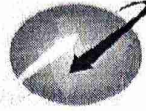


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भारत संचार निगम लिमिटेड
(भारत सरकार का उपक्रम)
BHARAT SANCHAR NIGAM LIMITED
(A Govt. of India Enterprise)

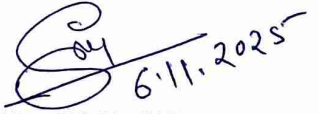
Dated : 06.11.2025

To,
The Chief General Managers,
All Telecom Circles/Telecom Districts,
BSNL.

Sub: Record of Discussions of BSNL Strategic Review & Planning Meet (SRPM) Held on 29th & 30 th October 2025 at BSNL Corporate Office, New Delhi-Reg

With reference to the BSNL SRPM held on 29th & 30th October 2025, kindly find herewith attached a copy of list of action items emerged from the deliberations in the SRPM. All Circles/Zonal centers and concerned sections of BSNL Corporate Office are requested to take necessary action.

This is issued with the approval of Competent Authority.


PGM (S&M-CM)
BSNL CO, New Delhi.

Record of Discussions during BSNL Strategic Review & Planning Meet held on 29th & 30th October 2025-26

1. The action items outlined below stem from the deliberations at the Bharat Sanchar Nigam Limited Strategic Review & Planning Meet held on 29 and 30 April 2025. All Circles, Zonal Centres and relevant sections of the Corporate Office are requested to take necessary action.

2. During the opening address DIR CM has reviewed the Milestone achievements by BSNL like

1. Launch of BSNL 4G .
2. Improvements in Network QOS .
3. 3.4x increase in SIM sale with the launch of freedom plan sales.
4. Increase in IN Revenue by 10.2%.
5. Launch of E-SIM, no spam networks.
6. Self KYC/New BBA portal/Bi TV OTT.
7. Launch of new USIM and OTA Platform.
8. Revamp of Call Centre.
9. 5G Network as a service.

2.1 DIR CM has emphasized the need for improving the Quality of Service by reviewing all KPI parameters and doing cluster optimization.

3. Sales and Marketing :

- 3.1. Wireless Market Share: BSNL at present is at 7.86 % of total Wireless market share. All circles are instructed to keep track of market share of their respective circle in comparison to other TSPs and try to increase the market share of their circles so that overall market share of BSNL will increase .Especially Circles with market share <8% i.e. WB, Andaman, GJ, Bihar, JKD, MP, CHTD, KOL, KTK, J&K shall put their best efforts to increase the market share to at least 10 % this year.
- 3.2. SIM Sale Target: An analysis of SIM sale for the FY 2025-26 shows that out of a total target of 3 Crore SIM sale, only 25.8% is achieved so far. Many circles need to improve performance. Circles like Bihar, Jharkhand, Odisha, Gujarat, NE1, Andaman, J&K are below 20% in SIM sale. Circles should work towards achieving the SIM sale target by doing aggressive marketing by conducting Campaigns/Melas with focus on Network optimized sites/4G saturation Sites/offices etc.
- 3.3. IN Revenue: Average IN revenue is 59%.IN revenue of some circles i.e JKD,NE2,J&K,AS,PB,MP,HR,KTK,GJ,UP W is less than 50% To achieve the IN Revenue targets circles have to focus on the following
 - i. Retain the customers acquired through FRC1 and other Plans. Try to upsell the plans to attractive and High value and ARPU Plans.
 - ii. Vigorously Promote BSNL STVs/PVs through initiatives like OBD/SMS etc. quoting their low tariffs and good coverage and validity benefits.

iii. Branding at retailer points and doing retailer Motivation.

- 3.4. MNP PO/PI ratio: MNP PO/PI ratio is increasing across all circles especially in Assam and Bihar which has crossed 8 and J&K,HP,UP W,HR are greater than 5 . Circles to analyse OA wise the Port out customer trend and to reduce the PO/PI ratio in each circle by identifying root-causes, engaging channels, improving QOS and building loyalty among existing customers.

A comparison of MNP commissions being paid by BSNL and other TSPs has been made by which it is clear that BSNL is paying commissions to channel partners in line with other TSPs. This needs to be publicized much among the channel Partners.

- 3.5. POS availability: Circles are instructed to increase the POS count, availability, improve visibility and monitor effectiveness with special focus on low traffic, high availability areas. At present only 45.8% of POS are only available wrto. POS norms as per S&D Policy. Approximately 12699 BTS locations are with Zero POS. The POS count is to be increased suitably to cater for these areas to increase SIM sale

i. Around 5570, saturation sites are there without any POS. Total SIM sale per saturation Site is very low in OD,JKD, NE2,AN,WB,J&K,MH circles.

ii. In POS data comparison from Apr to OCT 25, active POS count was decreased in KTK, HR, CHE, TN, WB, PD, UTR etc. Circles.

- 3.6. 4G Upgradation of 2G/3G SIMs: In the FY 2025-26 only 21.73% of 2G/3G SIMs were upgraded to 4G. In NE1/2,UTR,MP,AS,HP,KOLcircles,% Upgradation is <8Circles are advised to prioritize and periodically monitor the progress of upgrading. .This activity is to be treated with high importance to enhance customer experience and network efficiency.

- 3.7. **Quality of acquisition:** BSNL currently has an approx. 44% Quality-of-Acquisition (QoA), with 18 out of 28 Circles consistently retaining more than 40% customers (3-month).Circles with lower QOA i.e UP w,AS,KKD,HP,UP E,HR,MP,RJ,BI,PB to analyze the Franchisee wise and BA wise QOA and to take appropriate action to increase QOA. Action should be taken on defaulting POS as per terms and conditions of the agreement.

- 3.8. **Marketing Push:** Circles were instructed to regularly monitor marketing Push activities like i)Periodically conducting Melas/Targetted campaigns ii)Franchisee &Team coordination iii)Increase the availability , Visibility and effectiveness of POS. iv)Target MNP drives in areas where BTS density and QOS of competitors is poor.

- 3.9. Circles to fill various drive Links shared by BSNL CO regularly to monitor the progress of various S&M related activities.

4. Corporate Marketing:

- 4.1. Circles were apprised about the targeted marketing initiatives undertaken on SM platforms. Circles were requested to undertake

campaigns for all high value plans, engaging users on social media through interactive contests to boost participation and brand recall.

- 4.2. Circles were apprised about the BTL and ATL marketing activities. Circles were informed that BTL marketing activities are to be taken up by Circles. It was mentioned that BSNL CO undertakes ATL marketing activities where mass media is used to promote brand.
- 4.3. Various marketing activities undertaken by BSNL CO on Social media which has resulted in higher customer engagements were presented to Circles and Circles were requested to undertake similar activities for higher user engagements.
- 4.4. The report regarding availability of banners & flex at Retailer's end up to Sep'25 was presented. It was directed to revise the format so that it depicts the number of banners/flex provided in each quarter. The revised format may be circulated to circles at the earliest and circles shall send the report in the revised format.
- 4.5. Director (CFA) suggested to use the following phrases in the creatives being uploaded on social media platforms:
 - i. Congestion Free 4G Network
 - ii. आपकी ज़रूरत* के मुताबिक (* - जेब की)
- 4.6. It was pointed out that in our creatives, if tricolour is used, it should be in proper sequence as is there in our national flag.
- 4.7. CGMs suggested that we should go for paid marketing on social media platforms of news channels so that BSNL's ad pops up before the news content. Corp Mktg cell needs to prepare a policy in this regard.
- 4.8. CGMs also desired that some policy for authorizing CGMs to hire influences for boosting BSNL posts may be got made. Corp Mktg cell needs to prepare a policy in this regard.
- 4.9. Circles requested for adequate allocation of budget as in the current financial year, only 25% of the previous FY year i.e. 24-25 has been allotted. Circles also requested for allocation of some budget for ATL activities such as digital marketing through Radio etc, as in previous Financial year.

5. Value Added Services:

- 5.1. The revenue of A2P bulk push-SMS up to September, 2025 was discussed. The circles requested to revise the SMSC policy. Circles were intimated that the issue is under consideration and the revised policy shall soon be circulated.
- 5.2. The report regarding penetration of BiTV premium in major Circles was also discussed. It was directed by Director (CM) that circle-wise targets may be issued to circles for acquiring BiTV premium customers.

6. Network Operations:

- 6.1. It was observed with serious concern that there has been a significant

decline in overall network availability despite substantial CAPEX investments under the IX.2 project and in associated infrastructure, battery systems, and power plants. The issue of low network availability was also raised by the Hon'ble Minister of Communications (MoC) during the SRPM meeting and is expected to be reviewed and monitored periodically by the Minister of State (MoS).

- 6.2. The Director (CM), during the HoCC meeting, reiterated that all circles must strive to achieve and maintain an overall mobile network availability in tune of 99%, as most other performance parameters are directly dependent on this metric. The severe decline in availability is a matter of serious concern, and it is unacceptable that certain circles remain far lagging behind the TRAI benchmark.
- 6.3. All circles were directed to take immediate and decisive action to improve network availability. Accountability shall be fixed for any continued shortfall. Every effort must be made, starting with day one without delay, to restore performance to the desired levels and ensure sustained compliance with the prescribed benchmarks.
- 6.4. During the HoCC meeting, it was reported that data usage is not increasing beyond a certain limit. Therefore, it was decided that KL and PB circles will conduct thorough testing on the stagnation of maximum data per eNodeB in the IX.2 network and share their findings by 12th November 2025.
- 6.5. It was also observed that a large number of faults have been pending for a long duration. All circles have been instructed to attend to these long-pending faults on priority, in coordination with the TCS and Tejas teams, and to provide compliance by 14th November 2025.
- 6.6. All Minilink faults shall be booked on the Fault and Repair Portal and must be resolved with the help of the OEMs, namely HFCL and Ceragon.
- 6.7. Further, as required by TRAI and reiterated to circles multiple times, the 6.5 lakh village coverage details are still pending. Circles are required to provide the same by 7th November 2025 on the Google Drive link shared below:

<https://drive.google.com/drive/folders/1ycCNcHg7U3zCrwOW4Hwc4NN8O3xlKnQg?usp=sharing>
- 6.8. It has been highlighted by TRAI and DoT that there are data mismatches in various reports. Circles must ensure that there is no data inconsistency in TRAI PMR, NEP, DoT, or any other related reports.
- 6.9. Additionally, as per the new TRAI guidelines, the benchmarks have become more stringent. All circles should therefore closely monitor TRAI KPIs to ensure that no penalties are imposed.
- 6.10. It was further conveyed that there are approximately 19,000 RNP cards presently lying with the circles, while the tender for repairing RNP cards has expired across all zones. In the previous tender, around 12,500 cards were repaired. All zonal nodal circles are required to collect requirements from the circles in their respective zones and float a new tender on priority.

7. Infra:

- 7.1. It was observed that some circles have initiated actions for closure/relocation of Low Traffic/ Redundant/ Loss making IP sites, including issuing exit notices to concerned IPs. However, other circles are yet to make significant progress. All the circles were directed to complete the exercise for at least targeted number of sites by 15.11.2025.
- 7.2. It was intimated that Addendum to MSA with Airtel for 5G deployment has been finalized by BSNL CO. Circles were asked to proactively approach TSP circle teams for additional loading for 5G equipment, at maximum numbers of existing sites and for pursue for leasing in new sites, in order to increase revenue from leased out infrastructure. Further circles, were advised to deploy/rearrange Btty/PP within the circles on priority basis on lease out sites so as to make sites feasible wherever new requirement is received from TSPs for lease in BSNL towers.
- 7.3. Circles have been asked to carry out regular Inspection of Leased In and Leased Out sites in order to check irregularities in billing/invoicing and to avoid Audit observations such as discrepancies in billing vis-a-vis actual loading, Availability, Tenancy, LLR, difference in EB/Diesel time at Lease In and Lease out sites etc. Inspections reports as per targets to be submitted Quarterly.

8. NWP-GSM

- 8.1. **RFI Readiness-** Five Circles- A&N, J&K, Sikkim, Guj and Jharkhand - have sites pending for hand over to TCS. A&N Circle proposed to drop 6 sites. J&K Circle has to decide whether 30 pending hand over sites in Phase IX.2 can be diverted to Govt. Projects. Gujarat Circle intimated that all sites have been hand over to TCS.

Pendency is as below-

A&N-55, J&K-30, Sikkim-5, Guj-4, Jharkhand-3. These Circles may handover pending sites latest by 15.11.2025.

8.2. Gap between Installed and on-air

In Circles- Assam, Maharashtra, NE1, NE2, Bihar, Mum, Delhi, there are more than 100 sites each where eNB has been installed but these are not on-air due to various reasons such as media, power etc. Circle Heads must monitor these pending sites and get the eNB on-air latest by 30-11-2025. Circles also to provide the list of media ready sites to NWP GSM Cell BSNL CO. The cases of media pending due to Bharatnet Fiber are to be sent to PGM Bharatnet, BSNL CO. CGM CNTx intimated that 150 more VSAT sites will be integrated by the November, 2025.

8.3. A/T for Phase-IX.2 project-eNodeB

Progress of A/T for eNB is very slow in Odisha, Maharashtra, Kerala, Rajasthan, Bihar, Telangana, UP East. In Tamil Nadu, J&K and A&N, not a single AT certificate has been issued for eNB. All Circles may review the status and expedite the AT work.

8.4. A/T for DMW (Other than E-Band DMW)

A/T is pending in Circles- J&K, Assam, UPW, HP, Rajasthan and Odisha. The Circles may review the status and expedite the A/T work. In addition, all DMW should be visible at EMS in which following Circles are lagging behind- Karnataka, Maharashtra, WB, Assam. Circle Heads are requested to review the progress daily and complete the pending work.

8.5. A/T of UBR

Major A/T is pending in Odisha and Jharkhand Circles. The accessibility of UBR on EMS is pending at BSNL end in circles- Odisha- 130, Kerala- 111 and Maharashtra-172. Circle Heads are requested to review the progress daily and complete the pending work.

8.6. SIM inventory

Circles have demanded more SIMs whereas the SAP inventory indicates that enough SIMs are available with all the Circle. Demand for the additional SIMs will be considered only when SAP inventory is reconciled and matched by the Circles and the requirement is justified as per SAP inventory data.

8.7. Phase V/ VII equipment:

Phase V/ VII equipment to be progressively shut down by the Circles and traffic should be migrated to the equipment of later phases, as per the feasibility.

8.8. UBR/ DMW fault booking:

Only few Circles are booking fault on portal developed by HFCL for UBR faults. Jharkhand Circle having major faults has not booked fault through the portal, therefore the monitoring is difficult at all levels. All Circles to ensure 100% fault booking through the portal provided by HFCL.

9. NWP-SP Cell

- 9.1. All circles are requested to make efforts to acquire lands and clear the issues at sites, which are on hold.
- 9.2. Over 2000 sites under DBN-funded projects, where PI and eNodeB are ready, are pending for commissioning due to non-readiness of media. Circle Heads are requested to accord personal attention to ensure media preparedness and facilitate early commercialization of these sites.
- 9.3. During October 2025, more than 8000 eNodeBs recorded uptime below 75%. CMD Sir expressed concern over this matter. Circles must take necessary corrective actions to achieve uptime levels above 98%.
- 9.4. Several circles still have pending EB demand notes up to ₹5 Lakhs. Circles are requested to clear all such payments immediately and liaise with distribution companies for early installation of EB connections at the respective sites where demand note has already been paid.
- 9.5. An amount of ₹1505.41 Cr remains unclaimed with CCAs. Circles are requested to raise and submit all pending claims without further delay.
- 9.6. Site readiness for TPA audit remains unsatisfactory—only 528 site data

entries have been uploaded on the PMIS portal out of a total of 15,961. Circles must expedite both site readiness work and PMIS data updation.

- 9.7. Surveys for priority sites (PVTG, BADP, Post Office, VIP references) are pending in several circles. Additionally, a new list of 1421 tourist sites requiring surveys has been received from DoT. Circles are requested to complete all pending surveys on priority and update the survey status on the Cluster Portal accordingly