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## Minutes of Meeting (MoM) of Strategic Review and Planning Meet held on 30th October 2025

**Introduction**: BSNL Organised its Strategic Review and Planning Meet on 30th October 2025 at Dr Ambedkar International Centre, Janpath New Delhi, 110001, focusing on BSNL's growth, operational excellence, and future direction

**Attendees:** - The meeting was chaired by Hon'ble Minister of Communications, Shri Jyotiraditya M Scindia, in the presence of Minister of State. Dr. Chandra Sekhar Pemmasani, Secretary (T), Additional Secretary Telecom, Administrator DBN. members of the DCC, CMD and the Directors of the BSNL Board. CGMs of BSNL and Senior officers from DOT and BSNL.

### I. Opening and Welcome

The meeting commenced with a welcome extended by the Secretary DoT to the Hon'ble Union Minister for Communications and IT Shri Jyotiraditya M Scindia and all dignitaries. The Hon'ble MoC was thanked for dedicating his time to review operations and motivate the staff. The principle was established that **"what does not get reviewed does not get done"**, or, as the Minister of State added, "what doesn't get reviewed multiple times doesn't get done". The review focused on parameters decided upon to improve the profitability of BSNL.

### II. Consolidated Performance Summary (Q2 and H1 FY 25-26)

The Hon'ble MoC provided an overview of BSNL's collective financial performance against targets set for the fiscal year (FY 25-26).

| Metric | Achievement |
|---|---|
| Annual Revenue Target | Approx. ₹27,000 crores |
| Q2 Revenue Achieved | ₹5,347 crores (93% of target) |
| H1 Revenue Achieved | ₹11,134 crores |
| Average Revenue Per User (ARPU) | ₹91 (12% increase from Q1) |
| Consumer Mobility (CM) Revenue | 75% of Q2 target (approx. ₹1,700 crores) |
| Enterprise Business (EB) Revenue | 103% of Q2 target (approx. ₹1,272 crores) |
| Consumer Fixed Access (CFA) Revenue | 90% of Q2 target (approx. ₹722 crores) |
| Total Subscribers | 9.23 crores |
| Average Revenue Per Employee (RPE) | ₹9 lakhs |

## III. Strategic Directives and Non-Negotiable Targets

The Minister outlined seven key directives, emphasizing that **Quality of Service (QoS) is non-negotiable.**

### ♂ Key Operational Mandates:
1. **QoS Focus:** QoS must be measured and driven on a **daily basis**, including uptime and MTTR.
2. **Uptime Goal:** All CGMs must aim for **99%** OLT and BTS uptime. Kerala's performance (99.2% for 2G/3G BTS uptime) was highlighted as a benchmark.
3. **Competitor Analysis:** Circles must conduct a comparison analysis against their closest competitor for all operational parameters (QoS, uptime, MTTR) to identify and bridge gaps.
4. **Infrastructure Timeline Acceleration:** Battery and power plant procurement must be expedited. Execution timeframes for new projects must be discussed in terms of **days and hours,** not months or years.
5. **Cost Control & Financial Discipline:**
   - Circles must aggressively squeeze the cost structure.
   - If cost increases, revenue must increase by a 3 times higher value
   - **Negative EBITDA is unacceptable** for any circle.
6. **Revenue Strategy & Moat Principle:**
   - Circles must look for new revenue streams
   - A target of achieving a **50/50 revenue split** between private and public sectors by the end of the next fiscal year was set.
   - Circles must focus on establishing and protecting their "moat ".
7. **Leadership Cascade:** CGMs must emulate the review model within their own circles, meeting with their core management team (Business Area Heads, Operational Area Heads, SDCAs) within the next 15 days to empower them and drive cultural change.

### 📈 Financial and Performance Goals:

- **BHAG (Big Hairy Audacious Goal):** The BHAG for all CGMs is to "inch towards" EBITA margin of 40%.
- **Revert to Mean (RTM):** CGMs were instructed to adhere to the defined operational norms and Revert to Mean for all operational parameters.

## IV. Circle Performance Highlights and Issues

The review covered individual circle performance, identifying "Star" performers and circles requiring immediate extensive discussion ("Problem Childs").

### ★ Star Performers (5 Circles Commended):

| Circle | Key Achievement/ RPE (Rev/emp.) | Notes |
|---|---|---|
| Karnataka | RPE: 14.7 lakhs | Achieved 123% of Q2 EB target; noted for 10% expenditure reduction. |
| Haryana | RPE: 15 lakhs | Achieved 53% of H1 EB target (3% above). Commended for good performance across all 3 verticals. |
| UP East | RPE: 7.6 lakhs (low) | Achieved 103% of Q2 total target, 45% H1 EB target. Noted for good performance on EB, CM, and CFA. |
| Jammu & Kashmir | RPE: 11.3 lakhs | Achieved 134% Q2 total revenue (boosted by "other income"). Commended for decent performance despite monsoon-related disasters. |
| Andaman & Nicobar | **RPE: 36 lakhs** | Highest RPE due to small workforce (140 employees). Total H1 achievement 49%. |

🔎 **Circles for Review :**

| Circle | Key Issues/RPE | Directives/Concerns |
|---|---|---|
| Maharashtra | Highest ARPU. Low CM achievement (26% H1). | Must reduce MTTR (currently 280 minutes) to below 240 minutes (4 hours). EB H1 target missed by 13%. |
| Madhya Pradesh | Operational crisis; MTTR for cable cuts up to **30 hours** (norm 4 hours). Lowest RPE among major circles (8.4 lakhs). | Requires intensive dialogue due to severe operational and CM performance issues. |
| Rajasthan | Low CM achievement (32% H1 target, 18% behind). Operational metric MTTR for cable cuts 26 hours. | Losing business to competitors like Jio (e.g., state government tenders). Requires detailed discussion. |
| Odisha | Excellent EB (58% H1 target exceeded). RPE 21.6 lakhs. | CM (36% H1) and CFA (32% H1) are severely lagging. Need deep study on why CM/CFA are failing. |
| Gujarat | CM only 26% H1 target (24% below). RPE 6.8 lakhs (one of the lowest). | Target setting criticized as "steep". Need deep study on why CM/CFA are failing. |

**Other Circles with Severe Issues:**

- **Telangana:** Classified as an "issue market". Total income 56% of Q2 target; **RPE lowest in country at 5.6 lakhs.** Major problem cited: power distribution companies cutting overhead cables.
- **Bihar:** All operational metrics poor (BTS uptime 84%). RPE 5.5 lakhs. CFA achievement only 30% H1.

## V. Operational Metrics Discussion

Operational parameters were recognized as a driving force for improved financial performance.

**Infrastructure Demands:** CGMs to provide total requirements for Battery and Power Plants to be replaced The Hon'ble MoC emphasized that procurement schedules must be expedited **MTTR Issues:** High Mean Time To Restore (MTTR) rates were a major concern, often far exceeding the norms.
- **System Changes:** Some circles (Rajasthan, UP West) noted that the change in fault booking procedure in Transnet, resulted in high MTTR values. Since circles are now familiar with the new procedures in Transnet, reporting of operational parameters would reflect the true position.

## VI. Concluding Discussion

The meeting concluded with a discussion on leadership and cultural transformation.
- **CEO vs. CGM Title:** A preference was expressed by the Hon'ble MoC for CGMs to adopt the title of "CEO" to foster a B2B/B2C, corporate, and aggressive mindset, rather than focusing on G2G relationships.
- **Call for Change:** The Minister stressed that the successful transformation of BSNL depends entirely on the CGMs and the team below.
- **Leadership Analogy:** The contrast between Google and Yahoo was used as an analogy, emphasizing that leadership and culture (culture yields expectation) are the decisive factors in success, even with similar resources.
- **Personal Maxim:** The Hon'ble MoC shared the maxim taught by Andy Grove (founder of Intel): **"Only the paranoid survive,"** encouraging CGMs to adopt a state of constant execution focus, daily dashboard monitoring, and prioritizing execution over merely generating ideas.
- Hon'ble MoC concluded with a reminder about the collective commitment to achieve FY25-26 revenue target of **₹27,000 crore.**

The meeting concluded on a meaningful and purposeful note.

This is issued with the approval of Competent Authority.

02.12.2025

**(Santosh Dahiya)**
**DGM (Restructuring)**

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1. PPS to Chairman DCC& Secretary (T), DoT
2. PS to Additional Secretary (T), DoT
3. PSs to Member (F), Member (T), Member (S), DCC

4. PS to Administrator (DBN), DoT
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