



BUSINESS PLAN · INDIA

Event Management Company

End-to-end corporate and social event planning, production and delivery

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 an **Event Management Company** in India — an asset-light, project-based service that conceives, produces & delivers **corporate events, conferences, launches, dealer meets, celebrations & social/private events** end-to-end. It earns a management fee plus a production margin on vendor-executed work — a project-, relationship-, execution- & season-driven business.

Indian corporates, brands & families spend heavily on events — launches, conferences, dealer/channel meets, annual days, award nights, weddings & celebrations — but almost none of them keep production capability in-house. An event management company is an **asset-light project business**: it invests in people, a vendor network & a credentials portfolio, then wins events on pitch/relationship and delivers them by orchestrating venues, production, AV, décor, catering & talent. It is project-, execution- & season-driven: pitch win-rate, per-event net margin, execution reliability & vendor control determine success.

How this plan measures revenue — read this first. Event firms *bill* large budgets but *keep* only a slice. A ₹1 crore event may pass ₹85 lakh straight through to venues, production & caterers. Throughout this plan, "**revenue**" means **NET revenue — management fee + retained production margin — not gross client billings**. Gross billings are shown separately as a memo. Modelling gross billings as revenue is the single most common way event-business plans mislead a lender, and it is avoided here deliberately.

This plan models an event management company requiring **₹40 lakh** (₹28 lakh promoter + ₹12 lakh WC/term finance), targeting **₹1.2 crore net revenue on ~₹8 crore gross billings** in Year 1 and **₹2.9 crore net on ~₹19 crore gross** by Year 3. (*Event management; events × net margin, project-/execution-/season-driven, asset-light — figures illustrative.*)

2. Business Description, Vision & Legal Structure

Concept: An event management company - end-to-end conception, planning, production & on-ground delivery of corporate and social events, earning a management fee plus production margin.

Vision: To be the event partner brands trust with their most visible moments - flawless on the day, every time.

Mission: Deliver events that land creatively and run faultlessly - disciplined budgets, controlled vendors & no surprises on site.

Legal structure options

- **Private Limited / LLP** — recommended: corporate clients empanel vendors, require GST-compliant billing, insurance & contractual recourse.
- **Proprietorship** — possible for a social/wedding-led start; migrate before pursuing corporate empanelment.

Regulatory anchor: event management is lightly-licensed as a business but **heavily permitted per event** — venue/police permissions, fire NOC, local-body/municipal approvals, **PPL/IPRS music licensing** for recorded/live music, FSSAI-licensed catering partners, liquor permits where applicable, and labour/safety compliance for rigging, scaffolding & temporary structures. Public-liability & event insurance are standard client requirements. Pitch win-rate, per-event net margin, execution reliability & vendor control determine success; the business is project-, execution- & season-driven.

3. Promoter & Ownership

Led by a promoter with event-production, brand/agency or hospitality experience and — decisively — a personal client book and vendor network. The team includes event managers/producers, production & logistics executives, creative/design, BD & accounts. Execution reliability, creative pitch quality, vendor relationships & budget discipline are the differentiators. Ownership, equity & any partner are editable inputs.

4. Market Analysis — India

India's organised events industry is large and growing, driven by corporate marketing spend, a vast wedding & celebration market, brand experiential budgets shifting from pure media to activation, and rising expectations of production quality. Demand is corporate-marketing-, celebration- & season-driven. The market rewards creative pitch, execution reliability, vendor network, budget transparency & relationships; it is **seasonal, discretionary & relationship-sensitive**.

Demand drivers

- **Corporate marketing & internal events** (launches, conferences, dealer/channel meets, annual days, award nights).
- **Weddings & social celebrations** — very large, deeply seasonal, premiumising.
- **Experiential shift** — brand budgets moving from media to live/experiential engagement.
- **MICE & conference** growth (domestic business travel, industry bodies).
- **Production-quality expectations** rising (content, AV, staging) — favours professional firms over informal operators.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Organised event management & experiential in India	Large
SAM	Regional corporate & social event spend	Serviceable
SOM (Yr 1-3)	Events won & retained accounts	Scaling

Target segments

- Corporates & brands (marketing, HR, sales functions).
- Weddings & high-value private/social clients.
- Industry bodies, associations & institutions (conferences).
- Agencies needing a production partner.

5. Competition & Competitive Advantage

Landscape: national event/experiential agencies, regional event firms, wedding planners, in-house corporate teams, freelance producers & venue-tied operators. The field is fragmented and entry is easy — but *reliable* execution at scale is scarce, and that is where the margin sits. The firm competes on creative pitch, execution track record, vendor network, budget transparency & relationships.

The business's edge

- **Execution reliability** — the credential clients actually buy; one failed event ends an account.

- **Vendor network & buying power** (venues, production, AV, décor, catering, talent).
- **Creative & content capability** in the pitch.
- **Budget transparency** — a genuine differentiator in a sector with a reputation for opacity.
- **Corporate empanelment** & repeat/annual-calendar accounts.

6. Services & Revenue Model

Service	Model	Basis
Corporate events (launches, conferences, dealer meets)	Management fee % + production margin	Core
Internal/HR events (annual days, award nights, offsites)	Management fee % + production margin	Core
Weddings & social/private events	Planning fee + production margin	Seasonal/value
Production-only (agency/client-led events)	Production margin	Fill/utilisation
Annual retainers & event-calendar accounts	Monthly retainer	Recurring
Sponsorship / monetisation (own or client properties)	Commission / revenue share	Upside

Revenue is **events × net margin per event** (management fee 8–15% of budget + retained production margin), *not* gross billings. Economics = events won × average budget × net-take – (team + overheads + overruns); pitch win-rate, average event size, net-take %, execution discipline & overrun control drive it. Retainers and annual-calendar accounts are the key levers against lumpiness — they convert a pitch-to-pitch business into a partly recurring one.

7. Go-to-Market — Clients & Pipeline

- **Corporate empanelment** — get on approved-vendor lists; the gateway to repeat volume.
- **Credentials & case films** — events sell on proof of past delivery.
- **Relationship BD** with marketing/HR/procurement decision-makers.
- **Referrals** — the dominant channel for social/wedding work.
- **Venue & vendor** reciprocal referrals; agency production partnerships.

Sales approach

Build credentials on early events → get empanelled with corporates → win on creative pitch & execution track record → deliver faultlessly to earn repeat/annual-calendar work → convert repeat clients into retainers → grow average event size & net-take. Execution reliability compounds: in events, the last event is the sales pitch for the next one. Balance a seasonal social/wedding book against a corporate book with a different calendar to smooth utilisation.

8. Operations Plan (project-based, asset-light)

- **Pitch & budgeting:** concept, creative, costing, margin-protected budget build.
- **Vendor management:** venues, production/staging, AV, décor, catering (FSSAI-licensed), talent, logistics — rate contracts & back-to-back terms.
- **Permissions:** venue/police/fire NOC, municipal approvals, music licensing (PPL/IPRS), insurance — per event, tracked on a checklist.
- **Production & on-ground:** run-of-show, rehearsals, crew briefing, contingency & safety plan.

- **Post-event:** reconciliation, client sign-off, vendor settlement, case documentation, collection.
- **Cash discipline:** client advance schedule aligned *ahead of* vendor payment schedule — the structural cash advantage of this business.

Workflow

Stage	Activity	Metric
Pitch	Brief / concept / budget	Win rate
Contract	Scope, advance schedule, terms	Advance % received
Plan	Vendors, permissions, run-of-show	Permit closure
Execute	Build, rehearse, deliver	Zero-incident delivery
Close	Reconcile, settle, collect	Net margin vs. budget
Retain	Case study, repeat, retainer	Repeat/retainer share

9. Regulatory, Licences & Compliance (India)

- **Business:** company/GST; shops-&-establishment; MSME/Udyam; professional tax.
- **Per-event permissions:** venue & police permission, fire NOC, local-body/municipal approval, noise/timing norms, temporary-structure & electrical safety clearance.
- **Music licensing:** PPL / IPRS for recorded & live music — routinely overlooked and routinely enforced.
- **Food & beverage:** FSSAI-licensed catering partners; liquor permits via licensed vendors where applicable.
- **Insurance & safety:** public-liability & event insurance; rigging/scaffolding safety; crowd management; contractor labour compliance.
- **Contracts:** client scope & cancellation terms; back-to-back vendor contracts; TDS on vendor payments.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / business head	1	1	2
Event managers / producers	3	6	8
Production & logistics executives	2	4	6
Creative / design	1	2	3
BD & accounts	2	3	4
Total	9	16	23

Core team is kept lean and supplemented with freelance producers & on-ground crew per event — the standard way this sector matches a fixed payroll to lumpy, seasonal demand.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Office, team, vendor rate-contracts, credentials deck
Ramp	Month 2-12	Empanelments & first events, ₹1.2cr net (₹8cr gross)
Grow	Year 2	Repeat accounts & retainers, ₹2.2cr net (₹14cr gross)
Scale	Year 3	₹2.9cr net revenue (₹19cr gross); retainers & larger events

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. **Revenue below is NET revenue (management fee + retained production margin); gross client billings are shown as a memo line, not as revenue.** Event management is asset-light & project-based; people are the main cost; pitch win-rate, net-take %, execution discipline & overrun control are the levers.

12.1 Project cost & means of finance

Capital requirement	₹
Office fit-out & IT	10,00,000
Production kit & basic reusable inventory	8,00,000
Brand, credentials, website & BD launch	5,00,000
Security deposits (office / venue / vendor)	5,00,000
Working capital (vendor float + salaries runway)	12,00,000
Total project cost	40,00,000
Promoter contribution	28,00,000
Term loan / WC finance	12,00,000

12.2 Projected Profit & Loss (3 years) — NET revenue basis

Particulars	Year 1	Year 2	Year 3
<i>Memo: gross client billings</i>	8,00,00,000	14,00,00,000	19,00,00,000
Corporate events (net fee + margin)	65,00,000	1,15,00,000	1,50,00,000
Weddings & social/private (net)	35,00,000	65,00,000	85,00,000
Retainers, production-only & sponsorship	20,00,000	40,00,000	55,00,000
Total NET revenue	1,20,00,000	2,20,00,000	2,90,00,000
Team salaries (core)	60,00,000	1,05,00,000	1,35,00,000
Office, overheads, insurance & BD	30,00,000	55,00,000	70,00,000

Production overruns, write-offs & bad debts	12,00,000	22,00,000	28,00,000
Depreciation, interest & other	12,00,000	14,00,000	16,00,000
Total expenses	1,14,00,000	1,96,00,000	2,49,00,000
Net profit (before tax)	6,00,000	24,00,000	41,00,000
Net margin (on net revenue)	5.0%	10.9%	14.1%
Net-take (net revenue ÷ gross billings)	15.0%	15.7%	15.3%

12.3 Unit economics & break-even

- **Per-event economics:** events × average budget × net-take %. A ₹40 lakh corporate event at a 15% net-take yields ₹6 lakh of net revenue — so the count and size of events, not the billing headline, determine the business.
- **Overrun control is the hidden margin:** a budget overrun absorbed by the firm converts a profitable event into a loss-maker. Back-to-back vendor contracts and a costed contingency are what protect the modelled net-take.
- **Fixed team vs. lumpy revenue:** core salaries run through lean months; freelance crew flexes with the calendar. Break-even is a function of *annual* event volume, not monthly.
- **Break-even:** at the event volume/net-take covering team, overheads, overruns & finance; margins expand with average event size, retainer share & overrun discipline — operating leverage is high once the core team is covered.

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

Shown on a **net basis**, consistent with the P&L above: collections are net revenue realised after vendor settlements, not the ~₹8 crore of gross billings that flows through the account. Gross flows are far larger in both directions and net off against each other.

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	12,00,000	8,50,000	9,00,000	9,50,000
Net collections (after vendor settlements)	20,00,000	28,00,000	32,00,000	30,00,000
Team, overheads, overruns & operating	23,50,000	27,50,000	31,50,000	29,00,000
Closing balance	8,50,000	9,00,000	9,50,000	10,50,000

Year-1 net collections of ₹1.10 crore against ₹1.20 crore net revenue — the ₹10 lakh difference sits in closing receivables.

Cash is the real discipline in this business. Structured well, it runs on *negative working capital* — client advances arrive before vendors are paid, funding the event. Structured badly, the firm floats vendor payments against slow corporate receivables and runs out of cash in a good year. The rules: staged client advances contractually *ahead* of vendor payment milestones, back-to-back vendor terms, and never funding an event off the balance sheet. Note the Q4 dip above — a seasonal book means quarterly cash is uneven by design. Key risks are demand shocks (events are the first discretionary spend cut — as 2020–21 showed), season concentration, receivables, overruns & key-person dependence.

12.5 Key Performance Indicators to Monitor

- **Pipeline:** pitch win-rate; events won; average event budget; pipeline cover for next quarter.
- **Margin:** net-take % per event; actual vs. budgeted cost; overrun incidence & value.
- **Quality:** zero-incident delivery rate; client CSAT; repeat & retainer share of revenue.
- **Finance:** advance % received before vendor commitment; receivable days; client concentration; seasonality spread.

13. Funding Requirement & Bankability

Total ask: **₹12 lakh term/WC finance** against ₹28 lakh promoter contribution — for office setup, reusable production kit, deposits & a vendor float. Fundability rests on the order book, empanelments, advance-collection discipline & the promoter's track record rather than on assets: this is an asset-light business with little to hypothecate, so lenders should read the *contracted event pipeline* and the advance schedule as the security. MSME/Mudra & CGTMSE routes suit the modest ticket. Year-1 profit thin at ₹6 lakh (ramp, while credentials & empanelments build) growing to ₹41 lakh as event size, repeat accounts & retainers scale. *Lenders should note the gross/net distinction explicitly — the ₹19 crore Year-3 gross billing figure is pass-through, not turnover.*

13.1 Funding utilisation

Use of funds	₹	% of total
Office fit-out & IT	10,00,000	25.0%
Production kit & basic reusable inventory	8,00,000	20.0%
Brand, credentials, website & BD launch	5,00,000	12.5%
Security deposits (office / venue / vendor)	5,00,000	12.5%
Working capital (vendor float + salaries runway)	12,00,000	30.0%
Total	40,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Demand shock (events cut first in a downturn/disruption)	Lean fixed cost, freelance crew model, cash reserve, retainer & hybrid/virtual-event capability
Seasonality & lumpy revenue	Balance corporate calendar against wedding season; retainers; production-only fill work
Budget overruns absorbed by the firm	Back-to-back vendor contracts, costed contingency, change-order discipline, scope sign-off
Receivables & vendor float mismatch	Staged client advances ahead of vendor milestones; credit limits; never fund an event off the balance sheet
Execution failure / on-site incident	Rehearsals, run-of-show, safety & crowd plan, public-liability & event insurance, experienced crew
Permission/licensing lapse (incl. PPL/IPRS)	Per-event permit checklist with owner & deadline; licensed catering/liquor partners
Key-person & client concentration	Institutionalise client relationships across the team; cap single-client share; document processes
Talent attrition to clients/competitors	Credit & growth path, project incentives, retention of core producers

15. SWOT Analysis

Strengths Asset-light, low capex; negative-working-capital potential via client advances; high operating leverage once core team is covered; vendor network as a moat; repeat/retainer annuity; credentials compound.	Weaknesses Lumpy & seasonal revenue; fixed team against variable demand; overrun & receivable exposure; key-person dependence; thin asset base for lenders; low barriers to entry at the small end.
Opportunities Experiential shift in brand budgets; MICE & conference growth; premiumising weddings; hybrid/virtual formats; owning proprietary event IP; sponsorship monetisation; tier-2 city expansion.	Threats Demand shocks & discretionary-spend cuts; price competition from informal operators; clients in-sourcing; venue/production cost inflation; margin compression via procurement-led buying.

16. Recommended AiSevak Tools for This Business

This event management company would use AiSevak's Events vertical tools in operations:

- **Events & margin:** per-event budget vs. actual, net-take & overrun tracking, vendor rate-card tools.
- **Clients & cash:** quote/proposal, advance-schedule & receivables, contract/permit-checklist & GST tools (with Media vertical).
- **Practice:** Business Plan, break-even and project-economics tools to model the firm.

17. Key Assumptions & Notes

- Event management: asset-light PROJECT business - end-to-end corporate & social events delivered through a vendor network; revenue = events × net margin (management fee 8-15% + retained production margin).
- **Revenue is modelled as NET revenue, not gross client billings** - gross is a memo line (₹8cr Y1 → ₹19cr Y3 at ~15% net-take). Presenting gross billings as turnover would materially overstate the business; this plan deliberately does not.
- Pitch win-rate, average event size, net-take %, overrun control & advance discipline decisive; core salaries are fixed against lumpy seasonal revenue, flexed with freelance crew; retainers smooth the book.
- Company/GST + modest term/WC finance; per-event permissions (venue/police/fire/municipal), PPL-IPRS music licensing, FSSAI-licensed catering partners, public-liability & event insurance, rigging/temporary-structure safety.
- Well-run, the model carries negative working capital (client advances precede vendor payments); run badly it floats vendors against slow receivables. Figures illustrative, exclude GST; demand is discretionary & shock-sensitive, and the book is season-concentrated.

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Every tool referenced in this plan is available on aisevak.in. Open the [Events toolkit](https://aisevak.in/verticals/events) to browse and use them all at <https://aisevak.in/verticals/events> — 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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