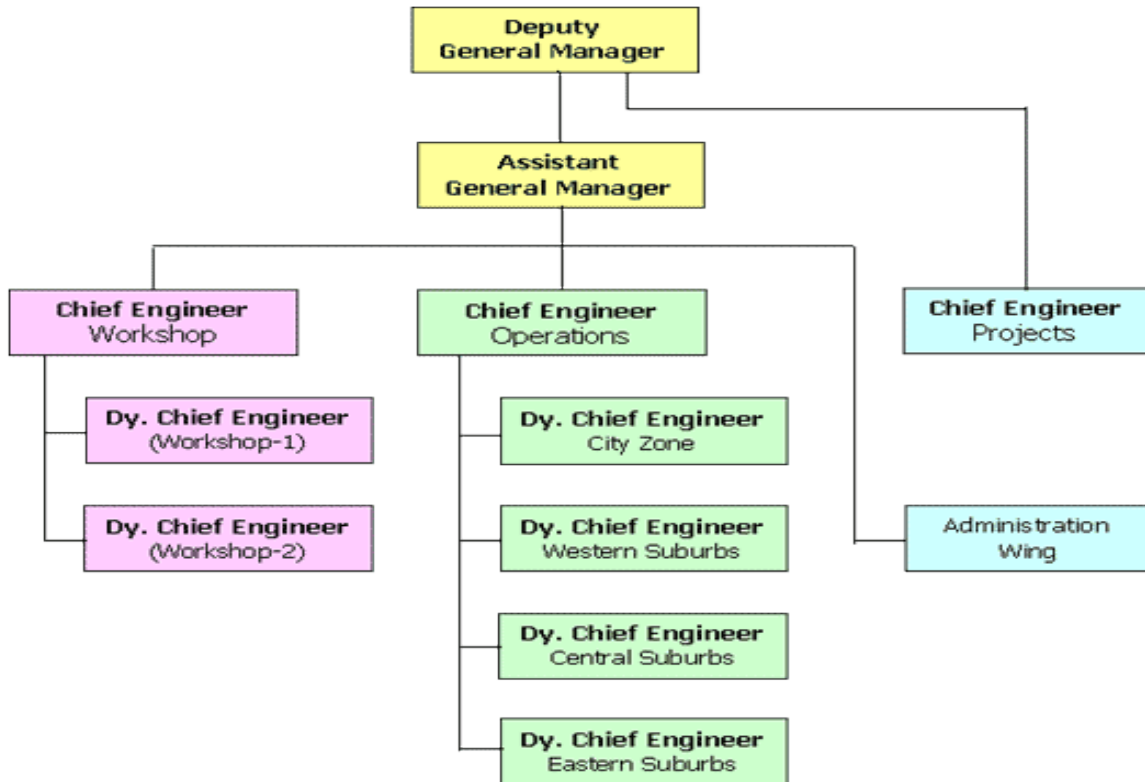
- Bus body repairs & its ancillary sections
- Engine & its ancillary Units
- Major Units, Brake, Transmission Units
- Electrical Units
- Tyre section
- Machine Shop & Reclamation
- Chassis overhaul, Repair and Scrapping
- Inspection Section & Chemical Lab
- Material Control

Considering higher in-house cost i.e. labor cost, many jobs are given to outside contractors such as Body building, Body repairs, Tyre re-treading, Tyre cut repairs & reclamation of spares. This approach is called as Tapered integration whereby overflows of workload or new activities are carried out without increasing present manpower.

### **Technical Training Centre, Wadala\_**

Technical Training Centre situated at Wadala depot. Training centre is well equipped with models, equipments & latest training aids. On the job training is imparted to trade apprentices in various cadres as well as probationary engineers. It also conducts refresher training programs for supervisory staff / employees. We also have one well-equipped mobile training van, which goes to the depots and imparts training related to specific problems of maintenance of different types of bus systems.

## **16.3 Organisation chart of transport engineering department**



**17 PEST ANALYSIS -BEST UNDERTAKING**

**17.1 POLITICAL**

The political situation of any country strongly influences any industry that wishes to flourish in the framework of the country. The Heavy Motor Vehicle Industry is also affected strongly by the action and decisions taken by the men with authority.

The government is instrumental in the passing of the various laws and acts, which govern the working of the industry and has a very strong bearing on the success of the industry. The clause of disallowing the use of old vehicles would have led to an increased demand for the Heavy Motor Vehicles. For e.g. it has been estimated that the recent Supreme Court verdict to pull off any vehicle more than 15 years from the road is expected to increase the demand by about 15000 units.

Buses for State Transport Undertakings: the buses used by the STU's account for almost 90% of the bus sales. The budget of how many buses are to be ordered is dependent on each state government. If the government is hard pressed for funds the number of replacement units for buses ordered will be low. This will have a great influence in the demand and the profitability of companies in the manufacture of buses.

## 17.2 ECONOMIC

It is a known paradox that the economic condition really affects the economic condition. This is shown by the fact that all the industries in any economy are interconnected and an increase or decrease in the activity of any one industry has a direct or indirect bearing on the activity of the other industries.

**Trade cycles:** Trade cycles such as recession or prosperity have a direct impact on road transport services. When there is recession or slowdown in the economy and other industries such as travel and tourism, exports-imports, the level of economic activities are low as a result there is low demand for transportation services such as passenger transport. This has a direct impact on the operations and profitability of this industry. It is during this time that the transporters need to effectively manage demand and supply and market their services to retain their customers.

**Pricing:** The fair prices for passenger transport is directly regulated by government incase of public transport like BEST and indirectly incase of private such as cargo or private bus contractors. In case of private transporters the government fixes the minimum and maximum limits for the prices. So it has a direct impact on the price mix of road transport.

**Fuel prices:** Earlier government regulated and directly controlled the prices of the fuel- diesel and petrol- and thereby had a direct impact on the fuel prices which determined the cost. Thus the price offered by the road transporters was directly influenced by the government pricing policy. Due to this involvement private transporters were aloof from the fluctuations in International fuel prices as the prices were highly subsidized before

supplying to the pumps. For e.g. recently there was a hike in the prices of fuels and accordingly the fares of BEST were increased by Re.1 on all the routes.

### **17.3 SOCIAL**

**Strikes/war/communal riots:** These incidents directly affect the service delivery process. This may result in low demand, loss of property and many cases injury to the people – customers and employees.

**Festivals:** In case of festivals like Ganesh Chaturthi, Holi, Diwali etc the demand for road transport goes down and there can be damage to the vehicle.

**Holidays/vacations:** This is another time of the year when the road transporter can face low or high demand depending on the sector he is catering to.

Even, some companies have purchase buses for picking up the employees and dropping them back home e.g. Larsen and Tubro Fiat, UTI etc.

**A/C luxury buses:** In an honest effort to attract the private vehicle owners to BEST buses and thereby reduce the congestion to some extent on Mumbai city roads which affect the mobility of vehicles, BEST has introduced 51 air conditioned buses. These buses have: Luxury seats with soft fabric, carpeted flooring jack-knife doors at entrance and exit, wide corridor for easy movement, etc.

**Low floor buses:** BEST has received demands from various sections of the society who are working for the welfare of the physically handicapped, regarding need for introducing low floor buses in the city. In response to these demands and suggestions, BEST has launched the trial run of low floor buses provided by TELCO and Ashok Leyland. This trial is for 6 months.

There are special buses started for ladies and disabled persons. Even students up to 12<sup>th</sup> standard get concessions on the fares known as student concession. The Undertaking has a well-equipped Training Center for the traffic staff and designed program to re-educate

them on such relevant topics as fuel conservation, safety measures, behavior with the public etc. Training is also imparted in Refresher Courses to improve driving habits of the drivers under which officers check the habits of drivers constantly and as a result of which there is a great reduction in accidents. In the Refresher Courses, the stress is on an image revamp from a mere BEST employee to a concerned individual who cares for passenger comfort. The accident-prevention wing of the BEST has an accident prevention van with safety slogans and equipped with instructive audio-visual programs.

#### **17.4 TECHNOLOGICAL**

**Age of the vehicle:** P.U.C. under the RTO regulations all vehicles over 15 years of age are to stop running on road, taking into consideration the environmental and pollution factors. The emission of gases from these vehicles is hazardous to the environment.

However it has been noticed that the emission factors not only depends on the age but also the distance traveled by the buses and the maintenance of such vehicles over their life. This aspect is completely ignored by the RTO authorities.

**IT:** Just as integration of IT in all business activities, transportation sector has not been an exception to it. More and more logistical software are being used for jobs like keeping track of the vehicles on the move, organizing database of the customers, maintaining relations with the customers etc.

CNG Natural Gas Bus

Articulated Single Deck Bus (Vestibule Bus)

Automated Fare Collection System

System Concept

#### **18 7 P'S OF TRANSPORT**

The product-service is the bus transportation service. The service is the same whether you travel by BEST or by a private transporter. Thus BEST has a well-recognized brand name. Its quality in providing the service is legendary.

##### **18.1 Product**

The three product levels in BEST are: -

- The **basic product:** of the bus industry is transportation of the people from one place to another.
- The **expected Product:**
  1. Timeliness
  2. Safety of passengers
  3. Brand name of provider
  4. Proper ticket dispensation and checking
  5. Proper planning of structure of bus for easy entry and exit.
  6. Cleanliness
- The **Augmented Product:**
  1. Reservation of ticket
  2. Softer seats and air condition bus
  3. Concessions for certain sector of society like freedom fighters, military men.
  4. Permanent Reserved seat for ladies, old people and handicapped people
  5. Automatic ticket fare collection
- The **potential product :**
  1. Providing separate line to BEST bus on maximum number of route
  2. Less waiting plan
  3. Disaster management
  4. 24 hour service on maximum route

## 18.2 Price

For tickets of BEST, the pricing model used is the cost oriented method, where all direct costs (drivers' charges, conductors' charges) and indirect charges (maintenance of busses, depreciation on busses etc) are added up with the profit margin to arrive at a price.

Price of normally depends upon

1. Fixed cost: it refers to the interest on capital, depreciation costs, registration and insurance expense, taxes to be paid, expenses on general upkeep of vehicles, administrative expenses
2. Semi fixed costs; it refers to the salaries of drivers, cleaners, and conductor, miscellaneous expenses that vary with the running of the vehicles.
3. Variable cost: this includes cost of fuel, oil, which are incurred when the vehicles are on the move and maintenance costs that are directly attributable to a particular journey. The variable costs are generally directly proportional to the distance moved.
4. Vehicle utilization: BEST would be interested in getting maximum mileage out of his vehicle. The BEST prefer to move it at the maximum possible and permissible speed so that transit time would be less and he can have a better utilization of bus
5. Government policy: apart from above cost government can issue legislation, frame guideline, issue directives regarding price.

### **18.3 Place**

The buses travel the required destinations as per the scheduled timetable. The buses are able to reach the remote areas. In the case of BEST it has a wide network of buses that help to transport the commuters from one place to another. The BEST try cover almost each place in the city. BEST has bus stop after every 500 –900metres. As BEST is public utility it is also operated in remote area in spite of loss on that particular route due fewer commuters. The aim of BEST is to provide service to each and every person city in spite of loss.

### **18.4 Promotion**

BEST also started promoting its service as environment friendly. In order to decrease pollution in Mumbai, government insists that people use public transport system. So BEST is now focusing on this issue to encourage more and more people to travel by its bus. Also the BEST is planning to increase the strength of CNG buses in its fleet. CNG is a clear burning fuel, with no black smoke and very low particulate

emissions. Thus CNG engine is environmental friendly. Low noise level of the engine. This will add to passenger comfort

The pricing of tickets of BEST are quiet flexible, they rise with any major rise in the cost of diesel or oil. They also have different price levels for the same service. Students below 12<sup>th</sup> standard, freedom fighters and military men are offered concessions in all BEST busses.

### **18.5 Physical evidence**

The Bus Stops and Bus Depots play a vital role in enhancing Physical Evidence of the Service. They are usually kept neat and clean. Again the flexes on the bus stops, which are put up for advertisements play a role. Now, more and more bus stops are having seating facilities or a rooftop. Again the interiors of the buses are kept simple and user-friendly; seats are in good conditions, which all add up to make the journey of the customer a happy journey. Buses are always clean. There is only one backdrop in case of BEST is that appearance of ticket is not good and it is very difficult to understand for commuter as it does not show place, date, time, etc. ticket just show the price. So there is great chance of cheating from both parties.

### **18.6 Process**

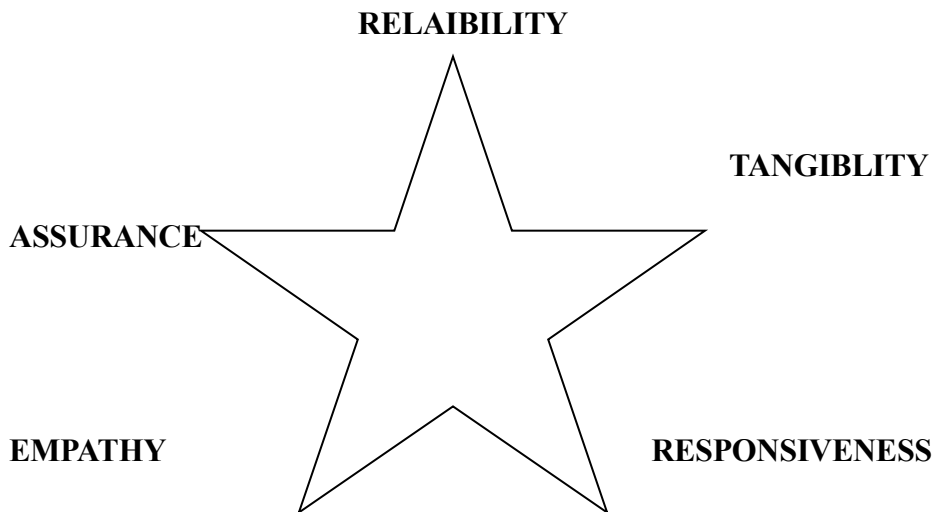
BEST has been successful in developing a process of boarding the buses and alighting the buses. People generally get down from the front gate and board the bus from the rear gate. When the commuters get in from the rear gate and there is nobody else left to board, the conductor will send an alarm bell to the driver, which is audible. Driver will drive only when all the passengers who want to get down will do so, irrespective of the bell. And if all the passengers get down and the conductor hasn't rung the bell he will not drive unless the bell is rung.

### **18.7 People**

In case bus transport, driver, conductor, cleaner, mechanical engineer, worker at depot are part of people mix. Driver and conductor have to be polite and commuter friendly. They are actually come into contact with people so they have take care of need of people for ex drive bus safely, allow passenger to board and get down safely, etc. on other

hand cleaner, engineer, and worker of depot should also be accurate as condition of bus and safety of passenger depend upon them.

## **19. QUALITY DIMENSIONS (RATER)**



**19.1 RELIABILITY-** Thousands of people regularly travel by Best buses to reach their destinations. In peek hours many of the commuters depend on these buses to reach their offices, workplace, etc. It is also one of the cheapest modes of transport as during peek hours the Taxis, Auto rickshaws, and even private vehicles may prove costly due to heavy traffic jams at most places in Mumbai. The facility of these Best buses is available at almost all the parts of Mumbai, and also the frequency of this buses and the customer carrying capacity is quite good. Though it's a bite slow in transporting people but still it's quite reliable.

**19.2 ASSURANCE-** The commuters traveling by the best buses are quite assured of reaching the correct destination as the correct and quite visible transport route of the bus is displayed on front side and also on the left hand side of the bus. Also the conductors and drivers of these buses are quite polite and helpful to the passengers in guiding them to the right destinations. (Of course there are some exceptions to this.) BEST do have a good amount of credibility among the passengers as their slogan says "Safety is our Motto" and they also market themselves as the "Safest mode of Transport".

**19.3 TANGIBLES-** In case of BEST the tangibles which the passengers can see or touch are the Seats, Cleanliness maintained in buses, Uniformity of the uniforms, Tickets, etc. Seats provided by the Best buses are quite comfortable and also separate seats are provided for Ladies and also the Physically Handicapped people. Expect few bits of tickets lying on the floor good quality of cleanliness is maintained in these buses as they are washed every single day. Uniforms of the conductor are clean and different from the commuters so they are not misunderstood as fellow passengers and there is uniformity in their uniforms. E.g. - Khaki uniform for the conductors and Blue uniforms for the Ticket checkers. Tickets are also simple showing the fare rate on it and quite easy to carry.

**19.4 EMPATHY-** As Empathy is the ability to provide caring and if possible individualized attention to the customer, but in case of BEST though complete individualized attention is not quite possible but at the same time they are quite approachable and easy to contact as there number of depots located in different parts of the cities. These depots provides with the information on the time schedule of the buses also the routes used by these buses and they also issue Concession bus passes to various school and college students. The staff at the depots and the staff in buses are quite humble, polite, and helpful.

**19.5 RESPONSIVENESS-** The BEST is quite responsive to its customers as they try their best to provide immediate solution to the problems of their customers For E.g. - If the Best buses while transporting people breakdown due to flat tyre or any other kind of technical problem then the passengers traveling by that bus are shifted in another best bus and they are not charged for it and the ticket of the bus which is punctured is also valid in the new bus in which they are shifted. Another E.g. is the recent floods of 26 July when most of the transport facilities were not working due to heavy rains, the services of BEST was an exception. BEST buses were the only mode of road transport moving on roads filled with waters till there was a traffic jam. The staff of BEST buses showed their responsibility towards their passengers and while the private vehicle owners were leaving their vehicles on roads, the staffs of BEST buses were there with the passengers till the traffic started moving on the next day. Some 647 of BEST's buses were damaged in rains but the BEST didn't wait for the repair of the parts of the buses instead they simply replaced it and the buses were back on road within hours. These show the responsiveness of BEST towards their customers.

## **20 FLOWER OF SERVICE**

Flower of Services has been greatly divided into seven petals of a flower. It broadly consists of:

1. Information
2. Consultancy
3. Order-taking
4. Hospitality
5. Safe-Keeping
6. Exceptions
7. Billing & Payments

Now all these petals will be explained in details with the help of services provided related to each petal.

### **20.1 INFORMATION**

These are the following ways in which BEST Buses lend up the required information:

- The main Bus Depot in Mumbai is at Wadala. There are also 25 Bus Depots in all over Mumbai. So any information can be provided from these depots.
- There are also internet services provided. People can visit at [www.bestundertaking.com](http://www.bestundertaking.com). This site provides detail information such as bus schedules, bus routes, bus fares, concessions provided to old age or students etc.
- In addition, The Tata Indicom BEST route mobile service will provide extensive information to Tata Indicom customers. Also, the Reliance customers can receive the information through 'R world' .i.e. Reliance world. It acts as an internet in such cellular phones.
- GPS system is expected to launch in few years. This technology helps the customers to know where is the bus, which bus, what time is going to reach at the bus stop. This will help in lending proper information.

They have also published a book named THE BEST STORY in the year 1972. The script of this book was written by renowned Marathi novelist & ex-BEST employee Shri S.N. Pendsey. The work of English edition was done by Prof. M.V. Rajadhayaksha. The book narrates a complete history of BEST Undertaking. It is a priced publication and the actual price of the book is Rs. 100/-. However it can be purchased at a discount rate of Rs. 65/- from Public Relations Department.

## **20.2 CONSULTANCY**

In case of BEST Buses, there are as such no special consultancy firms. If a bus traveler has some doubt then the bus conductor helps in clearing those doubts. If a customer is new to some area then the bus conductor can help in suggesting where to get down i.e. which bus stop (especially when customer doesn't know where exactly he has to get down).

## **20.3 ORDER-TAKING**

Order taking refers to the procedure of order given by the customer to the industry for the required services. Following are the ways of order taking in BEST Buses:

- The most common method used for order taking is directly purchasing tickets. The customer can buy tickets directly from the conductor. There is no means of intermediaries.
- Students and old aged people can get concessions which are issued in the bus depots. This concession helps in getting fifty to seventy five percent discount of the total cost of tickets.
- Minimum amount for the minimum distance is Rs. 3.50/-. The rate keeps on increasing as the distance gap keeps on increasing.
- The BEST has reserved 3 seats for handicapped person , 2 seats for Senior Citizens and 6 seats for lady passengers in the Single Decker buses. In the Double Decker buses it has reserved 3 seats each for lady passengers and handicapped persons and 2 seats for Senior Citizens.

## **20.4 HOSPITALITY**

Well hospitality in the case of BEST Buses is provided only through Bus drivers and Bus Conductors. These are the front line people or employees whom the customers meet. There are no such proper training programs conducted for this staff. There is some orientation

programs specially conducted for them. It all depends upon person to person for their speech, their attitude, their behavior etc. There are some seats specially booked for ladies in Buses, and if in case any male sit on that seat with the female standing in the same bus, then that female has a full right to lodge a complain, and the conductor will make sure that the female gets the seat.

## **20.5 SAFE-KEEPING**

In the case of BEST Buses – lost property, the conductor deposits the articles left in the bus inadvertently, by the passengers. The articles are then kept in the Centralized Lost Property Section at Wadala. In case the articles bear the name and address of the rightful owner, then intimation is sent informing that the article is stored in the lost property section. Articles are handed over to the rightful owners after proper identification and recovery of the relevant fees.

In the case of space in Buses, A double-decker bus was more suitable than a single-decker one, for occupying no more road space than the latter and with only one driver; it carried one and a half times as many passengers.

## **20.6 EXCEPTIONS**

These are certain kind of situations where it cannot be avoided.

BUSES – there are some different kind of buses available. The ‘standee’ bus system introduced in 1955 was one attempt in that direction. It was restricted in the beginning to vehicles of a particular type. In these buses, ten standees were allowed in the city, and seven in the suburbs. In 1958, the permission was extended to some double-decker buses; these were allowed to take eight standees.

ALL STANDEES BUS

ARTICULATED BUS

COACH SERVICE

MINI BUS

## 20.7 BILLING & PAYMENT

This part refers to the financial aspect of the customer i.e. the customer is willing to pay the amount for the services provided. It also depends upon the kind of payment he makes.

Now in the case of BEST Buses, even after the B.E.S.T. Company was taken over by the Municipal Corporation, the bus fares continued unchanged till 31st March, 1951. For the city the fares were telescopic, that is, as the distance increased the fare per mile came down. For the suburbs, the fare was 'flat', that is, it remained the same whatever the distance. For one Anna you could go a mile and a half in the city, but only one mile in the suburbs.

Then came the changes in the fare-structures. From April 1951, bus travel in the city became even cheaper, with the basic fare of one Anna taking you a mile and three quarters. However, the fractional fares, like 1.1/2 Anna or 2.1/2 Annas and 3.1/2 Annas, for the fare 'stages' were rounded off to the full Anna. In the suburbs too the fare was brought down from one Anna per mile to nine pies that is three quarters of Anna.

The Undertaking revised its bus fares from time to time strictly according to the provision made under Govt. notification. The details of revised bus fares from 1963 onwards are given below

Fare w.e.f.	Revised	Ordinary		Limited	
		Ps.	Kms.	Ps.	Kms.
21-04-1963		10	3.6	15	5.5
07-11-1966		10	2.0	15	2.0
28-05-1974		15	2.0	20	2.0
23-12-1975		20	3.0	25	2.0
21-08-1980		25	3.0	30	2.0
23-03-1981		30	3.0	35	2.0
01-04-1982		40	3.0	50	2.0
01-06-1984		40	2.0	50	2.0
14-09-1984		50	6.0	50	2.0
01-04-1987		50	4.0	50	2.0
22-06-1989		50	2.0	65	2.0
04-05-1990		70	4.0	95	4.0

16-11-1990	95	3.0	95	2.0
08-01-1991	95	3.0	95	2.0
15-05-1992	95	2.5	120	2.5
11-05-1994	140	2.5	165	2.5
06-08-1996	140	2.0	165	2.0

The nutrition surcharge is 10 paise on ticket up to Rs.2/- & 15 paise on tickets above two w.e.f. 1.4.1994. Every day the Undertaking's buses run about 6.51 lakh km. and carry about 47 lakh passengers. These figures are an index of the vastness of the transport system. It would be wrong to expect that everything will run smoothly in such an organization. Troubles have to be taken for granted; difficulties will arise. The organization has to take them in its stride. A trivial incident touches off a lightning strike. There is hectic running about. The complaint is traced to a misunderstanding. It is set right, and normal working is resumed. In 1950, the Undertaking had a serious problem to face. Conductors in those days carried a 'ticket-issuing' machine, specially designed to print and produce a ticket of the required denomination at the turning of a handle. The machine recorded the amount automatically. At the end of his day, the conductor had to pay in the day's takings as recorded. This sounds smooth and foolproof. But some conductors, who were obviously anything but foolish, found a way of so manipulating the machine as to make it record less than the amount collected. How much the Undertaking was fleeced of was anybody's guess. However, the moment the trick was discovered, the Undertaking took swift action, and in twenty-four hours the ticket-issuing machine with every conductor was replaced with a ticket-box.

## **21 Market segmentation**

<b>Basis of segmentation</b>	<b>Segments</b>
Income or comfort wise	Without AC & AC bus.
Speed wise	Unlimited bus, limited bus, super fast bus, non stop bus
Sex wise	Ladies special bus.
Distance wise	Short distance, Medium distance, Long distance.

Special busses for physically challenged people

**Income or Comfort wise:** This segment includes people who are quiet rich and can afford to pay for the kind of luxuries provided. There are Air Conditioned busses being made to cater to people who want to travel very comfortably. Also in this kind of busses very less people are allowed to stand so as to avoid the congestion. Also once the bus gets full bus stops only at those stops where passengers wants to alight, hence avoiding unwanted stops thereby saving the customers time and making service delivery quicker.

Also there are busses without Air Conditions for those who can't afford or for those who don't want to travel by the Air Condition busses. In India majority of the population travels by these kind of buses.

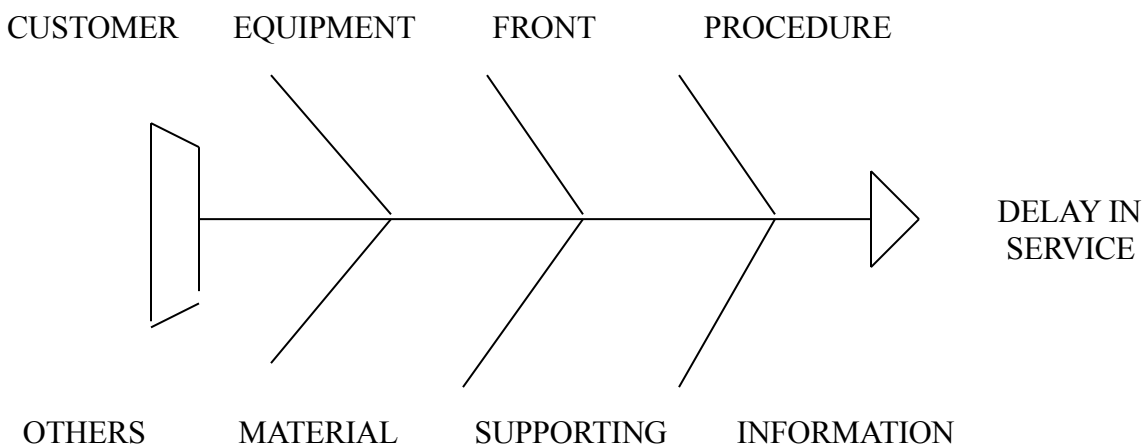
**Speed Wise:** these kinds of busses that differ on the time taken to each the destination, the number of places at which the bus stops, etc. The customers are also being charged accordingly. Cost and Time are inversely related, i.e., lesser the time higher the cost of travel and more the time lesser the cost of travel.

**Sex Wise:** Similar to railways, specials busses for women's are being run during peak hours in order to make travel more comfortable.

**Distance Wise:** Even buses are being segmented according to the distance the customers want to travel, i.e., long distance, medium distance and short distance.

**Physically Challenged people:** There are special busses being made in order to cater to physically challenged people. The kind of entrance, the kind of seats, etc. are completely different so as to make the travel comfortable.

**22. Fish bone**



**22.1 CUSTOMERS:** The customers i.e. the disabled demanded a concession in the rates of the bus fare. However the BEST authorities have not agreed to it as they say they are facing a financial problem. However the customers are not satisfied with this argument as the BEST Undertaking is going to invest a wholesome amount of Rs. 60 lakhs in buying buses with plush interiors.

**22.2 MATERIALS/ EQUIPMENT/ PROCEDURE:** The BEST authorities deny the request of the disabled i.e. to provide them with a concession in the bus fares. The authorities give various reasons for the same which are however not readily acceptable by the customers. They also complain about the procedure i.e. the person on the wheel-chair has to wait for the conductor to the platform so that the wheel-chair can enter the bus. Also this is time-consuming as well as requires a lot of effort on the part of the conductor as well as the customer. The disabled also complain that the concessional bus fares are offered to only those who are traveling for an educational purpose. The others are asked to either pay the whole fare or alight from the bus.

**22.3 OTHERS:** The reasons other than the customer complaints which lead to service failure are the claims of the BEST authorities that they are facing financial problems and thus they need sponsorships from people so that they can provide the disabled group concessional rates.

**22.4 FRONT-LINE:** The front-line staff includes the drivers and the conductors. Though the BEST authorities have come up with a nice way to help the disabled they have not been able to satisfy their target customers. Though the conductor helps the disabled traveling by the bus they are forced to do their job i.e. bluntly tell the persons not traveling for an educational purpose to either pay the whole fare or just alight the bus. This kind of an attitude could reverse the whole purpose of introducing such buses.

**22.5 BACK-OFFICE:** The BEST standing committee chairman Surendra Bagalkar says that he wanted to offer financial concessions but BEST has been facing financial problems and that it requires sponsorship. The entire World Bank fund for Mumbai Urban Transport project is being used to buy 30 new such buses for the disabled.

Thus we can see the various reasons that are causing a service failure. Attempts to provide better services to the customers but without having a reasonable future outlook can lead to such service failures wherein the target audience is completely dissatisfied.

## **23 DISASTER MANAGEMENT PLAN**

### **23.1 STANDARD OPERATING PROCEDURE FOR RESPONDING TO MONSOON RELATED FLOODING IN GREATER MUMBAI RESPONSIBILITIES OF BEST (TRANSPORT)**

- 1 Provide Information to the public regarding cancellation, re-routing and delays in operation of buses, location of temporary shelters arranged by MCGM and the measures being undertaken to restore normalcy of services.
- 2 Deploy additional buses along certain routes to clear passenger traffic.
- 3 Organise transport for stranded passengers, particularly from railway stations and for children from schools.

### **23.2 PREPAREDNESS OF BEST**

#### **Disaster Management Plan - Transport**

- 1 Senior Officers appointed as Co-coordinating Officers for posting in BEST Control Room and Disaster Management Control Room.
- 2 Posting of Officers at 29 vital locations throughout Mumbai during duty / off duty hours.
- 3 Plan for operation of 425 buses from major railway stations / strategic points for transporting stranded passengers.
- 4 Plan for diversion of buses at 55 locations, if required.
- 5 Fully equipped Control Room with hotlines connected to Police Control, Traffic Police, Western Railway, Civil Defense and Disaster Management Control.
- 6 Depots / Patrolling jeeps equipped with wireless sets, walkie talkie sets and megaphones.

7 Formation of Core Team at depot level.

8 Posting of Officers round the clock at Zonal Level during monsoon.

9 Constant monitoring of flood points / rail position during heavy rains.

10 Daily co-ordination with Western / Central Railway, Disaster Management Control and Weather Bureau to ascertain position.

11 Formation of media centre at Control Room.

12 Dissemination of information to the public through public address system / posting of line supervisory staff.

### **23.3 ACTIVATION OF DISASTER MANAGEMENT PLAN**

1 Further orders would be sought from GM / Addl.GM / AGM (TO).

GM in consultation with Joint.Commissioner.Police.(Traffic) will decide the operation of extra buses.

2 Traffic Control will inform position to Disaster Management Control / Traffic Police Control / Police Control / Fire Brigade, etc as the case may be.

3 PRO will communicate with Press / media.

4 Log of all incoming / outgoing calls.

5 After clearance feedback will be given to GM / Senior Officers.

## **24. COMPETITORS**

### **24.1 NMMT (NAVI MUMBAI MUNICIPAL TRANSPORT)**



Navi Mumbai Municipal Transport is a major Transportation Service serving people in Navi Mumbai, and also its surrounding areas and cities.

NMMT has been operating in Navi Mumbai since 1996. And till now it has crossed many milestones in Transportation Service as well as Passenger Service and Satisfaction.

NMMT believe in Better Connectivity, Clean Environment, Good Behavior and Moral Values.

#### **NMMT VERSUS B.E.S.T**

**Both offered Air-conditioning**

**Both offered music-** BEST put on a very low volume while NMMT had blaring music

**The differential in pricing** ensured that people who really wanted to travel in peace actually traveled in peace.

When you look at the bus it may appear that the revenues of NMMT maybe higher than BEST and also the profits of NMMT would therefore be higher than BEST.

However, while an NMMT Volvo maybe taking 30% - 40% more passengers than BEST, BEST has priced its tickets higher by 50%. Also the Chinese make vehicles must definitely be cheaper than a Volvo leading to lower capital costs. I may not be able to comment on the maintenance but looking at the fact that 40% more passengers board the NMMT, I believe that the maintenance cost of NMMT would be higher than BEST. All of this leads me to only one answer.

BEST is definitely the best and a clear winner.

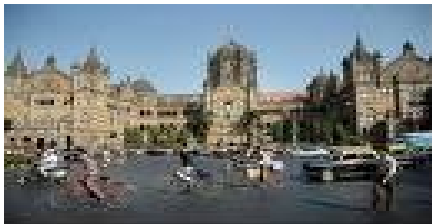
**'BEST won't allow NMMT buses :** If BEST general manager Uttam Khobragade has his way, Navi Mumbai Municipal Transport (NMMT) buses might not even get to stop inside Mumbai.

"We will not allow NMMT buses to halt at our bus stops/shelters. They can construct their own stops if they want to operate within city limits," Khobragade said.

About BEST buses plying in Navi Mumbai, Khobragade said Cidco had in 1985 asked the company to operate its buses in the satellite town. "And we had built our own bus stops."

But the state government is in no mood to entertain individual interests. "NMMT hasn't complained about BEST restricting their movement in Mumbai. But if they do we will look into the matter," CS Sangitrao, the transport secretary, said.

## 24.2 OTHER MODES OF TRANSPORT



Traveling in Mumbai is very easy and systematic. The modes of traveling in Mumbai are taxi, autorikshaw, local train and BEST Buses. The taxis ply through all of Mumbai between Mulund-V.T and Dahisar-Churchgate in the Mumbai City limits. However you can also get the same to go to Vashi -New Bombay. Autorikshaws ply between Bandra-Borivali and Sion-Mulund. The average fare per Km for taxi is RS. 12.00/- per KM and for auto it is RS. 7.50/-. The taxis and autos ply with meters in which fare is updated as per your KM

travel. However the meters are set on old fares, hence you have to pay the conversant cost as per the card carried by taxi/auto driver as approved by R.T.O. Authority can be demanded by you in case of you feel overcharged by the driver. Conversion cost cards is available at all the places in Mumbai. In taxis, you are also having option of AC Taxis-Cool Cabs, which is more comfortable way of travel.

Local trains are on-A/C and are one of the fastest, cheapest and most common modes of traveling in Mumbai. However it is not advisable to travel in train during peak hours. However if you have to travel more than 25 Km from one end of the city to other end of city local train is preferred due to traffic on road. You can take a first class ticket and travel in the First class coach marked with green stripes. For ladies coaches are separate in II ND Class as well as first class. Please beware of pickpockets in locals and BEST buses. In Mumbai local train runs through following routes.

**WESTERN RAILWAY-** Churchgate to Borivali/Virar and return.

**CENTRAL RAILWAY-**Mumbai V.T. to Karjat/Kasara and return.

**HARBOUR ROUTE-**Mumbai V.T. to Andheri and return.

**NEW BOMBAY ROUTE-**Mumbai V.T to Vashi/Panvel and return.

## **25 TRAFFIC JAMS AND BEST**



### **25.1 Accidents cannot be justified**

Often, BEST has to take the responsibility for accidents caused by them and cannot get away by making excuses. Since BEST is a public transport utility, drivers have to be extra careful, as many lives are involved.

### **25.2 Traffic can get to them**

BEST drivers are very safe behind the wheel. They haven't caused any major accidents

apart from a few minor ones, which may take place because of bad roads and traffic jams. Most motorists get irritated when they are stuck in a traffic jam. But that shouldn't be the reason to cause accidents.

### **25.3 Bad roads add to pressure**

BEST is not entirely at fault. Most of the time careless passengers are at fault. Reckless motorists and bad roads add to the pressure, and all this can distract the driver's concentration.

### **25.4 Drivers are under stress**

I don't have any complaints against BEST bus drivers. Our bus service is one of the best in the country. I am not supporting those who are at fault, but it would be unfair to say that all BEST drivers are reckless. Citizens should try and step into the drivers' shoes before passing judgments. Only then will they realise the tough conditions drivers operate in. I have seen people abuse BEST drivers several times. It's incredibly stupid.

### **25.5 Bikers are to blame**

Most accidents are caused due to risky driving by two-wheelers. They often speed and distract us. I have seen bikers try stunts, trying to make way through narrow passages between two buses. We drive a heavy vehicle which is more difficult to control as compared to the lighter bikes.

## **26. Public opinion and suggestion**

There should be increase in the number of buses during peak hours. - Samir Naik (serviceman)

Apart from passengers a lot of other visitor need to go airport have not seen a BEST bus going near the arrivals and departure gates. These Buses can have luggage space and it would hit among passengers. Jayesh Rambhia (Breach Candy)

There should be tables showing the routes of various buses. Not only the bus which come to stand but on other routes too. It should be laminated so that it doesn't get damaged. Also the timing should be accurate. Jalprakash (Tardeo)

The bus stop on Kennedy Bridge at Gamdevi is in urgent need of bus shelters. S.H.Mahtre (resident)

BEST provides best services to school students after the railways in Mumbai. Mahesh Kale (school student)

## **27. CRITICAL INCIDENTS**

Critical incidents are those which highly satisfied or dissatisfied the customer through the services provided to the customer. It leads to customer loyalty or disloyalty.

This can be better explained with the help of case studies.

### **UNLAWFUL ASSAULT BY BEST EMPLOYEE**

In spite of numerous ways of commuting available in Mumbai; I am a regular commuter of my most preferred mode of transport i.e. by BEST buses which I am doing so for the last 15 years regularly. However I would like to bring to the kind notice an act of goondaism performed by BEST employees in who had donned the official dress of your organization and have brought it to shame.

I am student of TYBMS. I live in Vikhroli and my college is at Bandra; for which I normally prefer BEST buses than to rickshaw or other modes. Today morning I had to travel to Andheri so decided to board Bus No.340 from Ghatkopar at around 8.20 a.m. During the peak hours bus no. 340 attracts huge commuters so there are two types of queue for the passengers; one who would like to go sitting and the other who don't mind traveling standing and are allowed to enter after the people get into the bus from the first type of queue. I appreciate the system and follow the provisions made.

Today maybe because of the first working day of the week or traffic jam due to ensuing rains there was only a single 340 bus and the roads were also over packed. I approached the official in one stared blue color dress at the Ghatkopar bus station stop (there was no identification on him as to his name or employee no.) as to ask him when would the next bus would come in as I had a meeting to attend.

Instead of replying me he yelled at me that; if I want to travel get into the line. I replied to him coolly that I am aware and be rest assured and I promise you that until all the line gets cleared I will not even make an attempt to even move at the bus. Looking at the heavy rush and near impossible situation; I stepped aside looking for another bus or

rickshaw which would take me to my destination as the road was very congested due to people and traffic. This official did not stop there he started arguing all over again and despite me pleading and speaking in all the possible gentle ways of assuring him that I would not get into the bus he kept on yelling and in the mean time another official in blue dress and one-star (again no identification) approached me and started threatening me that you try getting in the bus and I will see you.

But I still tried to plead them that I will not break any rules or will I get into the bus unlawfully. But my pleadings fell into deaf ears. After each and every passenger got into the bus from both the queues; there were other people who got into the bus. When I tried getting into the bus I was caught by the collar from behind by the second official and dragged from the bus onto the road in front of the entire public. All this happened in front of a 2 star green dress clad official and even he did not try to intervene. I had to miss the bus and the kind of public shame I had to face that it really hurt me and the official said now you see what it means when I say that” lets see how will you get into the bus”.

What I would like to bring to your kind notice is that the disdain attitude and the in-human treatment meted out to me are really very pathetic. In this world of consumerism where each company tries best to attract and satisfy the customers; I think this another story of appalling attitude of government employees who take everything to be granted whether it be job or customers. I am sure the Management would do something to impart training to its employees how to handle customers because today each and every customer is valuable. I am sure BEST is an organization which should be known more for its services and would request to kindly be more human in handling the customers in the future .

**ANALYSIS:** Thus it can be seen from the above case that the encounter of the commuter with the BEST employee determines the satisfaction or dissatisfaction of the commuter. Thus the employees should take care of their behavior with the regular commuters of the BUS. In the above case the encounter of the commuter with the BEST employee was the one that lead to high dissatisfaction to the commuter.

## **28 FUTURE PROSPECTS**

**28.1 Articulated Single Deck Bus (vestibule Bus):** BEST has introduced these buses to have economical bus operation and different modes of transport to carry more passengers particularly in peak hours. More buses would be introduced in a phased manner. Since these buses carry about 110 passengers each, they clear the passenger traffic faster, particularly during the peak hours. Overall length would be increased to 16 meters from 15.485 meters.

**28.2 System concept:** this system is designed to accept the money from the conductors across the counter. In the beginning of the day the conductor is issued a pre-printed ticket memo. The opening serial members of the ticket blocks are printed on the respective conductor's ticket memo. At the end of the day the amount of sale of ticket is accepted at the counter after processing the closing serial numbers. The transaction data is updated accordingly.

A pilot project for issuing monthly and quarterly season tickets through ATM has been launched in Mumbai this year and has been found very successful. Another pilot project for purchasing tickets including monthly and quarterly season tickets through Smart Card has also been launched.

### **28.3 To have Bluetooth service:**

Taking a cue from cities like New York and London, public transport authorities in Mumbai are planning to equip the city's iconic BEST buses with Bluetooth-enabled services. Brihanmumbai Electric Supply and Transport Undertaking (BEST), the country's first public bus service provider, said it may soon take up a proposal to install the facility in its 4,027 buses. The system will help commuters in getting information about routes, stoppages and bus schedule on their cell phones.

### **28.4 Future plans:**

Intranet will be used to connect all the depots and major bus stations.

Interactive voice response systems will be installed at the major bus stations.

Electronic display systems will be installed at major bus stops.

## **29 Interviews**

### **29.1 Questionnaire with Mr. Vittal Nagavenkar (Officer on special unit of B.E.S.T.)**



**Who is your competitor Railways or any other modes of transport and what makes you differentiate as compare to them?**

- B.E.S.T. is not competing with railways. Our main competitor is N.M.M.T.  
B.E.S.T. provides services such as:
  - a. Feeder service- It provides transport from residential/Office to station
  - b. Trunk service- provide service where railway cannot reach
  - c. East- West connector- Are the route connector from eastern suburb to western suburb.

**What are the areas of improvement according to you?**

- To improve speed, to make a lanes only for the transport of B.E.S.T bus, to start information system to public through mobile network, security system, C.C.TV to regulate the movement. More air- condition bus, more bus service using the route of fly-over, so that it can help to provide better connectivity.

**How the promotion is done?**

- There is no need of promotion as B.E.S.T gives it service to lakhs of people which makes its promotion itself.

**How routing and scheduling is done?**

#### **Routing**

- First we decide the particular route when new complex arises then survey is done to find out the types of people staying- middle income, high income according to that the type of service is decided Air- condition, LTD,etc .After that checking is done street light availability, passenger survey, point of destination, running time

potential passengers. According to that service and bus stop is decided and bus is put in service.

### **Scheduling**

According to Motor Transport Worker Act the scheduling work is done. The driver is given particular time of rest depending upon the kilometer he has travelled. According to that time is allotted for same and different number of buses running in a same route.

### **How do you motivate your employees?**

- Motivational work is done through by providing medical facilities, eye camp, Medical check up, housing facility, providing free uniform, etc.

### **What are the test are taken for driver, conductor and ticket inspector?**

- **Driver-** Driving test is taken
- **Conductor-** Written test is taken
- **Ticket inspector-**It is based on seniority.

### **From where the machines and fuel is provided to B.E.S.T?**

- Machine is manufactured from engineering department of B.E.S.T and fuel is provided from Indian Oil.

### **What are the various sources of B.E.S.T.?**

- Ticket collection, Reservation of buses, Advertisement revenue, Advertisement on L.C.D screen, Grab handles, back panel of seats.

### **What is area revenue?**

- Area revenue is divided in 3 parts:
  - A- Covering fixed as well as variable
  - B- Covers variable cost and some parts of fixed cost.
  - C- Do not cover variable cost

### **Where can Suggestions, Complaints be lodge**

- At the Bus Stations / Bus Chowkies, where the Suggestion/Complaint book is provided. Suggestions/Complaints can also be lodged with the inspecting staff or by writing letter to BEST Officials.

### **How are complaints redressed?**

- By conducting a departmental enquiry against defaulting staff, in which case the complainant is called.

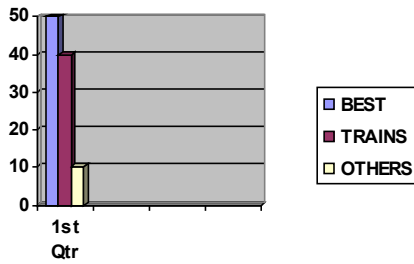
### 30 Questionnaires with Public

1. Which is the best mode of transport?

a. Railway

b. Buses

c. Others

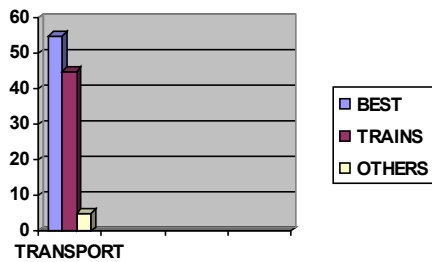


2. Which transport in Mumbai provides better services?

a. BEST

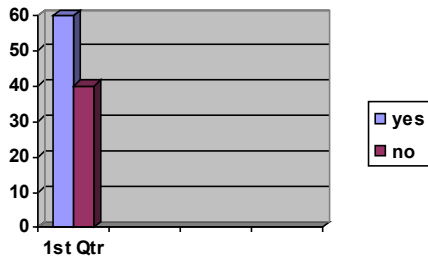
b. TRAINS

c. OTHERS



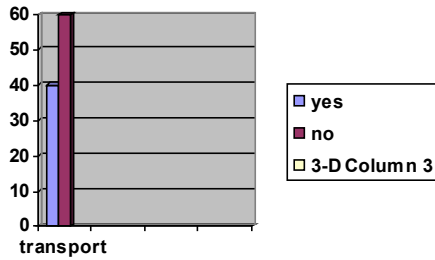
**3. Are you satisfied with the service of BEST bus?**

- a. Yes
- b. No



**5. Are you satisfied with frequency of buses?**

- a. Yes
- b. No



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