

No. BSNLCO-COMN/14(12)/4/2023-RSTG

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Minutes of Meeting (MoM) of Strategic Review and Planning Meet held on 28th July 2025

Introduction: Strategic Review and Planning Meet, chaired by HMoC in the presence of HMoSC was held on 28th July 2025 at The Leela Palace, Africa Avenue, Diplomatic Enclave, Chanakyapuri, New Delhi, 110023. It focused on BSNL's growth, operational excellence, and future direction.

Attendees: The meeting was chaired by Hon'ble Minister of Communications, Shri Jyotiraditya Scindia, in the presence of Hon'ble Minister of State, Dr. Chandra Sekhar Pemmasani, Additional Secretary Telecom, Administrator DBN, members of the DCC, CMD BSNL and the Directors of the BSNL Board, CGMs of BSNL and MTNL, senior officers from DOT and BSNL were present.

1.0 Welcome of Dignitaries.

At the outset, CMD BSNL, Shri Robert Ravi, welcomed Hon'ble MoC and Hon'ble MoS with a sapling. In his opening address, he expressed deep gratitude to the Hon'ble Minister of Communications for his unwavering support over the past year, which has enabled the organization to grow from around 5,000 to nearly 96,000 tower installations.

- i) Highlighting key achievements, BSNL reported two consecutive profitable quarters last year and a revenue of ₹23,000 crore, with a target of ₹30,850 crore set for the current financial year.
- ii) The guiding principle, "BSNL First, Revenue First," has been embedded across all circles, roles, and operations to ensure financial accountability and national performance. Major reforms include the simplification of service offerings—mobile plans have been reduced from 60+ to 34 and FTTH plans from over 200 to just 20—to make choices easier for customers.
- iii) Efforts to expand market reach were showcased through initiatives such as doorstep SIM delivery, launch of BSNL Games, and a fully online platform for onboarding business associates to drive revenue generation.
- iv) BSNL has also launched an online portal for service delivery and monetization of assets and spectrum.
- v) Additionally, AI-based heatmaps are being developed to monitor customer grievances and tower KPIs.
- vi) A soft re-entry into metro markets like Delhi is being planned through ICR arrangements. On the technology front, BSNL is working on FTTH and mobile services-in-a-box solutions and is exploring satellite communication with a signed agreement with SpaceX.
- vii) Emphasizing internal strength, every employee has been assigned a revenue target, reinforcing a culture of ownership, performance, and delivery. The CMD concluded

with a firm belief that, with continued government support, BSNL will connect Bharat with pride and excellence.

2.0 Remarks by Hon'ble MoC.

The Hon'ble Minister of Communications (MoC), Shri Jyotiraditya Scindia ji, congratulated BSNL for achieving **net profit in Q3 and Q4 of FY24-25** after 18 years, significantly growing its EBITDA margin, undertaking the highest capex, and increasing its customer base and ARPU. He highlighted BSNL's exceptional legacy of serving border villages, disaster-affected areas, and its talented workforce. He stated that he was keen on engaging with all CGMs and was looking forward to their presentations and plan for growth of BSNL.

3.0 Business Strategy 2025-26 – Presentation by 28 territorial Circles and 4 Non territorial circles.

Chief General Managers (CGMs) of 32 circles presented their performance and targets.

3.1 Kerala Circle:

- a. Reported 5,624 2G, 4,671 3G, and 6,931 4G BTSs. It serves 30 lakh 2G, 30 lakh 3G, and 57 lakh 4G mobile customers, with over 7 lakh FTTH customers.
- b. Holds the **third market position in Kerala** and is a leading operator.
- c. Saw customer base grow from 87 lakhs to 88 lakhs, and FTTH from 6.5 lakhs to 7 lakhs.
- d. Experienced a **slight ARPU increase** for mobile (116.43 to 116.51) and a slight reduction for FTTH (541 to 528).
- e. Revenue per employee grew from 13 lakhs to 14 lakhs.
- f. Implemented revenue enhancement initiatives like "clash of titans" for FTTH, fiberization of faulty landlines, CNPN project for coal mines, adding new BTS sites, and copper recovery efforts.
- g. Cost reduction efforts included fiberization and closure of small exchanges, reduction in electricity and cluster maintenance contract expenditures.
- h. The CGM proposed increasing SIM sales and ARPU by promoting higher data-centric plans and reactivating GP1/GP2 customers.

It was observed that revenue degrew by 7% from FY23-24 to FY24-25, dropping from 1765 crores to 1643 crores which is a matter of concern. Target of 2415 crores for FY25-26 is ambitious as it aims for almost 50% growth. 43% shrinkage in enterprise business for FY24-25 is a matter of concern.

3.2 Karnataka Circle:

- a. Has 4,900 2G, 3,900 3G, and 10,000 4G BTSs, with mobile subscribers increasing from 41 lakhs to 45 lakhs.
- b. Revenue share is 7.2%.

- c. FTTH customer base increased, but ARPU for both GSM and FTTH **fell** because customers opted for lesser plans. The Hon'ble Minister criticized this as BSNL is already the cheapest provider.
- d. Revenue per employee increased.
- e. Cost rationalization efforts included reducing electricity, IP vendor fees, and converting copper to fiber.

It was observed that the circle achieved **6% growth last year**, but targets a significant 48% growth this year (from 1394 crores to 2415 crores), with mobile revenue doubling from 491 to 879.

3.3 Tamil Nadu Circle (including Chennai TD):

- a. Has 5,700 2G, 3,700 3G, and 6,312 4G BTSs. Chennai TD has additional BTSs.
- b. Mobile subscribers in Tamil Nadu decreased from 84 lakhs to 82 lakhs.
- c. FTTH customers grew from 5 lakhs to 5.27 lakhs, but **ARPU for FTTH fell by 10%** (from 687 to 620). The Hon'ble Minister strongly criticized this, stating customer growth is meaningless if total revenue falls.
- d. Implemented revenue enhancement and cost rationalization initiatives, particularly focusing on electricity and high-paying rentals.

It was observed that **Overall revenue degrew by 2% for FY24-25** (from 1428 to 1448 crores, though 2% is a slight growth according to the provided numbers, Hon'ble Minister stated 2% degrowth). Enterprise business degrew by 5% and consumer mobility by 2%. Targets was **38.4% growth** for FY25-26 (to 2000+ crores). Has **one of the highest ARPUs in BSNL** but is still 30-40% below competitors.

3.4 Andhra Pradesh (AP) Circle:

- a. Has 45 lakh mobile customers (AP state alone) and 2.4 lakh FTTH subscribers. Market share is 8.4% for wireless.
- b. Total subscriber base for mobile and FTTH increased slightly.
- c. **ARPU for FTTH experienced a huge dip** due to a large government customer switching from yearly to quarterly billing.
- d. **Degrew in enterprise business last year** (87 crores to 82 crores) and **CFA was minus 12%**, resulting in **0% overall growth**.
- e. **Revenue per employee is very low at 33 lakhs**, compared to BSNL's average of 42 lakhs.
- f. Launch of 5G FWS services and micro data centers in Hyderabad was highlighted

It was observed that target of 1316 crores for FY25-26 was up from 1086 crores in FY24-25, - circle was aiming for **21% growth**. AP's model where revenue grew by 22% while expenses grew by 15%, leading to a 30% increase in EBITDA was appreciated and other circles were encouraged to follow.

3.5 Maharashtra Circle:

- a. Mobile customer base around 55 lakhs, FTTH at 2.92 lakhs.

- b. **ARPU increased** for mobile (to 134) and FTTH (to 689).
- c. **Revenue per employee is the highest at 77 lakhs.**
- d. Achieved significant growth last year: **19% in enterprise, 6% in consumer mobility, and 18% in CFA, with a total growth of 15% across all verticals.**
- e. Strategies included compensating for retail weakness by pushing enterprise and bulk business, and leveraging improved 4G network connectivity.
- f. Cost cutting was driven by converting electricity connections (commercial to industrial) and rationalizing total load.
- g. Showed consistent secular growth over the last three years (500, 700, then 1000 crore increases).
- h. Targeted a further increase in mobile ARPU by pushing higher STVs and increasing data consumption.
- i. Planned to achieve CFA targets by focusing on targeted areas (villages with 10k-50k pop) and data centers.
- j. Enterprise strategy included increasing bandwidth for existing customers, identifying new potential customers, and offering new solutions.

Hon'ble MoC commended Maharashtra for its performance directed CGM MH to present a case study in the next quarterly review on their strategies and levers used.

3.6 Odisha Circle:

- a. Has 16,000 BTSs (three times more than before), 55 lakh mobile customers, and 86,000 FTTH customers.
- b. Holds around **17% market share.**
- c. Mobile subscriber growth of 4%, but **ARPU were dropping.**
- d. Revenue enhancement focused on enterprise projects like Wi-Fi for universities, bandwidth upgrades for state, and bulk SMS.
- e. Cost rationalization involved AMC of equipment, identifying low-traffic BTSs, and electrical connection savings despite 4G induction.
- f. Achieved around **15% growth last year** and is looking for 40% growth this year (800 crores to 1100 crores).
- g. Aims to increase customer base from 55 lakhs to 57 lakhs, focusing on retail SIM selling, M2M, and push SMS.
- h. **Commended for 25% increase in EB business last year.** However, **consumer mobility degrew by 3% and CFA by 11%**, leading to only 2% overall growth last year.

Revenue per employee is exceptionally high at 83 lakhs, surpassing Maharashtra, which the Hon'ble Minister praised. It was directed to **improve performance on CM and CFA.**

3.7 Telangana Circle:

- a. Has about 11 lakhs BTSs and 22 lakh subscribers.
- b. FTTH is a challenge, not scaling up as expected due to tough competition.
- c. **Revenue was flat in FY22-23 and FY23-24**, then grew by 20% (110 crores) last year.

- d. Targets a **62% growth** this year, with a significant portion from "new business/other income" (70 crores to 360 crores), primarily land monetization.
- e. The Hon'ble Minister expressed strong concern over booking land monetization as revenue (capital receipt) rather than capital gain, questioning the accounting methodology and tax implications.
- f. **Enterprise business target was considered too low** by the Hon'ble Minister (191 to 291 crores), given Hyderabad's potential.
- g. **Revenue per employee is very low at 25.5 lakhs.**

Commended for 13% growth in EB and 10% in CM last year, but CFA showed 0% growth, resulting in 8.8% overall growth.

3.8 Gujarat Circle:

- a. Has 32 lakh mobile subscribers, 8,967 BTSs, and 1.42 lakh FTTH customers.
- b. Customer complaints increased due to data and network issues but are now resolved.
- c. **ARPU figures were missing** from the presentation, but GSM ARPU was stated to have increased.
- d. Showed 12% growth in EB and 9% in CM last year, but **CFA was flat**, leading to 7% overall growth.
- e. Targets 25% growth in consumer mobility.
- f. **Revenue per employee is very low at 31 lakhs**, which the Hon'ble Minister found surprising for Gujarat, expecting it to lead the pack.
- g. Highlighted revenue generation from vanity numbers (25 lakhs), but the Hon'ble Minister emphasized growing core business.

It was directed that 20% drop in CFA targets was to be examined and revenue accounting to be looked into.

3.9 Madhya Pradesh (MP) Circle:

- a. Has 310 2G, 8,945 4G, and 2,467 3G BTSs, with a subscriber base of 1.25 lakhs. Market share is 6.5%.
- b. Mobile subscriber base grew by 6.6%, but **FTTH saw a slight reduction**, and **ARPU showed negative growth**. The Hon'ble Minister urged improvement.
- c. Targets a **74% increase** in revenue this year (from 799 crores to 1322 crores).
- d. **Commended for 30% growth in EB last year**, being almost a leader. CM grew by 8%, but CFA was minus 3%, leading to only 3% overall growth.
- e. **Revenue per employee is respectable at 52 lakhs.**

It was observed that **FTTH ARPU of 324** was significantly below BSNL's average of 514 and had to be improved.

3.10 Punjab Circle:

- a. Has 361 4G BTSs, 40 lakh mobile customers, and 3.28 lakh FTTH subscribers.
- b. Mobile subscribers increased by 9.61%, FTTH by 9.48%.
- c. **Mobile ARPU increased by 17%**, but FTTH ARPU went down by 12% due to a large government contract with fixed charges.
- d. **Overall revenue was minus 24%** last year, primarily due to a drop in bulk push SMS revenue.
- e. **Commended for 20% growth in EB last year** and 7% growth in CFA.
- f. Targets a **16% growth in overall revenue** this year, with consumer mobility aiming for a significant increase (from 290 to 480 crores).
- g. **Revenue per employee is 37 lakhs**, which the Hon'ble Minister suggested should be much higher (75-80 lakhs) for Punjab.
- h. Planned initiatives include a "one FTTH connection per day, one SIM per day per BTS/OLT" scheme, Outbound Dialing (OBD) and SMS campaigns, and shifting to MLS-based equipment.

Revenue per employee is 37 lakhs, which the Hon'ble Minister suggested should be much higher (75-80 lakhs) for Punjab. CGM PB highlighted SMS monitoring and fraud detection system, blocking 87 million fraudulent SMS from 42 billion processed messages could be a source of revenue from banks and appreciated for the initiatives.

3.11 Haryana Circle (Commended Performance):

- a. Has 292 2G, 1,497 3G, and 2,164 4G BTSs.
- b. Mobile customer base increased by 8.6%, FTTH by 15.9%.
- c. **Mobile ARPU increased by 13%**.
- d. **Total revenue increased by 31% from FY23-24 to FY24-25** (from 571 to 752.94 crores).
- e. Targets a **further 30% increase** in revenue this year.
- f. **Enterprise business increased by 18%**, consumer mobility by 9%, and CFA by 54% (due to a state-led project) last year, showing **all three verticals firing**.
- g. **Revenue per employee is high at 60 lakhs**, close behind Maharashtra and Odisha.

CGM Haryana was commended for the circle's overall performance and was requested to do a case study in the next review on their business management.

3.12 West Bengal Circle:

- a. Has 21.65 lakh mobile subscribers and 94,000 FTTH subscribers. Market share is 5%.
- b. **Mobile subscribers grew by 16% and ARPU by 11.5%**. FTTH subscribers grew by 9.5%, with a modest ARPU increase. The Hon'ble Minister commended this combination of growth in subscribers and ARPU.
- c. Revenue enhancement included providing FTTH to state government, scrapping obsolete stores, and new inter-businesses.
- d. Cost reduction focused on energy and AMC costs.

- e. Targets 623 crores revenue for FY25-26 from 517 crores last year, a **20% growth**.
- f. **Enterprise business degrew by 25% last year**, but CFA was up by 40%. Overall growth was 10%.
- g. **Revenue per employee is low at 34 lakhs**.

It was highlighted at the circle had **very low market share (5%)** and urged to significantly increase it.

3.13 Sikkim Circle:

- a. Has 92 2G, 26 3G, and 99 4G BTSs, with small subscriber bases.
- b. Mobile mobility service revenue increased from 23 to 4.3 (crores). Fixed revenue grew from 2.3 to 4.6 crores, and enterprise business from 1.32 to 2.47 crores.
- c. Targets 5 crores for mobile, 5 crores for fixed, and 5 crores for enterprise this year.
- d. Expenditure rationalization aims to save 1 crore by closing 2G nodes and small exchanges.
- e. **Revenue for FY24-25 was 11.86 crores, targeting 21 crores for FY25-26**.
- f. **Overall, the circle showed degrowth**: minus 28% on EB, flat on CM, and minus 4% on CFA, leading to **minus 11% overall growth**.

It was observed that the **Revenue per employee is extremely low at 26 lakhs**, and needed immediate improvement.

3.14 Kolkata Circle:

- a. Has around 7% market share with 23 lakh total customers. 1.43 lakh 2G customers are targeted for 4G migration.
- b. Mobile consumer mobility increased from 119 to 161 crores.
- c. Fell short in CFA revenue (99 crores to 95 crores) but aims for 100 crores this year.
- d. **Enterprise business saw a negative growth target for next year**, projected to fall from 125 crores to 89 crores. The Hon'ble Minister questioned this, pushing for at least last year's level.
- e. **Revenue for FY24-25 was 549 crores, with expenses of 690 crores**, showing a negative EBITDA. The Hon'ble Minister demanded rework of these figures as they didn't make sense.
- f. **Enterprise business degrew by 27% last year**, but consumer mobility grew by 26%. CFA was minus 2%, leading to 1% overall growth.

Revenue per employee was the lowest among all circles at only 20 lakhs. Hon'ble Minister directed that significant improvement should be made to 80 lakhs.

3.15 Uttar Pradesh East (UPE) Circle:

- a. Has 17,089 BTSs, 80.4 lakh mobile customers, and 81 lakh FTTH connections. Market share is 7.9%.

- b. Customer growth in mobile (from 74.2 to 80.4 lakhs) and FTTH (from 64,000 to 80,000).
- c. **ARPU is very low at 37 rupees**, but showed a 9% growth rate along with 8.3% customer base growth, which the Hon'ble Minister commended as a good combination, despite the low base.
- d. FTTH ARPU grew significantly from 348 to 653, largely due to annual state government connections.
- e. Revenue figures showed volatility due to one-time BharatNet project contributions.
- f. **Degrew by 12% in EB and 13% in CFA last year**, but CM was up 12%, resulting in **2% overall degrowth**.

Revenue per employee is extremely low at 26 lakhs. The Hon'ble Minister urged immediate improvement given the state's potential.

3.16 Uttar Pradesh West (UPW) Circle:

- a. Mobile subscriber active base (VLR) increased from 11.3 lakhs to 16 lakhs.
- b. **ARPU for active subscribers decreased by 22%** (from 116 to 90), which the Hon'ble Minister noted as a problem where showing strength in one area (subscriber growth) leads to weakness in another (ARPU).
- c. Revenue numbers also showed volatility due to one-time API business and land sales.
- d. **Increased 30% in EB last year**, 3% in CM, and 6% in CFA, resulting in **12% overall growth**.

Revenue per employee is 40 lakhs, which is BSNL's average, but the **Hon'ble Minister** urged to increase it closer to Maharashtra and Odisha. He also compared it to UP East, stating it was almost double.

3.17 Rajasthan Circle:

- a. Has the largest geographical area, 75% rural population, and 9% market share.
- b. Has 56.2 lakh mobile customers and 26,000 FTTH customers.
- c. Mobile customers increased by 2%, FTTH by 2%.
- d. **Blended GSM ARPU increased by 15%**, and FTTH ARPU also increased. The Hon'ble Minister praised the focus on ARPU increase.
- e. Targets 19% growth, aiming for 1378 crores from 1156 crores last year, and was a net positive circle.
- f. Strategies include M2M, IoT, Wi-Fi business, CNPN for mines, and land monetization.
- g. **EB business degrew by 3%**, but CM was up 3% and CFA up 12%, leading to 5% overall growth last year.

Revenue per employee is 41 lakhs, which the **Hon'ble Minister** noted was on a good track but needed to be pushed higher.

3.18 Bihar Circle:

- a. Has a 6% market share.
- b. Showed growth in FTTH, and **mobile ARPU also increased**.
- c. Revenue enhancement from rentals and IFTV boosting FTTH customer retention.
- d. Cost rationalization committee formed to meticulously examine expenditure proposals.
- e. **Overall revenue grew from 570 crores to 640 crores.**
- f. **Enterprise business was down by 33% last year** as billing authority transferred to other circles, but is focusing on increasing bandwidth and converting lease lines.
- g. **Consumer mobility was up 25% and CFA up 18%.**

Revenue per employee is very low at 25.5 lakhs, among the lowest, which the Hon'ble Minister highlighted for special attention.

3.19 Jharkhand Circle (Commended Performance):

- a. Has 6.6% market share, 2,000 2G, 1,000 3G, and 3,500 4G BTSs.
- b. Mobile subscribers increased from 15 lakhs to 16.25 lakhs.
- c. FTTH subscribers saw a slight decrease due to database cleaning, but **ARPU of GSM increased slightly** (27.77 to 28.16), and **FTTH ARPU increased significantly** (517 to 619).
- d. **Revenue per employee increased from 42 lakhs to 52 lakhs.**
- e. **Achieved amazing results last year, with revenue growth in all four segments:** EB grew by 22%, CM by 8%, and CFA by 62%, leading to an **overall growth of 30%.**
- f. Targets an 8.5% growth this year (from 419 crores to 455 crores), but the Hon'ble Minister challenged this, asking for **at least double-digit growth (15%)** given Q1 performance of 23% growth.

The Hon'ble Minister commended Jharkhand for its overall performance and asked CGM JHK it to present a case study.

3.20 Chhattisgarh Circle (Commended Performance):

- a. Has 8.27% market share, with all required 4G sites converted.
- b. Mobile consumer increased by 8.8%, FTTH also grew.
- c. **ARPU needs to be increased.**
- d. **Achieved 30% growth last year** and planned for **50% growth** (from 301 crores to 465 crores) this year. The Hon'ble Minister highly praised this as "amazing".
- e. Attributed past network issues (due to cable cuts) being resolved, leading to improved stability and potential for growth in M2M and CNPN businesses.
- f. **Showed 37% increase in EB, 15% in CM, and 16% in CFA last year, with all three engines firing for 21% overall growth.**
- g. **Revenue per employee is 53 lakhs.**

The Hon'ble Minister commended Chhattisgarh and asked it to also provide a 15-minute presentation as a case study.

3.21 North East-I (NE-I) Circle:

- a. Has about 10% market share.
- b. Mobile growth of 3%, FTTH also.
- c. **Has a constant and very low ARPU**, which needs to grow.
- d. Revenue for FY24-25 was 195 crores, with expenditure of 206 crores, indicating negative EBITDA.
- e. **EB grew by 7%**, but **consumer mobility was minus 6%** and **CFA was plus 14%**, resulting in **flat overall growth**.

It was observed Revenue per employee is the lowest at 19 lakhs, which the **Hon'ble Minister** highlighted for significant improvement. Plans to strengthen optical fiber networks, improve BTS uptime, increase points of sales to be made and enterprise leads explored.

3.22 North East-II (NE-II) Circle:

- a. Third operator in NE2 with 10.5% market share.
- b. FTTH ARPU reduced due to customers shifting from higher to lower plans (Manipur static IP issue).
- c. GSM ARPU showed 3.82% growth.
- d. Targets a significant increase from 78 crores (FY24-25 achievement) to 144.6 crores. The Hon'ble Minister asked for realistic targets and for the CGM to set their own.
- e. **EB degrew by 6% and CM by 4%**, while CFA increased by 14%, leading to **minus 1% overall growth**.
- f. Initiatives include SIM selling drives, OBD calls, 4G saturation sites commissioning, and approaching state governments for FTTH business.

It was observed that revenue per employee is 26 lakhs, needing improvement.

3.23 Assam Circle:

- a. Has 2G and 4G more than 3G BTSs, 45,000 FTTH customers, and 1380 employees.
- b. Customer complaints for CM mobile increased, but mean time to repair reduced.
- c. **Targets 84% growth this year** (from 346 crores to 639 crores), with consumer mobility aiming to double. The Hon'ble Minister questioned the confidence in achieving such a high target given last year's performance.
- d. **EB grew by 31% and CM by 5%**, but **CFA reduced by 10%**, leading to **8% overall growth** last year.

It was observed that revenue per employee is very low at 22 lakhs and needs improvement.

3.24 Jammu & Kashmir (J&K) Circle:

- a. Has 7% market share, 8 lakh mobile customers, and 34,000 FTTH customers.
- b. Mobile subscriber base increased, but **FTTH went down**.
- c. **ARPU decreased** for both mobile (91 to 68) and FTTH.
- d. **Overall negative growth of 4% last year**, with EB degrowing by 3% and CFA by 18%.
- e. **Revenue per employee is the lowest at 33-34 lakhs**.
- f. Targets to double consumer mobility from 80 to 168, which the Hon'ble Minister noted as a "very stiff target" and asked the CGM to present a comfortable target.
- g. Emphasized increasing private business, which grew from 2% to 16%.

The Hon'ble Minister directed a rework of financial figures.

3.25 CNTX Transmission Circles (5 circles):

- a. Responsible for maintaining long-distance networks, connecting districts and interstate networks.
- b. Developed and maintained an in-house Transnet package for WFC network details, planning, implementation, and O&M, with GIS mapping and real-time performance monitoring.
- c. CNTX South handles satellite communication and submarine cable systems.
- d. CNTX North achieved its Stage 4 target in EB in FY24-25, despite some shortfalls in collections and renewals.
- e. Targets significant growth in AVF, new business, and cluster business.
- f. **ABF revenue showed 32.4% enhancement** for FY25-26 compared to FY24-25.

3.26 BBNW Circle (Broadband Circle):

- a. A specialized technical administrator and network coordinator for all data services.
- b. Operates a Network Operation Center (NOC) for 24/7 monitoring and fault management.
- c. Highlighted consistent data growth (5x in 5 years).
- d. Launched **National Wi-Fi roaming core** allowing seamless connectivity across the country, where even FTTH boxes can act as access points.
- e. **Testing Voice over Wi-Fi**, which could be a "game changer" by enabling regular calls even without nearby BTS coverage.
- f. Utilizes CUPS technology for broadband, deployed 238 units across the country.
- g. Manages security initiatives, including an endpoint security system and a public portal for law enforcement agencies.
- h. Action plan includes improving customer services, bringing caching and peering closer to customers to reduce latency, and enhancing security.
- i. Plans to buy 5,000 Wi-Fi access points for rural areas.

4.0 Address by Hon'ble MoSC

Hon'ble MoSC, Dr. Chandra Sekhar Pemmasani, appreciated the intense discussions. and stated that:

- i) The telecom industry is rapidly evolving, marked by intense competition, fast-paced technological advancements, and the constant quest for market relevance.
- ii) Amidst this, BSNL stands out with its legacy of resilience, national service, and disaster management capabilities.
- iii) Despite challenges stemming from legacy issues and technological gaps, BSNL remains secure, relevant, and trusted.
- iv) The discussion focused on three key priorities: strengthening customer service through the formation of a Rapid Response Team; addressing AI-driven service gaps to ensure seamless customer experience; and exploring how BSNL can lead in projects like BharatNet by accelerating outreach to households, using data such as SMSC listings to promote service adoption within families.
- v) A critical insight was the need to create a ripple effect—where one family member using BSNL influences others to follow. Special attention must also be paid to the youth segment, which represents a powerful demographic for digital adoption.
- vi) Strengthening marketing strategies to increase market share and rebranding BSNL as a symbol of national pride were emphasized.
- vii) Aligned with the Hon'ble Prime Minister's vision of Aatmanirbhar Bharat, BSNL's journey is backed by strong government support, including significant capital expenditure.

The Hon'ble Minister of State lauded HMOC's direct and hands-on approach which combined with the newfound accountability of the CGMs, signaled a transformative period for the organization. In conclusion, he appreciated the progress made and urged everyone to reflect with pride on their performance and continue building on this momentum. Each officer was encouraged to take personal ownership and contribute proactively to BSNL's revival as a symbol of Indigenous strength and national service.

5.0 Address by Hon'ble MoC

Hon'ble MoC, Shri Jyotiraditya Scindiaji, noted that this meeting was one of a kind and reiterated that all Chief General Managers (CGMs) should **act as “CEOs” of their respective circles**, owning and driving their targets, and leading their “companies”. Further, he gave detailed guidance as below:

A. Financial and Performance Targets.

- a. **Realistic yet Ambitious Goals:** CGMs must set “**stretch goals**” for revenues and expenditures, disaggregated monthly and quarterly by verticals (mobile, CFA, EB, rental income, other services) and expense categories (network O&M, employee expenses).
- b. **Revenue vs. Cost Growth:** Emphasized that **revenue growth percentage must consistently exceed expenditure growth percentage**.

- c. **Exclusion of One-Time Adjustments:** Directed to **remove “one-time adjustments”** (e.g., land monetization) from core revenue projections to ensure accurate representation of ongoing business growth.

B. Key Focus Areas for Improvement.

- a. **ARPU Enhancement:** Stressed the critical need to **significantly increase Average Revenue Per User (ARPU)**, which is currently much lower than industry averages, by concentrating on quality over quantity in customer acquisition.
- b. **Quality of Service (QoS) and Customer Relationship Management (CRM):** Underscored that **excellence in QoS and CRM is paramount** for customer retention and ARPU growth.
- c. **Revenue Per Employee:** RPE is a key performance indicator. Circles with low RPE (e.g., Kolkata at 20 lakhs, NE1 at 19 lakhs, UP East/Bihar/Telangana/Sikkim around 25-26 lakhs, J&K at 33-34 lakhs) were urged to significantly improve. Maharashtra (77 lakhs) and Odisha (83 lakhs) were highlighted as leaders.
- d. **Customer Mix:** Directed a strategic shift towards a **60% private sector and 40% government customer mix** for revenue.
- e. **Market Share Increase:** Circles below the national average of 8% market share (e.g., West Bengal, Gujarat) were tasked to reach at least 8%.

C. Innovation and Collaboration:

- a. **New Business Areas:** Urged CGMs to **explore and develop new revenue streams** beyond traditional services.
- b. **Target Democratization:** Advocated for breaking down overall targets and **assigning specific revenue targets to every employee** within their respective Strategic Business Units (SBUs).
- c. **Recognition and Learning:** Proposed a “star campaign” to **recognize and award top-performing employees** at zonal events and requested successful circles (Maharashtra, Jharkhand, Haryana, Chhattisgarh) to prepare **case studies** for future meetings.
- d. **Internal Engagement:** Recommended CGMs to conduct **one-day open forum sessions within their circles** to encourage bottom-up ideas and talent utilization.

D. Review Mechanism: Confirmed **monthly reviews by the MOS** and **quarterly reviews by the MoC** against the set targets and actual performance.

E. Immediate Action: CGMs are to **submit a signed business plan** (including the detailed spreadsheet matrix of monthly revenue and expense targets by vertical) demonstrating ownership and confidence in their projections. Circles must set their own “stretch but realistic” monthly and quarterly targets for revenue and expenditure, vertical-wise, which will be rigorously reviewed. One-time adjustments (like land monetization) should be excluded from recurring revenue projections.

F. Case Studies for Next Review (15-minute Presentations) asked from following Circles:

- a. **Maharashtra** : Commended for "**19% Enterprise Business increase," "6% Consumer Mobility," "18% CFA,"** totaling "**15% growth**" last year, and highest revenue per employee at "**77 lakhs.**"
- b. **Jharkhand** : Commended for "**22% EB growth," "8% CM growth," "62% CFA growth,"** totaling "**30% overall growth**" last year.
- c. **Haryana** : Commended for "**18% EB increase," "9% CM growth," "54% CFA growth,"** totaling "**31% overall growth**" last year, and "**60 lakhs**" revenue per employee.
- d. **Chhattisgarh** : Commended for "**37% EB increase," "15% CM increase," "16% CFA increase,"** totaling "**21% growth**" last year, and "**53 lakhs**" revenue per employee.

In conclusion, Hon'ble HMoC reaffirmed BSNL's higher purpose as a "cause" for connecting every Indian citizen, a "pillar for digital inclusion," and a "symbol of public sector excellence". He underscored the **government's unwavering support** and called for collective pride and mission to ensure BSNL's resounding success. With the Hon'ble Prime Minister's significant financial support, the "wealth of human resource," and the demonstrated quarterly profitability, BSNL is poised for a major turnaround. The focus on empowering local leadership, aggressive customer-centric strategies, and disciplined financial management aims to make BSNL a "resounding success" and a "symbol of public sector excellence."

6.0 Post-conference comments by DoT officers. AS(T) and other senior officers of DoT provided several key directions and expectations to the Chief General Managers (CGMs) during the meeting. These directions emphasized ownership, accountability, and a shift in reporting and operational strategies as below:

A. Financial Reporting Format and Targets.

- a. CGMs are requested to provide monthly and quarterly targets for revenues and expenditures using specific formats.
- b. The formats include an abstract of revenues and expenses, disaggregating them into categories like mobile, CFA, EB, rental income, other services, and exceptional items.
- c. For expenditures, categories include network operation and maintenance, and employee expenses.
- d. CGMs must provide actuals for Q1 (which was already over) and then set targets for July, August, September, and onwards till next March.
- e. The reporting should primarily follow the accrual concept, with an understanding that monthly granularity will have challenges, but efforts should be made to provide credible data.

B. Cost Rationalization Measures:

CGMs need to submit targets for cost rationalization measures for FY26 in "rupees cr".

C. Enterprise Business and FTTH Customer Segmentation:

- a. For Enterprise Business (EB), CGMs are to provide revenue data distinguishing between private and government customers.
- b. For FTTH, CGMs are to provide both number of customers and revenue, also segmented by private and government.

D. Performance Monitoring and Review Structure:

There will be a monthly review by MOS (Hon'ble Minister of State for Communications) and a quarterly review by Hon'ble MOC (Hon'ble Minister of Communications, against the set targets and actuals.

In summary, DoT Officers in alignment with the Hon'ble Minister's directives, aimed to instill ownership among CGMs, standardize financial reporting, ensure realistic yet ambitious target setting, and foster a data-driven approach to performance monitoring and strategic planning.

The meeting concluded on a meaningful and purposeful note.

This is issued with the approval of Competent Authority.


Santosh Dahiya
DGM (Restructuring)

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5. PS to JS (T)
6. PS to CMD, BSNL
7. PS to All Functional Directors, BSNL Board
8. PS to CVO BSNL
9. DDG (PM), DDG (AM), DDG (Budget), DoT
10. Director (PSU-I), Director (PSU-IV), DoT
11. All CGMs BSNL
12. All CGMs MTNL
13. All Unit Heads BSNL CO