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भारत संचार निगम लिमिटेड
(भारत सरकार का उद्यम)
BHARAT SANCHAR NIGAM LIMITED
(A Government of India Enterprise)

आर. के. उपाध्याय

अध्यक्ष एवं प्रबन्ध निदेशक

R. K. Upadhyay

Chairman & Managing Director

Dated: May 5, 2011

Dear colleagues,

I consider it my privilege to take over the reigns of BSNL as its Chairman and Managing Director. Telecom sector is not new to me and I have been associated with this sector for the last 36 years. Starting with the days of the Department of Telecom under the Government and through the thick and thin of opening up of this sector since the early 90s, it has been a most fascinating and enriching experience. The reforms in the sector and the unfolding revolution which is still taking place, has made it the most enthralling opportunity to be a part of the sector. The experience of being a part of the management and leadership of a public sector telecom consulting and turnkey projects organization has made the experience even more rewarding. I take pride in joining this great organization which touches the lives of our teeming millions each day.

BSNL has withstood fierce competition from the private sector over the last one decade and held on to its own as a service provider of choice to millions and millions of our countrymen. BSNL, in my view, has stood the test of the time. It has been able to win over the trust of over 117 million customers. That is a massive number but at the same time that also brings upon us a huge responsibility – to be able to live up to the trust of such a vast multitude of customers across the length and breadth of the country. BSNL through its vast network and resources – technical as well as human – has created a niche for itself as a service provider which reaches where no private operator, driven by consideration of profitability, has ever ventured to reach. I sincerely believe that trust of customers is an area where BSNL has done very well and therein lies an inherent opportunity for us to build upon.

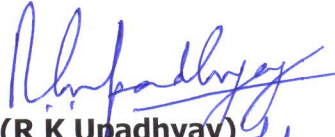
I am fully aware of the turbulent phase through which BSNL is presently passing. For the first time since inception, it has posted a net loss last financial. I believe that we should not lose heart on this ground as ups and downs are a part of the fortunes of any organization, much like they are in human life. At the same time, we should take this as a wake up call for deep introspection as to where we have gone wrong. I would like to share with you that this is the last opportunity given to us to prove our capability to turn around the company. As you are already aware of, there was strong sentiment prevailing to post an outsider at the helm of the affairs of BSNL. We have to prove now that we possess the required technical and managerial skills to take us out of our present predicament. Let us do some brainstorming in our own areas of work and look for solutions to arrest the current trend. This needs to be done at individual level as well as in the respective teams we work in. I have known from experience that even the most daunting of challenges can be surmounted with team-spirit and we should all work towards building such spirit.

I am extremely happy to see that the employees of BSNL have already realized the need of the hour and decided on their own to observe this month as "Customer Delight Month". Let this spirit prevail in our heart and mind not only in this month but get absorbed in our approach and attitude. Some words which sound like simple words are actually magic wands. Here I am referring to attributes like loyalty to the organization and complete dedication to the cause of the organization. Combine these with the right kind of attitude and we have a winning formula.

Our top agenda would be to maximize revenue of the company. While we must build on the existing revenue streams on a sustainable basis, we must also mull building newer revenue streams. As a business entity, we should always keep reminding ourselves of the imperatives of top-line and bottom-line. Another area where we need to ponder upon seriously is in being a bit conservative in our expenditure. Even seemingly small measures to reduce unproductive expenditure, in an organization as large as ours, can control outflow of precious revenue. We must give a serious thought to find out ways to reduce our day-to-day operating expenditure.

All along in my life I have been guided by one underlying principle – to keep Service before Self. I strongly believe that there is a larger purpose of our existence besides the mundane aspects. Let us try to attain that level of self-actualization. I am open to consultations and would always welcome suggestions to improve the growth prospects. I look forward to your unstinted support in our collective endeavor to take our beloved organization on road to growth and prosperity.

With best wishes,


(R K Upadhyay) 5/5/2011