



Union Minister Jyotiraditya M. Scindia Reviews BSNL's Q2 Performance; Stresses on Quality of Service, Cost Efficiency, and Profitability

BSNL Achieves 93% Revenue Run Rate in Q2

Union Minister Scindia Calls for Daily Performance Monitoring and Cost Discipline

Sets Seven-Point Roadmap for Circles to Elevate Efficiency and Growth

Scindia Calls for a “Culture of Execution” and Uncompromising Focus on Quality of Service

At BSNL's Q2 Strategic Review, Minister Scindia Urges Focus on Quality of Service, Efficiency and New Revenue Streams

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Union Minister of Communications and Development of North Eastern Region, Shri Jyotiraditya M. Scindia, chaired the Quarter 2 (2025–26) Strategic Review and Planning Meet of Bharat Sanchar Nigam Limited (BSNL) in New Delhi, today. Minister of State for Rural Development and Communications, Dr. Chandra Sekhar Pemmasani, Secretary (Telecommunications) Dr. Neeraj Mittal, Additional Secretary, Shri Gulzar Natarajan and senior officials of the Department of Telecommunications (DoT), and BSNL's Chief General Managers (CGMs) from across the country, were present at the occasion.



The review meeting evaluated BSNL's circle-wise and vertical-wise performance across key parameters of revenue, service quality, and operational efficiency, while identifying specific actions to improve profitability and customer experience.



Union Minister Jyotiraditya Scindia emphasized that the achievements of the organization were a result of the collective capabilities of its Chief General Managers (CGMs). He underscored that the quality of service remained non-negotiable, highlighting the need for daily monitoring of parameters such as uptime and mean repair time. The Minister noted that operations should be viewed not in terms of years or months, but in days and hours. He further pointed out that every saving achieved on

the cost structure would directly contribute to the bottom line. Stressing the importance of organizational ethos, Minister Scindia remarked that “culture ultimately outweighs strategy”, and once the right culture is instilled, the system drives itself.

Minister’s Review and Key Highlights

Minister Scindia informed that BSNL achieved a 93% revenue run rate in Q2, with collections of ₹5,347 crore against a target of ₹5,740 crore.

For the first half of FY 2025–26, BSNL recorded total revenues of ₹11,134 crore, combining ₹6,000 crore (Q1) and ₹5,347 crore (Q2). The Minister commended the company’s circle heads for their performance, saying,

“If there is pride in what we have achieved, it is because of our CGMs and their collective capabilities”, he asserted.



Highlighting operational progress, the Union Minister said that Average Revenue Per User (ARPU) rose from ₹81 in Q1 to ₹91 in Q2, reflecting a 12% improvement. Certain circles—Maharashtra (₹214 ARPU), Kerala (+30%), and UP (West) (+13%)—were lauded for strong performance, while others like Madhya Pradesh, Jharkhand, and Kolkata were urged to raise their sub-₹60 ARPU levels.

The Minister also pointed out a wide range in revenue per employee, noting that the average stood around ₹9 lakh, with standout results from Odisha (₹22 lakh), Chhattisgarh (₹19 lakh), Maharashtra (₹14 lakh), and Haryana (₹15 lakh).



Reviewing BSNL's business verticals, Minister Scindia shared that Consumer Mobility achieved about 75% of its target (₹1,700 crore), with 9.23 crore subscribers and 5.4 lakh new additions last month.

The Enterprise Business (EB) vertical surpassed expectations with 103% of its quarterly target (₹1,272 crore), while Consumer Fixed Access (CFA) achieved 90% of its target (₹722 crore) and recorded a 2% increase in subscriber base.

The Minister remarked, "Everything in life is execution-driven and our CGMs are BSNL's execution artists. You are the standard-bearers of transformation across your circles." Scindia emphasized the need for daily focus on Quality of Service (QoS), highlighting it as the "non-negotiable mantra" for the organization. He directed all CGMs to closely track metrics such as mean repair time, uptime, and customer satisfaction indices on a daily basis, asserting that "everything else is a result of QoS."

Minister's Seven-Point Agenda for Circles

Laying out the roadmap for the coming quarter, Minister Scindia urged all CGMs to follow seven action points:

1. Quality of Service (QoS) must be treated as non-negotiable, with metrics like uptime and mean repair time tracked daily.
2. Circles must conduct competitor analysis on network and service parameters to identify and close performance gaps.
3. Ensure battery media replacement across all circles by 31 December 2025; execution timelines to be measured in days and hours, not months or quarters.
4. Control operational costs—any negative EBITDA, even on a single day, is unacceptable.
5. Develop new revenue streams, particularly through innovative offerings in Consumer Mobility, Enterprise Business, and Consumer Fixed Access.
6. Strive for a 50:50 revenue split between government and private sector clients by the next fiscal year.

7. Strengthen circle-level leadership, fostering a culture of teamwork and accountability.

Commending high-performing circles, the Union Minister appreciated Karnataka, Haryana, Uttar Pradesh (East), Jammu & Kashmir, and Andaman & Nicobar for exemplary performance. He encouraged healthy competition among circles, saying he hoped “these five stars will be challenged and unseated in Q3 by others aiming higher.”



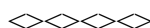
Culture of Ownership and Empowerment

The Minister advised CGMs to replicate the quarterly and monthly review model at the circle, business area, and operational levels, engaging over 400 officers per circle in structured feedback and mentoring sessions.

Emphasizing the importance of leadership culture, he said, “Your teams are not just employees; they are your family.”

The meeting concluded with an emphasis on execution discipline, customer-centric service, and financial prudence, as BSNL continues its transformation into a future-ready, performance-driven telecom enterprise.

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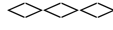
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