



BUSINESS PLAN · INDIA

Telecom Infrastructure Services

Tower, fibre and network rollout

TELECOM

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August 2026

This document is confidential and prepared for planning purposes. All financial figures are illustrative model assumptions for an Indian MSME context and must be validated against live quotes, local rates and professional advice before any investment or borrowing decision.

1. Executive Summary

This plan sets out a **Telecom Infrastructure Services Business** in India — a B2B EPC/services contractor that builds & maintains telecom networks for operators, tower companies & ISPs: **tower erection, fibre laying/OFC, network rollout, in-building solutions, small cells & O&M**. It earns **project/EPC margin plus recurring O&M/AMC**, monetising India's massive telecom-network investment (5G rollout, fibre densification, rural connectivity) — an order-book-, execution-, working-capital- & O&M-driven contracting business serving telcos/TowerCos.

India's telecom build-out is enormous & sustained — 5G rollout, fibre densification (BharatNet & private), tower growth, in-building coverage & rural connectivity — and operators/TowerCos outsource build & maintenance to infra-services partners. A telecom-infra-services firm is a **project-execution & managed-services business**: won on tenders/relationships & capability, executed on skilled teams/equipment, & run on working capital (retention/BG) with a recurring O&M annuity. Success rests on order-book/pipeline (telco/TowerCo), execution quality/timeliness, skilled workforce, WC (retention/BG) management & the O&M book. Revenue is **EPC/project margin + O&M/AMC**; it is order-book-, execution-, WC- & O&M-driven.

This is a project/services contracting business — funded by promoter equity plus bank finance (WC for projects + non-fund BG limits + equipment). This plan models a telecom-infra-services firm requiring **₹2.5 crore** (₹90 lakh promoter + ₹1.6 crore bank finance incl. WC + BG), targeting **₹16 crore** revenue in Year 1 and **₹36 crore** by Year 3. (*Telecom infra services; EPC/project margin + O&M, order-book/execution/WC-driven — figures illustrative; B2B to telcos/TowerCos.*)

2. Business Description, Vision & Legal Structure

Concept: A telecom infrastructure services business - tower erection, fibre/OFC laying, network rollout, IBS/small-cells & O&M for operators/TowerCos/ISPs, earning EPC margin + recurring O&M.

Vision: To build & maintain the networks that connect India.

Mission: Deliver quality telecom infrastructure on-time & maintain it reliably - skilled, safe & dependable.

Legal structure options

- **Partnership / LLP** — used by contractors.
- **Private Limited** — recommended for telco tenders/empanelment, BG limits & funding.

Regulatory anchor: a telecom-infra-services firm is a B2B services/EPC contractor (company/LLP, GST, telco/TowerCo empanelment/vendor-registration, right-of-way (RoW) for fibre, labour/contract-labour, safety [tower/height/electrical], BG/EMD capacity; DoT/TRAI norms flow via the operator client). Order-book/pipeline, execution quality/timeliness, skilled workforce, WC (retention/BG) & O&M determine success; it is order-book-, execution-, WC- & O&M-driven.

3. Promoter & Ownership

Led by a promoter with telecom-infra, network-rollout, EPC or telco-vendor expertise & operator/TowerCo relationships. The team includes project/site execution, network/technical, fibre/tower crews, O&M, safety & accounts (BG/WC). Order-book, execution, skilled workforce & O&M are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

India's telecom-network investment is vast & sustained — 5G rollout, fibre densification (private + BharatNet), tower growth, IBS/small-cells & rural connectivity — with operators/TowerCos outsourcing build & O&M. Demand is telecom-capex-/rollout-driven & multi-year. The market rewards order-book/pipeline, execution/timeliness, skilled workforce, WC/BG capacity & O&M; it is order-book-, execution-, WC- & telco-capex-sensitive, met with tenders/empanelment, execution & O&M.

Demand drivers

- **5G rollout & densification.**
- **Fibre (private + BharatNet)** laying.
- **Tower growth & IBS/small-cells.**
- **Rural connectivity** programmes.
- **O&M of expanding networks.**

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Telecom infra services in India	Very large & capex-driven
SAM	Region/service-type & clients	Substantial
SOM (Yr 1-3)	Order-book / projects / sites	Scaling

Target clients

- Telecom operators (rollout/O&M).
- Tower companies (erection/O&M).
- ISPs & fibre players (OFC laying).
- Government (BharatNet/rural) & enterprises (IBS).

5. Competition & Competitive Advantage

Landscape: other telecom-infra contractors, large network-services firms & regional players. The firm competes on order-book/execution track record, skilled workforce, timeliness/quality, coverage, WC/BG capacity & O&M reliability.

The business's edge

- **Order-book/pipeline & telco empanelment.**
- **Execution quality/timeliness & safety.**
- **Skilled workforce & crews.**
- **WC/BG capacity & coverage.**
- **O&M reliability (recurring).**

6. Products & Revenue Model

Stream	Model	Basis
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Fibre/OFC laying & rollout	Project/EPC margin (per km/site)	Core
Tower erection & installation	Project margin (per site)	Core
IBS / small cells / network rollout	Project margin	Volume
O&M / AMC (network maintenance)	Recurring fee	Recurring annuity
Managed services / turnkey	EPC + managed	Scale

Revenue is **project/EPC margin** on fibre/tower/rollout/IBS (per km/site) plus a recurring **O&M/AMC annuity** on maintained networks. Economics = order-book × project margin + O&M – labour/material/subcontract – WC (retention/BG); order-book, execution, workforce, WC & O&M drive it — the decisive telecom-infra levers (order-book- & O&M-driven).

7. Go-to-Market — Order-Book & O&M

- **Telco/TowerCo empanelment & tenders.**
- **Execution track record** (quality/timeliness).
- **Skilled crews & coverage** (capability).
- **O&M attach** (recurring, sticky).
- **Relationships & repeat** (multi-year).

Sales approach

Empanel with telcos/TowerCos → win rollout/build projects (execution/coverage) → deliver quality/on-time → attach O&M (recurring) → build order-book, track record & repeat → scale coverage/crews. Order-book, execution, workforce & O&M build the business; O&M adds a recurring annuity to project work.

8. Operations Plan (project + O&M)

- **Project execution:** site/project management, fibre/tower crews, equipment, rollout, quality/safety (height/electrical).
- **O&M:** network maintenance, fault-resolution/SLA, preventive maintenance (recurring).
- **Workforce:** skilled crews (fibre/tower/RF), training, safety.
- **WC & commercial:** material/labour funding, retention money, BG/EMD, RA-billing, receivables.
- **Compliance:** telco empanelment, RoW, labour, safety, GST.

Workflow

Stage	Activity	Metric
Win	Tender/empanel/PO	Order-book
Execute	Rollout/build/crews	On-time/quality
Bill	RA-bills/retention	WC/receivables
Maintain	O&M/SLA	Recurring/uptime
Comply	Empanel/safety/RoW	Compliance

9. Regulatory, Licences & Compliance (India)

- **Client empanelment:** telco/TowerCo vendor registration/empanelment.
- **Network:** RoW for fibre (via/with client); DoT/TRAI norms (flow via operator).
- **Safety & labour:** tower/height/electrical safety; contract-labour; EPF/ESI.
- **Commercial:** BG/EMD; GST; RA-billing.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / leadership	1	2	3
Project/site engineers & managers	8	16	28
Fibre/tower/RF crews (own+contract)	30	65	115
O&M teams	8	18	32
Accounts (BG/WC), safety & admin	4	7	11
Total	51	108	189

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Entity, empanelment, crews/equipment, first projects
Ramp	Month 2-7	Rollout projects, execution, O&M, WC/BG
Traction	Month 7-12	Order-book & O&M; ₹16cr revenue
Expand	Year 2	More clients/geographies/O&M, ₹26cr
Scale	Year 3	₹36cr revenue; order-book & O&M annuity

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. They are not projections of guaranteed results. Telecom infra services is project-based (EPC margin) with a recurring O&M annuity & working-capital-heavy (material/labour + retention + BG); RA-billing & retention/receivable timing affect cash.

12.1 Project cost & means of finance

Capital requirement	₹
Working capital (material/labour + retention)	1,40,00,000
Bank-guarantee / EMD margin (non-fund)	45,00,000
Equipment, vehicles & tools (fibre/tower)	50,00,000
Office, empanelment & pre-operative	15,00,000

Total project cost	2,50,00,000
Promoter contribution	90,00,000
Bank finance (WC/CC + BG limits, MSME)	1,60,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Fibre/rollout & tower projects	11,00,00,000	17,00,00,000	22,00,00,000
IBS/small-cells & network rollout	4,00,00,000	6,50,00,000	9,00,00,000
O&M / AMC (recurring)	1,00,00,000	2,50,00,000	5,00,00,000
Total revenue	16,00,00,000	26,00,00,000	36,00,00,000
Material, subcontract & site cost	11,50,00,000	18,40,00,000	25,00,00,000
Salaries & crews	2,00,00,000	3,20,00,000	4,40,00,000
Overheads, logistics & BG/safety	1,10,00,000	1,75,00,000	2,40,00,000
Interest & other	30,00,000	48,00,000	65,00,000
Total expenses	14,90,00,000	23,83,00,000	32,45,00,000
Net profit (before tax)	1,10,00,000	2,17,00,000	3,55,00,000
Net margin	6.9%	8.3%	9.9%

12.3 Unit economics & break-even

- **Order-book × project margin + O&M:** project margins are moderate (material/subcontract-heavy); execution efficiency, crew productivity & project mix drive it; the O&M/AMC annuity is higher-margin & recurring, compounding with the maintained-network base.
- **WC & BG:** material/labour + retention (held for months) + BG/EMD tie up WC; RA-billing, retention recovery & BG capacity are the core cash levers.
- **Break-even:** at an order-book/execution threshold covering overheads & interest; net margins moderate (contracting), improving with O&M annuity, execution & scale.

12.4 Projected Cash Flow — Year 1 (quarterly, illustrative)

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	18,00,000	16,00,000	16,50,000	17,00,000
RA-bill & O&M collections	3,20,00,000	3,95,00,000	4,45,00,000	4,70,00,000
Material, crews & operating	3,22,00,000	3,94,50,000	4,44,50,000	4,68,50,000
Closing balance	16,00,000	16,50,000	17,00,000	18,50,000

Telecom infra services is WC-heavy: material/labour upfront, retention held, BG/EMD blocked; O&M smooths cash. RA-billing discipline, retention recovery, BG limits, procurement, mobilisation advances, O&M recurring cash & the WC line manage cash; the key risks are order-book gaps/telco-capex cycles, execution/delays, retention/receivable delays, BG capacity &

skilled-labour — met with empanelment, execution, WC discipline & O&M.

12.5 Key Performance Indicators to Monitor

- **Order-book:** pipeline; win-rate; project mix; telco/TowerCo clients.
- **Execution:** on-time; km/sites delivered; quality/safety.
- **O&M:** O&M book; SLA/uptime; recurring share.
- **WC:** retention outstanding; receivable days; BG utilisation.

13. Funding Requirement & Bankability

Total ask: **₹1.6 crore bank finance** against ₹90 lakh promoter contribution — **WC/CC (material/labour/retention) + non-fund BG limits** (critical for telco tenders/EMD/performance) & equipment, MSME-eligible. Bankability rests on order-book/pipeline, telco/TowerCo empanelment, execution track record, BG capacity & the growing O&M annuity; India's telecom-capex (5G/fibre) supports demand. Year-1 profit ~₹1.1 crore growing to ₹3.55 crore supports servicing; order-book, execution & O&M are key. Order-book, execution, workforce, WC/BG & O&M underpin the model.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (material/labour + retention)	1,40,00,000	56%
Bank-guarantee / EMD margin (non-fund)	45,00,000	18%
Equipment, vehicles & tools	50,00,000	20%
Office, empanelment & pre-operative	15,00,000	6%
Total	2,50,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Order-book gaps / telco-capex cycles	Empanelment, pipeline, diversify clients, O&M annuity
Execution / delays / cost overrun	Project management, crews, procurement, safety
Retention / receivable delays	RA-billing, retention recovery, WC line, client mix
BG / WC capacity	BG limits, WC discipline, gearing, banking relationship
Skilled-labour / safety	Training, crews, retention, height/electrical safety

15. SWOT Analysis

Strengths Telecom-capex tailwind (5G/fibre); project margin + O&M annuity; empanelment/track-record moat; scalable order-book.	Weaknesses WC-/BG-heavy; order-book/telco-capex-dependent; retention delays; execution/labour risk.
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Opportunities 5G/fibre densification; BharatNet/rural; IBS/small-cells; O&M; managed-services; geographies.	Threats Telco-capex cycles; competition/price; retention/payment delays; skilled-labour; safety.
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16. Recommended AiSevak Tools for This Business

This telecom-infra firm would use AiSevak's Telecom vertical tools in delivery:

- **Project ops:** tender/empanelment & rollout/execution, crew/site & safety, O&M/SLA & RA-billing/retention tools.
- **Commercial ops:** BG/EMD/WC & order-book/CRM, procurement & GST tools (with Finance & Legal verticals).
- **Practice:** Business Plan, project-margin/O&M and WC/Break-even tools to model the business.

17. Key Assumptions & Notes

- Telecom infra services: B2B EPC/services for telcos/TowerCos/ISPs — tower/fibre/rollout/IBS/small-cells + O&M; project/EPC margin + recurring O&M annuity.
- Order-book × project margin + O&M decisive; order-book/pipeline, execution/timeliness, skilled workforce, WC (retention/BG) & O&M are the levers; telecom-capex (5G/fibre) is the tailwind.
- WC/CC + non-fund BG limits (MSME); telco/TowerCo empanelment, RoW, safety (height/electrical), labour, RA-billing.
- Order-book, execution, workforce, WC/BG & O&M drive economics; figures illustrative, exclude GST.

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