



BUSINESS PLAN · INDIA

MICE / Conference Organiser

Corporate conferences, incentive travel and owned summits, end to end

EVENTS

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 **MICE / Conference Organiser** in India — a business delivering **corporate conferences, meetings, incentive travel programmes, dealer & channel events** for client organisations, alongside a growing portfolio of **owned conferences and summits** monetised through delegate fees & sponsorship. MICE — Meetings, Incentives, Conferences & Exhibitions — is where corporate travel budgets meet event production, and it rewards firms that can do both.

Indian corporates run a heavy annual calendar of national sales meets, leadership offsites, customer summits, product conferences, dealer conventions & incentive trips for top performers. These are logistically demanding — hotel blocks, air travel, ground transport, production, content and often overseas destinations — and are almost always outsourced. A MICE organiser is a **project-based service business with a travel-operations spine**: it wins corporate mandates on capability and pricing, contracts hotels/venues/travel, and delivers programmes end-to-end. It is mandate-, margin-, logistics- & relationship-driven.

How this plan measures revenue — this business is genuinely both agent and principal. For client-commissioned work (corporate conferences, incentive travel) the firm is an *agent* spending a client's budget and keeping a fee/margin — so those lines are reported as **NET revenue**, with gross budgets handled shown only as a memo. For *owned* conferences and summits the firm is a **principal** — it carries the venue and production cost itself and keeps delegate fees & sponsorship — so those lines are reported **gross**, with their direct costs sitting in expenses. Mixing the two without saying so is how MICE plans mislead; this plan separates them explicitly.

This plan models a MICE / conference organiser requiring **₹50 lakh** (₹35 lakh promoter + ₹15 lakh term/WC finance), targeting **₹1.3 crore revenue** in Year 1 (on ~₹6.5 crore of gross managed budgets) and **₹3.25 crore** by Year 3. (MICE/conference organiser; mandates × net margin plus owned-event gross, logistics- & relationship-driven — figures illustrative.)

2. Business Description, Vision & Legal Structure

Concept: A MICE & conference organiser - end-to-end delivery of corporate conferences, meetings, incentive travel & dealer events for clients, plus owned conferences monetised via delegates & sponsorship.

Vision: To be the partner corporates trust with their most complex programmes - hundreds of people, multiple cities, zero slippage.

Mission: Deliver flawless logistics and content-rich programmes at transparent, defensible cost - so procurement renews and delegates remember it.

Legal structure options

- **Private Limited** — recommended. Corporate empanelment, hotel & airline credit lines, overseas contracting and any owned-conference IP all sit better in a company.
- **LLP** — workable for a conference-led start without significant incentive-travel volume.

Regulatory anchor: beyond company/GST and standard event permissions (venue, fire NOC, PPL/IPRS music licensing, FSSAI-licensed F&B), MICE carries **travel-specific obligations most event firms never encounter: TCS on overseas tour programme packages under Section 206C(1G) of the Income-tax Act**, GST place-of-supply rules for events and travel (which differ, and matter for inter-state and overseas programmes), forex handling under FEMA/authorised-dealer

routes, hotel & airline contracting with **attrition and cancellation clauses**, visa documentation for overseas incentive groups, and travel insurance for delegates. Getting the tax and contracting treatment right is a core competence here, not an afterthought.

3. Promoter & Ownership

Led by a promoter with MICE, corporate-travel, hospitality or conference-production experience and a corporate client book. The team includes conference producers/project managers, MICE & travel logistics specialists, delegate-sales & sponsorship, marketing/content, admin & accounts. Logistics reliability, cost transparency, hotel/airline buying relationships & content capability are the differentiators. Ownership, equity & any DMC or travel partner are editable inputs.

4. Market Analysis — India

India's MICE market is expanding with corporate scale, distributed sales organisations needing periodic physical convening, rising incentive-travel budgets, improved convention infrastructure and government push on business tourism. Demand is corporate-calendar-, budget- & sector-driven. The market rewards logistics reliability, cost transparency, hotel buying power, content & destination expertise; it is **procurement-, budget-cycle- & travel-condition-sensitive**.

Demand drivers

- **Distributed sales & channel organisations** requiring annual national meets and dealer conventions.
- **Incentive travel** as a retained performance-reward mechanism — often the highest-value single programme a client runs.
- **Customer & product summits** as a B2B marketing channel.
- **Convention infrastructure** — new convention centres and hotel capacity in India, plus competitive overseas destinations for incentives.
- **Return of physical convening** after the pandemic, now alongside a permanent hybrid/virtual layer rather than instead of it.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Corporate MICE & conference spend in India	Large
SAM	Regional/sector corporate accounts & owned-conference sectors	Serviceable
SOM (Yr 1-3)	Mandates delivered & owned editions	Scaling

Target segments

- Large corporates & MNCs (sales, HR, marketing functions).
- Pharma, BFSI, IT, FMCG & auto — the heaviest MICE-spending sectors in India.
- Associations & professional bodies (annual conferences).
- Own delegate/sponsor base for proprietary summits.

5. Competition & Competitive Advantage

Landscape: specialist MICE agencies, corporate travel management companies (TMCs) extending into events, event agencies moving into MICE, hotel in-house conference teams, DMCs & freelance producers. Corporate MICE is largely procurement-led and competitively bid, so margin discipline matters as much as creativity.

The business's edge

- **Logistics reliability at scale** — moving 400 delegates across cities without a single failure is the actual product.
- **Hotel & airline buying relationships** — better rates and, critically, better attrition terms.
- **Cost transparency** — procurement teams reward auditable, defensible pricing.
- **Content & production capability** — a conference that is well-produced *and* worth attending.
- **Owned conference IP** — proprietary summits that de-risk dependence on client mandates and carry principal economics.

6. Services & Revenue Model

Service	Model	Basis
Corporate conferences, sales meets & offsites	Management fee % + margin (agent)	Core — net
Incentive travel & dealer/channel programmes	Net margin on programme (agent)	High value — net
Owned conferences & summits	Delegate fees + sponsorship (principal)	Gross
Virtual / hybrid events & production	Per-event fee (agent)	Net
Delegate management & registration services	Per-delegate fee	Ancillary
Annual retainers & event-calendar mandates	Monthly retainer	Recurring

Revenue is **mandates × net margin (agency lines) + owned-event gross (delegates + sponsorship)**. Economics = programmes delivered × net-take – (team + overheads + owned-event direct costs); mandate flow, average programme size, net-take %, hotel/airline buying terms & overrun control drive it. Owned conferences are the strategic lever: they carry principal economics, build an asset, and reduce reliance on procurement-led bidding — but they also carry venue risk, which client work does not.

7. Go-to-Market — Mandates & Delegates

- **Corporate empanelment** — get onto approved-vendor lists; MICE is bought through procurement.
- **Credentials & references** — large programmes are awarded on proof of comparable delivery.
- **Relationship BD** with HR, sales-leadership & marketing budget-holders.
- **Hotel, DMC & tourism-board** partnerships (destinations actively court incentive business).
- **Delegate & sponsor sales** for owned summits — a separate, direct-sales motion.

Sales approach

Build credentials on mid-size conferences → win empanelment with corporates → deliver flawlessly to earn the annual calendar → grow into higher-value incentive-travel programmes → convert repeat clients to retainers → launch owned summits in sectors where client relationships already give authority. Retainers and owned conferences together are what

turn a bid-to-bid agency into a business with predictable revenue.

8. Operations Plan (project-based, logistics-intensive)

- **Brief & costing:** programme design, destination options, hotel/venue sourcing, transparent costed proposal for procurement.
- **Contracting:** hotel room blocks & meeting space, air & ground transport, DMC for overseas legs — with attrition, release-date & cancellation terms negotiated deliberately.
- **Delegate management:** registration, rooming lists, travel & visa documentation, dietary/accessibility needs, on-site badging.
- **Content & production:** agenda, speakers, AV/stage, rehearsals, run-of-show.
- **On-ground:** travel desk, transfers, hotel liaison, sessions, F&B, evening programmes, contingency.
- **Compliance & finance:** GST place-of-supply treatment, TCS on overseas tour packages, forex, insurance, reconciliation & settlement.
- **Owned events:** delegate acquisition, sponsorship sales, venue commitment & break-even management.

Workflow

Stage	Activity	Metric
Bid	RFP / programme design / costing	Win rate
Contract	Hotel blocks, travel, advance schedule	Attrition exposure
Enrol	Delegate registration & travel documentation	Rooming accuracy
Deliver	Travel, sessions, production, evenings	Zero-slippage delivery
Close	Reconcile, settle, report, collect	Net margin vs. budget
Retain	Debrief, next-year calendar	Repeat/retainer share

9. Regulatory, Licences & Compliance (India)

- **Business:** company/GST; shops-&-establishment; MSME/Udyam.
- **Travel taxation: TCS on overseas tour programme packages under Sec 206C(1G)** — collection, deposit & reporting; a material cash and compliance item on incentive programmes.
- **GST:** place-of-supply rules differ for event services vs. travel/accommodation; inter-state and overseas programmes need deliberate treatment, and input-credit positions on hotel/F&B are a recurring margin question.
- **Forex & FEMA:** overseas payments via authorised-dealer routes; forex exposure on foreign-currency contracts.
- **Event permissions:** venue & local permissions, fire NOC, PPL/IPRS music licensing, FSSAI-licensed F&B partners, liquor via licensed vendors.
- **Travel & delegate care:** visa documentation, travel & medical insurance for delegates, duty-of-care obligations on overseas programmes.
- **Contracts:** hotel attrition & cancellation clauses, back-to-back client terms, TDS on vendor payments, delegate data protection.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / business head	1	1	2
Conference producers / project managers	3	6	8
MICE & travel logistics specialists	2	4	5
Delegate sales & sponsorship	2	4	5
Marketing & content	1	2	3
Admin & accounts	1	2	3
Total	10	19	26

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Office, team, hotel/DMC tie-ups, credentials, compliance setup
Ramp	Month 2-12	Empanelments & first mandates + first owned summit; ₹1.3cr revenue
Grow	Year 2	Incentive programmes & retainers, second summit; ₹2.35cr
Scale	Year 3	₹3.25cr revenue; owned-conference portfolio & annual calendars

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. **Agency lines are reported NET (fee + retained margin), with gross managed budgets as a memo; owned-conference lines are reported GROSS, with their direct venue/production costs shown in expenses.** Mandate flow, net-take %, hotel buying terms, owned-event break-even & overrun control are the levers.

12.1 Project cost & means of finance

Capital requirement	₹
Working capital (vendor/hotel float + salaries runway)	15,00,000
Office fit-out & IT	12,00,000
Conference/registration tech, event app & CRM	10,00,000
Security deposits (office / hotel / venue)	7,00,000
Brand, website, credentials & BD launch	6,00,000
Total project cost	50,00,000
Promoter contribution	35,00,000
Term loan / WC finance	15,00,000

12.2 Projected Profit & Loss (3 years) — mixed net/gross basis

Particulars	Year 1	Year 2	Year 3
<i>Memo: gross managed client budgets (agency lines)</i>	6,50,00,000	11,00,00,000	15,00,00,000
Corporate conferences & meetings — <i>net</i>	55,00,000	95,00,000	1,25,00,000
Incentive travel & dealer programmes — <i>net</i>	30,00,000	55,00,000	75,00,000
Owned conferences & summits — <i>gross</i> (delegates + sponsorship)	35,00,000	65,00,000	95,00,000
Virtual/hybrid & production services — <i>net</i>	10,00,000	20,00,000	30,00,000
Total revenue	1,30,00,000	2,35,00,000	3,25,00,000
Owned-event direct costs (venue, F&B, production)	22,00,000	40,00,000	58,00,000
Team salaries	58,00,000	1,00,00,000	1,32,00,000
Office, overheads, travel & BD	26,00,000	45,00,000	58,00,000
Overruns, attrition penalties & bad debts	10,00,000	17,00,000	22,00,000
Depreciation, interest & other	8,00,000	10,00,000	12,00,000
Total expenses	1,24,00,000	2,12,00,000	2,82,00,000
Net profit (before tax)	6,00,000	23,00,000	43,00,000
Net margin	4.6%	9.8%	13.2%

12.3 Unit economics & break-even

- **Per-programme economics:** agency mandates × average budget × net-take (typically 10–15% on conferences, often thinner on large incentive-travel programmes where hotel and air dominate the spend). A ₹60 lakh conference at 13% yields ₹7.8 lakh net.
- **Hotel attrition is the specific MICE margin risk:** room blocks are contracted on committed numbers with release dates. If the client's final delegate count falls short, the attrition penalty lands on whoever signed the hotel contract. Negotiating release dates and mirroring the exposure back-to-back into the client contract is the difference between a profitable programme and a written-off one.
- **Owned conferences carry principal economics:** gross ₹95 lakh against ₹58 lakh direct cost by Year 3 — a healthier contribution than agency work, but with venue commitment risk and a delegate-acquisition burden that client mandates do not carry.
- **Fixed team vs. project revenue:** producers and logistics specialists are salaried year-round against a corporate calendar concentrated in particular quarters. Break-even is annual.
- **Break-even:** at the mandate volume/net-take plus owned-event contribution covering team, overheads & finance; margins expand with programme size, retainer share, owned-conference portfolio & attrition discipline.

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

Shown on the same mixed basis as the P&L: agency collections are net of vendor settlements; owned-event collections are gross with their costs in the outflow. The ~₹6.5 crore of gross client budgets routed through the account is not shown, as it nets off.

Particulars (₹)	Q1	Q2	Q3	Q4
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Opening balance	15,00,000	11,50,000	13,00,000	15,00,000
Collections (net agency + owned-event gross)	25,00,000	32,00,000	38,00,000	33,00,000
Owned-event costs, team, overheads & operating	28,50,000	30,50,000	36,00,000	31,00,000
Closing balance	11,50,000	13,00,000	15,00,000	17,00,000

Year-1 collections of ₹1.28 crore against ₹1.30 crore revenue — the balance sits in closing receivables.

Two cash pressures are specific to MICE. First, **hotel and airline advances:** deposits and deposits-against-blocks often fall due well before the client's own advance arrives, so the firm funds the gap — client advance schedules must be contracted *ahead* of supplier commitment dates. Second, **TCS on overseas tour packages** is collected and deposited on a statutory timeline regardless of when the client settles, which is a real working-capital line on incentive programmes and is routinely under-provided for. Corporate receivables of 45–90 days against monthly payroll complete the picture: a WC line is not optional here.

12.5 Key Performance Indicators to Monitor

- **Pipeline:** bid win-rate; mandates delivered; average programme size; retainer & repeat share.
- **Margin:** net-take % per programme; actual vs. budgeted cost; **attrition penalties incurred;** overrun incidence.
- **Owned events:** delegates acquired vs. target; sponsorship as % of owned revenue; contribution per edition; break-even delegate count.
- **Finance:** client advance received before supplier commitment; receivable days; TCS/GST compliance timeliness; client concentration.

13. Funding Requirement & Bankability

Total ask: **₹15 lakh term/WC finance** against ₹35 lakh promoter contribution — for office & conference technology, deposits & a working-capital line to bridge hotel/airline advances and TCS outflows against corporate receivables. Fundability rests on the mandate book, empanelments, hotel/DMC relationships & the promoter's track record: this is an asset-light business, so lenders should read the *contracted programme pipeline and retainer base* as the security. MSME/Mudra & CGTMSE routes suit the modest ticket. Year-1 profit thin at ₹6 lakh (ramp, while empanelments and the first owned summit build) growing to ₹43 lakh as programme size, retainers & the owned-conference portfolio scale. *Lenders should note the mixed reporting basis — ₹15 crore of Year-3 gross managed budgets is client money routed through the firm, not turnover.*

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (vendor/hotel float + salaries runway)	15,00,000	30.0%
Office fit-out & IT	12,00,000	24.0%
Conference/registration tech, event app & CRM	10,00,000	20.0%
Security deposits (office / hotel / venue)	7,00,000	14.0%
Brand, website, credentials & BD launch	6,00,000	12.0%
Total	50,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Hotel attrition penalties on short delegate counts	Negotiate release dates & graduated attrition; mirror exposure back-to-back into client contracts; conservative block commitments
Hotel/airline advances ahead of client payment	Client advance schedule contracted ahead of supplier commitment dates; WC line; staged supplier deposits
TCS & GST treatment errors on overseas programmes	Specialist tax advice, systemised TCS collection/deposit, documented place-of-supply positions
Forex movement on overseas incentive programmes	Price with forex buffer or hedge; contract in INR where possible; cost-escalation clause
Travel disruption, visa refusals or geopolitical events	Alternative destinations, travel insurance, flexible cancellation terms, domestic fallback options
Owned conference under-selling delegates/sponsors	Venue sized to committed registrations, staged commitment, sponsorship pre-sales before venue lock-in
Procurement-led margin compression	Cost transparency, differentiate on logistics reliability & content, grow owned-event mix
Client concentration & budget cuts	Diversify sectors & accounts; retainers; MICE budgets are cut early in a downturn
Demand shock halting travel (2020-21 precedent)	Virtual/hybrid capability retained as a real line of business; lean fixed cost; cash reserve

15. SWOT Analysis

Strengths Asset-light with strong operating leverage; corporate empanelment creates repeat annual calendars; hotel/airline buying power; owned conferences add principal economics & an IP asset; hybrid capability now permanent; high-value incentive programmes.	Weaknesses Procurement-led margin pressure; attrition & supplier-advance exposure; TCS/forex working-capital drag; fixed team against a concentrated corporate calendar; client concentration; thin lendable asset base.
Opportunities Growing convention infrastructure & business tourism push; incentive-travel budget growth; owned summit portfolio; association conference mandates; hybrid/virtual as a distinct revenue line; inbound MICE from overseas organisers; tier-2 destinations.	Threats Travel disruption & gathering restrictions; TMCs and hotels going direct; forex & airfare inflation; downturn cutting MICE budgets early; commoditisation of pure logistics work.

16. Recommended AiSevak Tools for This Business

This MICE / conference organiser would use AiSevak's Events vertical tools in operations:

- **Programmes & margin:** per-programme budget vs. actual, net-take & attrition-exposure tracking, hotel/vendor rate-card tools.
- **Owned events:** delegate & sponsorship pipeline, break-even-delegate & contribution-per-edition tools.

- **Compliance & cash:** advance-schedule vs. supplier-commitment tracking, TCS/GST & receivables tools (with Finance vertical).
- **Practice:** Business Plan, break-even and project-economics tools to model the firm.

17. Key Assumptions & Notes

- MICE / conference organiser: project-based service with a TRAVEL-OPERATIONS spine - corporate conferences, meetings, incentive travel & dealer events for clients, plus OWNED conferences monetised via delegates & sponsorship.
- **This business is genuinely BOTH agent and principal, and the P&L reports it that way** - agency lines NET (fee + margin, gross managed budgets ₹6.5cr Y1 → ₹15cr Y3 shown only as a memo), owned-conference lines GROSS with their direct venue/production costs in expenses. Mixing the two silently is how MICE plans mislead.
- Distinct from exhibition-organiser (pure principal, owns the show) and from event-management-firm (pure agent) - MICE sits deliberately between them.
- **Hotel ATTRITION is the signature MICE margin risk** - room blocks committed on numbers, penalty on short counts; negotiate release dates and mirror the exposure back-to-back into the client contract.
- Travel-specific compliance is a core competence, not an afterthought: **TCS on overseas tour programme packages under Sec 206C(1G)** (a real working-capital line, deposited on a statutory timeline regardless of client settlement), GST place-of-supply for events vs. travel, FEMA/authorised-dealer forex routes, visa documentation & delegate duty-of-care.
- Mandate flow, net-take %, hotel buying terms, owned-event break-even & overrun/attrition control decisive; supplier advances typically fall due BEFORE client advances, so advance schedules must be contracted ahead of supplier commitment dates.
- Figures illustrative, exclude GST; MICE budgets are cut early in a downturn and the model is exposed to travel disruption - hybrid/virtual capability is retained as a genuine revenue line, not a fallback.

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