



BUSINESS PLAN · INDIA

Banquet and Catering Business

Memorable events with consistent food, service and reliability at scale

HOSPITALITY

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

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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 **Banquet & Catering Business** in India — an events, weddings & bulk-catering operation providing food, service & (optionally) a banquet venue for weddings, receptions, corporate events, parties & institutional/bulk catering, on a per-plate / per-event contracted model with advance bookings. It earns catering & venue margins on high-value events, monetising India's vast wedding & events economy, per-plate volume, venue utilisation & add-ons — an event-, advance-booking- & seasonality-driven hospitality business.

India's wedding & events market is enormous & culturally central, with families spending heavily on weddings, receptions, functions & corporate/social events. Catering & banquets earn healthy margins on per-plate volume & venue utilisation, with the big advantage of **advance bookings & deposits** (favourable cash flow) - but the business is highly seasonal (wedding/festival dates), execution-intensive & reputation-driven. Success rests on food quality & consistency at scale, service, venue/logistics, booking pipeline, per-event costing & managing seasonality.

This is an MSME hospitality business — funded partly by the promoter and partly through bank finance (term loan for kitchen/venue/equipment + CC/OD for working capital, under Mudra/CGTMSE). This plan models a catering-plus-banquet business requiring **₹55 lakh** (₹18 lakh promoter + ₹37 lakh bank finance), targeting **₹2 crore** revenue in Year 1 and **₹3.6 crore** by Year 3. (*Banquet & catering; event/per-plate-driven, advance-booking cash flow, seasonality-sensitive.*)

2. Business Description, Vision & Legal Structure

Concept: An events & catering business delivering quality food, service & (optionally) venue for weddings, functions, corporate & bulk events - per-plate/per-event, on advance bookings.

Vision: To be the trusted caterer/banquet for celebrations in its region.

Mission: Deliver memorable events with consistent food, service & reliability at scale.

Legal structure options

- **Proprietorship / Partnership** — common for a catering start.
- **LLP / Private Limited** — recommended for venue, scale & funding.

Regulatory anchor: catering/banquets is a licensed food & events business — FSSAI (catering), Shops & Establishments, GST, trade licence, fire NOC & safety (venue & events), event/assembly & municipal permissions, liquor licence/permits (if served), music/PPL, labour & food-safety at scale. Food quality/consistency at scale, service, venue/logistics, booking pipeline, per-event costing & seasonality management determine success; advance bookings aid cash flow, but seasonality & execution risk are high.

3. Promoter & Ownership

Led by a promoter with catering/hospitality/events experience & a chef/kitchen & service backbone. The team includes head chef & kitchen brigade, service/event staff (largely variable/contract per event), logistics, sales/bookings & a manager. Food quality at scale, service, reliability & booking pipeline are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

India's wedding & events economy is vast & resilient, culturally central, with heavy spending on weddings, receptions, functions, festivals, corporate & social events. Catering & banquets are core to every celebration. Demand is strong

but concentrated in wedding/festival seasons & auspicious dates. The market rewards food quality & consistency at scale, service, venue, reliability, reputation & booking pipeline; it is seasonal & execution-/reputation-sensitive, met with quality, reliability, referrals & off-season/corporate diversification.

Demand drivers

- **Vast wedding & events** economy.
- **Cultural & social** celebration spend.
- **Corporate & institutional** events.
- **Rising incomes & aspiration.**
- **Referrals & reputation.**

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Wedding/events/catering in India	Very large
SAM	Regional events & catchment	Substantial
SOM (Yr 1-3)	Events & plates served	Scaling

Target segments

- Weddings & receptions.
- Social functions & parties.
- Corporate & institutional events.
- Bulk/contract catering.

5. Competition & Competitive Advantage

Landscape: other caterers & banquet halls, hotels, event/wedding companies & cloud caterers. The business competes on food quality & consistency at scale, service, reliability, venue, value & reputation.

The business's edge

- **Food quality & consistency at scale.**
- **Reliable execution & service.**
- **Venue & logistics capability.**
- **Reputation & referrals.**
- **Menu range & customisation.**

6. Products & Revenue Model

Stream	Model	Basis
Wedding & social catering	Per-plate x guests	Core (high value)
Banquet venue rental	Per-event (high margin)	Venue utilisation
Corporate & institutional	Per-plate / contract	Off-season base

Add-ons (decor, live counters, staff)	Margin/fee	Ticket size
Bulk / tiffin / contract catering	Volume margin	Base load

Catering earns margin on per-plate volume (food cost typically ~40–50% of plate; healthy at scale); venue rental & add-ons (decor, live counters) are high-margin. Per-event costing, food-cost/wastage control at scale, venue utilisation, booking pipeline & seasonality drive economics — the decisive banquet/catering levers; advance bookings fund working capital.

7. Go-to-Market — Marketing & Sales

- **Referrals & reputation** (core driver).
- **Wedding platforms & planners** (WedMeGood etc.).
- **Venue tie-ups & social/portfolio**.
- **Corporate & institutional** contracts.
- **Tastings, packages & off-season** offers.

Sales approach

Build reputation & pipeline (referrals, planners, platforms, venue tie-ups) → convert via tastings, menus & reliability → execute flawlessly (quality, service) → diversify off-season with corporate/bulk → grow via referrals & add-ons. Quality at scale, reliability, per-event costing & pipeline build the business.

8. Operations Plan

- **Kitchen & venue:** central production kitchen, equipment & logistics; (optional) banquet venue/lawn; cold chain.
- **Process:** booking & costing → menu & procurement → bulk production → transport & on-site setup → service & execution → feedback.
- **Staffing:** core team + variable event staff (per event); logistics & equipment.
- **Cost & quality:** per-event costing, bulk procurement, portion & wastage control, food safety at scale.
- **Compliance:** FSSAI, fire/safety & event permits, liquor (if served), labour.

Banquet/catering workflow

Stage	Activity	Metric
Book	Cost/advance	Pipeline/margin
Procure	Bulk sourcing	Food cost %
Produce	Bulk kitchen	Consistency/wastage
Execute	Setup/service	Reliability/reviews
Diversify	Corporate/bulk	Off-season load

9. Regulatory, Licences & Compliance (India)

- **Food safety:** FSSAI (catering); hygiene & food-safety at scale; transport/cold-chain hygiene.
- **Venue & events:** fire NOC & safety; event/assembly & municipal permissions; building/occupancy (venue).

- **Beverages & music:** liquor licence/permits (if served); music/PPL.
- **Business, tax & labour:** Shops & Establishments; GST; PAN/TAN; Udyam; labour/contract-staff compliance.

10. Organisation & Manpower Plan (core; event staff variable)

Role	Yr 1	Yr 2	Yr 3
Promoter / operations head	1	2	2
Head chef & core kitchen	6	9	13
Sales, bookings & costing	2	3	5
Logistics, setup & equipment	3	5	8
Admin & support	2	3	4
Core total (+ variable event staff)	14	22	32

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-3	Kitchen/venue, equipment, licences, menus, team, launch
Ramp	Month 3-8	Bookings, execution, referrals, planners
Season	Month 8-12	Wedding-season volume & costing; ₹2cr revenue
Diversify	Year 2	Corporate/bulk off-season, add-ons, venue
Scale	Year 3	₹3.6cr revenue; more events/second venue

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. Banquet/catering; per-plate/event margins, advance-booking cash flow, seasonality-sensitive.

12.1 Project cost & means of finance

Capital requirement	₹
Central kitchen & equipment	22,00,000
Venue fit-out / lawn setup (leased)	15,00,000
Catering equipment, crockery & logistics	10,00,000
Licences, deposits & pre-operative	4,00,000
Working-capital margin	4,00,000
Total project cost	55,00,000
Promoter contribution	18,00,000

Bank finance (term + CC, Mudra/CGTMSE)	37,00,000
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12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Wedding & social catering	1,30,00,000	1,90,00,000	2,30,00,000
Venue & add-ons	40,00,000	62,00,000	80,00,000
Corporate & bulk catering	30,00,000	55,00,000	50,00,000
Total revenue	2,00,00,000	3,07,00,000	3,60,00,000
Food & provisions cost	92,00,000	1,40,00,000	1,62,00,000
Event/variable staff & logistics	40,00,000	60,00,000	70,00,000
Core salaries	24,00,000	33,00,000	44,00,000
Venue lease, marketing & overheads	28,00,000	40,00,000	46,00,000
Interest & other	4,50,000	6,00,000	7,00,000
Total expenses	1,88,50,000	2,79,00,000	3,29,00,000
Net profit (before tax)	11,50,000	28,00,000	31,00,000
Net margin	5.8%	9.1%	8.6%

12.3 Unit economics & break-even

- **Per-event costing:** per-plate price – food cost (~40–50%) – event staff/logistics = event contribution; venue & add-ons are high-margin — disciplined per-event costing is the core.
- **Seasonality:** wedding/festival seasons dominate; corporate/bulk & off-season packages smooth the load & cover fixed costs.
- **Break-even:** at an annual event/plate volume covering fixed costs (core staff, lease, interest); wedding-season volume drives profitability.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	4,00,000	4,40,000	4,20,000	4,60,000
Collections (incl. advances; seasonal)	58,00,000	38,00,000	44,00,000	64,00,000
Food, staff, lease & operating	57,60,000	38,20,000	43,60,000	63,40,000
Closing balance	4,40,000	4,20,000	4,60,000	5,20,000

Advance bookings & deposits give a favourable cash cycle (customers pay ahead), but revenue is highly seasonal (wedding/festival peaks) & event staff/food are variable. Advances, per-event costing, corporate/off-season load, CC limit & the WC margin manage cash; over-committing fixed costs against seasonal revenue is the main risk.

12.5 Key Performance Indicators to Monitor

- **Bookings:** events booked; plates; pipeline; advance %.
- **Economics:** per-plate margin; food cost %; event contribution; venue utilisation.
- **Ops:** execution/reliability; wastage; on-time; food safety.
- **Growth:** referrals; repeat; corporate/off-season share.

13. Funding Requirement & Bankability

Total ask: **₹37 lakh bank finance** against ₹18 lakh promoter contribution — term loan for kitchen/venue/equipment + CC for working capital, under Mudra/CGTMSE. Bankability rests on booking pipeline, per-event margins, reputation & the favourable advance-booking cash cycle; Year-1 profit ~₹11.5 lakh & growing supports servicing. Advances fund WC; corporate/off-season diversification & equipment (financeable) strengthen the case.

13.1 Funding utilisation

Use of funds	₹	% of total
Central kitchen & equipment	22,00,000	40%
Venue fit-out / lawn setup (leased)	15,00,000	27.3%
Catering equipment, crockery & logistics	10,00,000	18.2%
Licences, deposits & pre-operative	4,00,000	7.3%
Working-capital margin	4,00,000	7.3%
Total	55,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Seasonality (wedding/festival)	Corporate/bulk & off-season packages; advance bookings; variable staffing
Execution / reputation risk	SOPs, quality at scale, reliable logistics; food safety; feedback
Food cost & wastage at scale	Per-event costing; bulk procurement; portion & wastage control
Variable staff availability	Trained pool; contracts; logistics planning
Working-capital & fixed costs	Advances/deposits; CC; variable-cost model; WC margin

15. SWOT Analysis

Strengths Vast wedding/events demand; healthy per-plate/venue margins; favourable advance-booking cash flow; variable-cost model.	Weaknesses Highly seasonal; execution-/reputation-intensive; food-safety-at-scale risk; variable-staff-dependent.
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Opportunities Corporate/bulk diversification; venue & add-ons; wedding platforms; referrals; second venue.	Threats Seasonality & date-clustering; competition & hotels; food-cost inflation; reputation incidents.
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16. Recommended AiSevak Tools for This Business

This banquet/catering business would use AiSevak's Hospitality vertical tools in delivery:

- **Events ops:** booking/pipeline, per-event-costing/menu, procurement/food-cost and logistics/staffing tools.
- **Compliance:** FSSAI (catering), fire/event-permit, GST and labour (+ liquor) tools (with Legal & Finance verticals).
- **Practice:** Business Plan, per-plate-margin/venue-utilisation and seasonality/Break-even tools to model the business.

17. Key Assumptions & Notes

- Banquet & catering; per-plate weddings/social + venue/add-ons + corporate/bulk; food cost ~40-50%, venue/add-ons high-margin.
- Advance bookings/deposits give favourable cash flow; highly seasonal (wedding/festival); corporate/off-season smooths load.
- Variable event-staff model; term + CC finance (Mudra/CGTMSE); FSSAI, fire/event permits, GST, labour (+ liquor if served).
- Per-event costing, quality at scale, reliability, pipeline & seasonality decisive; figures illustrative, exclude GST.

► **Use these tools now — free on AiSevak**

Every tool referenced in this plan is available on aisevak.in. Open the [Hospitality toolkit](https://aisevak.in/verticals/hospitality) to browse and use them all at <https://aisevak.in/verticals/hospitality> — or go straight to any specific tool at <https://aisevak.in/service/<tool-name>>. No signup needed to explore; each tool guides you step by step.

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