

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

Dated: 17.07.26

Minutes of Meeting (MoM) of Strategic Review and Planning Meet (SRPM)
held on 13th July 2026

1. Introduction

The Strategic Review & Planning Meeting (SRPM) was held on 13th July 2026 at Vigyan Bhawan, New Delhi, under the chairmanship of Hon'ble Minister of Communications Shri Jyotiraditya M. Scindia to review the performance of Bharat Sanchar Nigam Limited (BSNL) during the First Quarter (Q1) of FY 2026–27. The meeting focused on assessing business performance across all major verticals, reviewing operational efficiency, identifying areas requiring improvement, and formulating the strategy for achieving the Company's business objectives during the remaining quarters of the financial year.

2. Attendance:

The meeting was attended by Hon'ble Minister of State for Communications Dr. Chandra Sekhar Pemmasani, Secretary (Telecommunications) Shri Amit Agarwal, CMD BSNL Shri A. Robert J. Ravi, Members of the BSNL Board, senior officers of the Department of Telecommunications (DoT), senior officers of BSNL Corporate Office, and Chief General Managers (CGMs) of all Telecom Circles and Administrative Units.

3. Review of Overall Business Performance: Hon'ble MoC noted with satisfaction that BSNL has made a strong beginning to the financial year with encouraging growth across its major business verticals. Further, it was pointed out by him that BSNL recorded a provisional operating revenue of approximately **₹4,418 crore** during Q1 FY 2026–27 as compared to **₹4,017 crore** during the corresponding quarter of the previous financial year, registering an overall **10% year-on-year growth**. The operating revenue represents income generated from core business operations excluding other income.

The Hon'ble Minister appreciated the efforts of the BSNL management and employees in achieving sustained business growth and emphasized the need to maintain the positive momentum throughout the financial year.

4. Review of Enterprise Business (EB):

The performance of the Enterprise Business vertical was reviewed in detail.

It was observed that Enterprise Business continued to be the strongest contributor to BSNL's growth during the quarter. Revenue increased from ₹1,463 crore in Q1 FY 2025–26 to ₹1,745 crore during Q1 FY 2026–27, registering an impressive 19.2% year-on-year growth along with 5.3% quarter-on-quarter growth. The meeting appreciated the excellent performance of Chhattisgarh, Rajasthan, Maharashtra and Assam Circles and advised all Circles to adopt innovative marketing initiatives and replicate successful business models to further strengthen enterprise revenue.

5. Review of Consumer Mobility (CM):

The Consumer Mobility business also demonstrated encouraging performance during the quarter. Revenue increased from ₹1,594 crore to ₹1,724 crore, reflecting an 8% year-on-year growth. The meeting also noted that BSNL's Average Revenue Per User (ARPU) improved to ₹102.7, indicating better customer value realization. **Jharkhand, Chhattisgarh and Uttarakhand Circles** were appreciated for exceeding their quarterly business targets. The Hon'ble Minister stressed the importance of subscriber acquisition, customer retention and improvement in network quality for sustaining the growth achieved in the mobility segment.

6. Review of Consumer Fixed Access (CFA):

The Consumer Fixed Access business maintained stable revenue during the quarter while registering marginal growth in subscriber base.

The meeting noted the commendable performance of Jammu & Kashmir, Jharkhand, Uttar Pradesh (West) and Karnataka Circles in improving service delivery and customer acquisition.

All Circles were advised to accelerate FTTH expansion, improve service quality and increase broadband penetration through focused marketing initiatives.

7. Review of Quality of Service (QoS) and Operational Efficiency:

The meeting extensively reviewed the main **six operational parameters** affecting customer experience.

Particular emphasis was laid on improving:

- OLT uptime
- BTS uptime;
- Mean Time to Repair (MTTR)-BTS(in hrs)
- Mean Time to Repair (MTTR)-BTS > 4 hrs (no. of instances when BTS took more than 4 hrs to restore)
- Mean Time to Repair (MTTR) cable cuts in Hrs.
- Mean Time to Repair (MTTR)>4 Hrs (no. of instances where cables more than 4 hrs to repair)

It was emphasized that improvement in Quality of Service should remain a key organisational priority and all Circles must closely monitor operational KPIs to ensure continuous improvement.

8. Recognition of High Performing Circles

The outstanding performance of Punjab, Haryana, Kerala, Jharkhand, Rajasthan and Odisha Circles during the quarter was acknowledged and appreciated.

The Heads of these Circles shared the initiatives, innovative practices and management interventions adopted for achieving superior performance. The meeting emphasized that these best practices should be studied and suitably replicated by other Circles to improve overall organisational performance.

9. Review of Circles on Watch:

The performance of the Circles identified as "**Circles on Watch**" was reviewed in detail. The meeting noted that **Bihar, Chennai Metro District, Gujarat , Maharashtra, Uttar Pradesh (East) and West Bengal** require focused attention to improve business performance and operational parameters. The Hon'ble Minister directed the Heads of these Circles to undertake a comprehensive review of the factors affecting their performance and implement time-bound corrective measures to improve revenue growth, customer acquisition, Quality of Service (QoS), and operational efficiency.

10. Directions of the Hon'ble Minister of Communications:

While reviewing the performance, the Hon'ble Minister issued the following directions:

- Every Circle Head should function as the Chief Executive Officer (CEO) of the respective Circle with complete ownership, accountability and business orientation.
- Business decisions should be customer-centric and aimed at sustainable revenue growth.
- Field-level operational issues should be identified and resolved promptly.

The Hon'ble Minister emphasized that leadership is demonstrated not merely by achieving business targets but by motivating teams, resolving operational challenges and ensuring excellent customer experience.

11. Actions to be Taken:

After detailed deliberations, the following decisions were taken:

1. Best practices presented by the high-performing Circles shall be documented and disseminated across all Circles for adoption wherever feasible.



2. Monthly monitoring of Quality of Service indicators including BTS uptime, MTTR, OFC cut restoration , OLT uptime , network availability and customer satisfaction shall be undertaken at both Circle and Corporate Office levels.
3. Special monitoring and handholding shall be provided to Circles where performance has remained below expectations.

12. Conclusion: The Hon'ble Minister expressed satisfaction over the encouraging performance achieved during the first quarter and congratulated the entire BSNL team for the positive growth recorded across major business segments. He called upon all Circle Heads to maintain the growth momentum, strengthen operational excellence, improve service quality and work with greater ownership and accountability towards transforming BSNL into a stronger, customer-focused and future-ready telecom service provider.

This is issued with the approval of the Competent Authority.

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17/07/26

(Santosh Dahiya)

DGM (Restructuring)

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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