



BUSINESS PLAN · INDIA

Event Equipment & Furniture Rental

Staging, structures, furniture, lighting and power on hire, with transport and setup

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 Equipment & Furniture Rental Business** in India — an asset-heavy operation that owns **staging, tenting & structures, furniture, décor, lighting, power & cooling** and hires it out to event firms, wedding planners, corporates & venues, together with transport, setup & teardown. It sells *utilisation of owned inventory*, not services on a client's budget.

Every event in India — a wedding, a conference, an exhibition, a product launch — is assembled from hired equipment. Almost nobody buys staging or 500 chairs for one occasion. A rental business sits underneath the entire events economy: its customers are the planners and organisers themselves, plus venues and corporates directly. It is a **capital-asset business**: it invests in inventory and vehicles, then earns by turning that inventory over as many times a year as demand and logistics allow.

How this plan measures revenue — and why it differs from the agency plans in this vertical. An event management firm or wedding planner is an *agent* spending a client's budget, so its plan must report net revenue. A rental business is a **principal that owns its assets** — it earns hire charges on its own equipment and carries the depreciation, storage, damage and logistics cost itself. So **gross revenue here is genuinely revenue**, and the cost lines are real operating costs. This is also the one events business with a substantial *hypothecable asset base*, which changes the funding conversation entirely.

The defining economics of this business are a scheduling problem, not a pricing problem. Everyone's peak is the same weekend. Inventory must be owned for *peak* demand but is only paid for at *average* utilisation — so the whole craft lies in raising turns, filling the trough, and using the cross-hire market rather than buying for the highest week of the year. This plan models a rental business requiring **₹1.8 crore** (₹75 lakh promoter + ₹1.05 crore equipment/term finance), moving from **₹1.85 crore revenue and a ₹12 lakh loss** in Year 1 to **₹3.85 crore revenue and ₹45 lakh profit** by Year 3. (*Event rentals; inventory × turns × yield, utilisation- & logistics-driven, asset-heavy — figures illustrative.*)

2. Business Description, Vision & Legal Structure

Concept: An event equipment & furniture rental business - owning staging, structures, furniture, décor, lighting, power & cooling inventory and hiring it out with transport, setup & teardown.

Vision: To be the inventory backbone the region's event industry relies on - available, immaculate and on site when promised.

Mission: Keep quality inventory turning - high utilisation, disciplined logistics, well-maintained kit and delivery that never delays an event.

Legal structure options

- **Private Limited / LLP** — recommended: equipment finance, vehicle loans, B2B contracts & asset ownership sit naturally in a company, and the asset base supports real borrowing.
- **Proprietorship** — possible at a small start, but limits the equipment finance that drives growth here.

Regulatory anchor: company/GST (note that **renting of goods is a supply of service under GST** — hire charges attract GST and, helpfully, input credit is available on inventory and vehicle purchases, which materially affects the effective capex); shops-&-establishment; MSME/Udyam. Operationally: **commercial vehicle registration, permits & driver licensing; electrical safety & DG-set compliance** (CPCB norms for diesel generators, noise limits); temporary-structure

& rigging safety for staging and tenting — the area of real liability exposure; fire-retardant certification for fabric/tenting where venues demand it; labour compliance for crew & contract setup labour; and **insurance on inventory in transit and on site**, plus public liability. Utilisation, turns, damage control & logistics reliability determine success.

3. Promoter & Ownership

Led by a promoter with event-production, rental-operations or logistics experience. The critical judgment in this business is *what to buy and how much* — over-buying a slow-moving line ties up capital that never turns, while under-buying the core lines loses the peak. The team includes operations & warehouse managers, crew supervisors, sales & client servicing, drivers/logistics, admin & accounts. Inventory selection, utilisation discipline, maintenance standards & delivery reliability are the differentiators. Ownership, equity & any partner are editable inputs.

4. Market Analysis — India

Demand comes from the entire events economy — weddings, corporate events, exhibitions, conferences, government functions & venue requirements — and is structurally supported by the fact that owning equipment for occasional use makes no economic sense for anyone. Demand is event-volume-, season- & production-quality-driven. The market rewards inventory range, condition, availability at peak, delivery reliability & price; it is **severely seasonal, logistics-bound & locally competitive**.

Demand drivers

- **Wedding volume & premiumisation** — the single largest demand pool, and the source of the peak.
- **Corporate events, exhibitions & conferences** — smaller but calendar-spread, which is exactly what the trough needs.
- **Rising production standards** — clients now expect designed staging, quality furniture and proper lighting, not basic tenting.
- **Venue & hotel outsourcing** — venues hire in rather than hold inventory.
- **Government & institutional functions** — steady, tender-based, off-season-friendly demand.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Event equipment & furniture hire in India	Large, fragmented
SAM	Regional event volume within economical transport radius	Serviceable
SOM (Yr 1-3)	Jobs served & inventory turns achieved	Scaling with utilisation

Target segments

- **Event management firms & wedding planners** — the repeat B2B core.
- **Exhibition organisers & conference producers** — larger, planned, off-season-friendly orders.
- **Venues, banquet halls & hotels** — recurring overflow requirements.
- **Corporates & institutions** directly, and **peer rental firms** via cross-hire.

A note on geography: this is a *local* business. Bulky, low-value-per-truck inventory means transport cost caps the economical service radius — typically a city and its surrounding region. Growth comes from turns and depth within that

radius, or from a second depot, not from serving distant markets.

5. Competition & Competitive Advantage

Landscape: established local rental houses, tent houses (the traditional, informal incumbents), specialist furniture/staging suppliers, AV firms extending into equipment, and event firms that own partial inventory. The low end is crowded and informal; the opportunity sits in *quality, reliability and range* at a professional standard.

The business's edge

- **Inventory condition** — clients are buying the *look*; worn or mismatched kit loses premium work permanently.
- **Availability at peak** — being able to say yes on the busiest weekend is what wins the annual relationship.
- **Delivery reliability** — a late truck stops an event; this is the reputational make-or-break.
- **Range & one-stop supply** — furniture, staging, lighting, power & cooling from one source saves the planner coordination.
- **Professional operations** — invoicing, GST compliance, insurance & documented safety, against a largely informal incumbent base.

6. Services & Revenue Model

Revenue line	Model	Basis
Furniture, staging & structures hire	Per-item / per-day hire	Core (~50%)
Lighting, power (DG) & cooling hire	Per-unit / per-day hire	Higher yield
Transport, setup & teardown	Per-job / per-truck / crew charge	Cost recovery + margin
Cross-hire to peer rental firms	Trade rate	Trough & peak balancing
Damage recovery & deposits forfeited	Per incident	Cost protection
Long-duration hire (exhibitions, projects)	Weekly / monthly rate	Utilisation filler

Revenue is **inventory value × turns per year × rental yield**. A useful mental model: if an item hires at ~8–10% of its capital cost per outing and goes out 10–14 times a year, it returns roughly its own value annually — before logistics, labour and refurbishment. That is why **turns, not hire rate, is the number that decides this business**. Charging 10% more is hard; getting one more outing per item per month is operational, and worth far more.

7. Go-to-Market — Accounts & Utilisation

- **Event firm & planner relationships** — repeat B2B accounts are the backbone; they book far ahead and consolidate volume.
- **Venue & hotel tie-ups** as preferred rental partner.
- **Catalogue & condition** — a photographed, priced catalogue of well-maintained inventory sells itself to planners.
- **Cross-hire relationships** with peer firms — both a revenue line and the peak-capacity solution.
- **Institutional & government** tenders for off-season utilisation.

Sales approach

Build a focused core inventory in high-turn lines → win repeat planner and venue accounts on condition & reliability → build cross-hire relationships with peers → deliberately chase off-season demand (exhibitions, institutional, long-duration hire) to lift annual turns → reinvest cash flow into depth on proven high-turn lines rather than breadth on unproven ones. The discipline that separates good operators from poor ones is refusing to buy inventory that looks impressive but turns four times a year.

8. Operations Plan (asset-heavy, logistics-intensive)

- **Inventory management:** item-level tracking, condition grading, availability calendar, booking against forward dates — double-booking on a peak weekend is the classic operational failure.
- **Warehouse:** racking, storage, staging area for loading; inventory occupies expensive space year-round whether it earns or not.
- **Logistics:** route & truck planning, loading discipline, delivery windows, return collection — most jobs need same-night teardown after the event ends.
- **Setup & teardown:** trained crew supervisors plus contract labour scaled to the day's load; rigging & electrical work to safety standards.
- **Maintenance & refurbishment:** cleaning, repair, repainting, re-upholstery, replacement cycle — the ongoing cost of selling "looks new".
- **Commercials:** deposits, damage assessment & recovery, hire agreements, insurance on inventory in transit and on site.

Job cycle

Stage	Activity	Metric
Enquiry	Availability check & quote	Conversion / availability hit-rate
Book	Hire agreement, deposit, date block	Forward booking cover
Dispatch	Pick, load, deliver	On-time delivery %
Setup	Install, rig, test, hand over	Zero-defect setup
Return	Teardown, load, collect	Same-night clearance
Restore	Inspect, clean, repair, restock	Damage rate / turnaround hours

Turnaround hours matter more than they look: inventory sitting dirty in a yard is inventory that cannot go out again. Compressing the return-to-available cycle directly raises turns, which is the core economic lever — it is effectively free capacity.

9. Regulatory, Licences & Compliance (India)

- **Business & tax:** company/GST; renting of goods is a **supply of service** under GST — hire charges are taxable and **input tax credit is available on inventory & vehicle purchases**, which reduces effective capex meaningfully and should be planned for at purchase.
- **Vehicles:** commercial registration, national/state permits, fitness & pollution certificates, driver licensing & duty-hour discipline.

- **Electrical & DG:** electrical safety for temporary installations; **CPCB emission norms & noise limits for diesel generator sets**; earthing & load-safety at site.
- **Structures & rigging:** temporary-structure stability, staging load limits, tenting anchorage, fire-retardant fabric certification where venues require it — the principal liability exposure.
- **Labour:** crew & contract setup labour compliance, working-at-height safety, PF/ESI where applicable.
- **Insurance:** inventory insurance in transit and on site, vehicle insurance, public liability — an uninsured fire or accident can exceed the firm's equity.
- **Contracts:** hire agreements with clear damage, loss & late-return liability; deposit terms.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / business head	1	1	2
Operations & warehouse managers	2	4	5
Setup / teardown crew supervisors	3	5	7
Drivers & logistics	3	5	7
Sales & client servicing	2	3	4
Admin & accounts	1	2	3
Total (on roll)	12	20	28

The bulk of setup and teardown manpower is **contract/daily-wage labour scaled to the day's job load** and sits in the crew-cost line rather than in headcount — the only practical way to staff a business whose daily labour requirement swings by a factor of five between trough and peak.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0–3	Warehouse, core inventory, vehicles, crew, catalogue
Ramp	Month 3–12	Planner & venue accounts, first season; ₹1.85cr revenue, ₹12L loss
Grow	Year 2	Inventory depth on high-turn lines, off-season fill; ₹2.95cr, ₹22L profit
Scale	Year 3	₹3.85cr revenue, ₹45L profit; turns & utilisation optimised

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. **This is a principal, asset-owning business — revenue is gross hire income and all operating costs are the firm's own.** Utilisation/turns, rental yield, logistics cost, damage control & off-season fill are the levers.

12.1 Project cost & means of finance

Capital requirement	₹
Rental inventory — furniture, staging, tenting/structures & décor	85,00,000
Rental inventory — lighting, power (DG) & cooling	35,00,000
Transport vehicles & handling equipment	25,00,000
Warehouse fit-out, racking & storage setup	20,00,000
Working capital (salaries, refurbishment & runway)	15,00,000
Total project cost	1,80,00,000
Promoter contribution	75,00,000
Equipment / vehicle / term loan & WC finance	1,05,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Furniture, staging & structures hire	95,00,000	1,50,00,000	1,95,00,000
Lighting, power & cooling hire	45,00,000	70,00,000	92,00,000
Transport, setup & teardown charges	30,00,000	48,00,000	62,00,000
Cross-hire to peer firms & long-duration hire	15,00,000	27,00,000	36,00,000
Total revenue	1,85,00,000	2,95,00,000	3,85,00,000
Setup/teardown crew & contract labour	45,00,000	68,00,000	88,00,000
Transport, fuel & vehicle running	28,00,000	42,00,000	54,00,000
Warehouse rent, storage & handling	22,00,000	28,00,000	33,00,000
Refurbishment, damage, loss & consumables	20,00,000	32,00,000	42,00,000
Team salaries (on roll)	32,00,000	45,00,000	58,00,000
Overheads, insurance & BD	12,00,000	18,00,000	23,00,000
Depreciation, interest & other	38,00,000	40,00,000	42,00,000
Total expenses	1,97,00,000	2,73,00,000	3,40,00,000
Net profit / (loss) before tax	(12,00,000)	22,00,000	45,00,000
Net margin	(6.5%)	7.5%	11.7%
Asset turn (revenue ÷ gross fixed assets of ₹1.65cr)	1.12x	1.79x	2.33x

The Year-1 loss is a depreciation-timing effect, not a demand failure. An asset-heavy business carries full depreciation and full interest from the day the inventory is bought, while utilisation is still climbing and account relationships are still forming. The equipment does not know it is a first year. Note that Year 1 is *cash-positive at the operating level* — the loss is ₹12 lakh against ₹38 lakh of depreciation and interest. This is why the business must be judged on **asset turn and cash generation**, not on first-year accounting profit.

12.3 Unit economics & break-even

- **Turns are the whole game:** revenue = inventory × turns × yield. Raising average turns from 10 to 13 outings per item per year lifts revenue ~30% against a nearly unchanged asset base and a modest rise in variable logistics cost. No pricing action comes close to that.
- **The peak-vs-average problem:** inventory must be sized for the busiest weekend but is paid for at average utilisation. Buying for the peak destroys returns; the solution is to **own to roughly 70-75% of peak and cross-hire the remainder from peers**, accepting a thinner margin on those jobs in exchange for not carrying idle capital for eleven months.
- **This is a logistics business wearing a rental badge:** crew, transport and warehousing together are ~51% of Year-1 revenue, against ~11% for refurbishment. The hire fee is easy; moving, installing and recovering the goods profitably is the hard part, and it is where poorly-run rental firms actually lose money.
- **Damage & ageing:** the product being sold is *condition*. Refurbishment is not an overhead to be squeezed — under-spending it quietly moves the firm down-market, where rates are lower and the same assets earn less.
- **Break-even:** at the utilisation level covering crew, transport, warehouse, refurbishment, salaries & finance — typically reached in year two as turns build. Margins then expand with turns, off-season fill & depth on proven lines.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	15,00,000	8,00,000	6,00,000	9,00,000
Collections (hire, logistics, cross-hire, deposits)	35,00,000	42,00,000	58,00,000	45,00,000
Crew, transport, warehouse, refurbishment, salaries & loan servicing	42,00,000	44,00,000	55,00,000	43,00,000
Closing balance	8,00,000	6,00,000	9,00,000	11,00,000

Cash behaves better here than the accounting profit suggests — depreciation is non-cash, so the operation funds itself while the P&L still shows a first-year loss. Two pressures need managing. First, **loan servicing begins immediately** against utilisation that is still building, which is the tightest point in the plan and why the working-capital line is sized deliberately. Second, **client deposits and damage recovery** need genuine discipline: deposits collected before dispatch fund the season, and damage that is assessed but never recovered is a silent margin leak. Season concentration means Q3 carries the year — cash from the peak must be reserved, not spent on impulse inventory purchases.

12.5 Key Performance Indicators to Monitor

- **Utilisation: turns per item per year** (the headline metric); utilisation % by inventory line; peak-weekend availability hit-rate; off-season utilisation.
- **Asset productivity:** revenue per ₹ of inventory; asset turn; ROI by inventory line — the basis for every reinvestment decision.
- **Operations:** on-time delivery %; return-to-available turnaround hours; damage/loss rate; cross-hire in vs. out.
- **Finance:** crew+transport+warehouse as % of revenue; refurbishment spend vs. plan; deposit collection & damage recovery rate; receivable days.

13. Funding Requirement & Bankability

Total ask: **₹1.05 crore equipment/vehicle/term loan & WC finance** against ₹75 lakh promoter contribution — for rental inventory, vehicles, warehouse setup & working capital. **This is the one business in the events vertical that a lender**

can secure properly: unlike agency models with nothing to hypothecate, inventory and vehicles are tangible, valued and financeable, and equipment/vehicle loans are standard products. Fundability rests on the asset base, the account pipeline & achievable utilisation. Two points should be made plainly to a lender: **Year 1 is a planned accounting loss** driven by full depreciation and interest against ramping utilisation, while remaining cash-positive at the operating level; and **the business should be assessed on asset turn** (1.12x rising to 2.33x) rather than first-year margin. GST input credit on inventory and vehicle purchases reduces effective capex and should be factored into the drawdown plan. MSME/CGTMSE routes and equipment finance suit this profile well, and moratorium alignment to the first season is worth negotiating.

13.1 Funding utilisation

Use of funds	₹	% of total
Rental inventory — furniture, staging, tenting & décor	85,00,000	47.3%
Rental inventory — lighting, power (DG) & cooling	35,00,000	19.4%
Transport vehicles & handling equipment	25,00,000	13.9%
Warehouse fit-out, racking & storage setup	20,00,000	11.1%
Working capital (salaries, refurbishment & runway)	15,00,000	8.3%
Total	1,80,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Low utilisation / idle inventory carrying fixed cost	Buy only proven high-turn lines; chase off-season & institutional demand; long-duration hire; cross-hire out to peers
Peak-demand concentration (everyone needs kit the same weekend)	Own to ~70-75% of peak and cross-hire the balance; forward-booking discipline; premium pricing on peak dates
Over-investment in slow-moving inventory	Track ROI per inventory line; reinvest only into proven turns; resist impressive-but-idle purchases
Damage, loss & accelerated ageing	Deposits, documented condition at dispatch & return, damage recovery discipline, planned refurbishment budget, insurance
Logistics failure — late delivery stopping an event	Route & load planning, buffer vehicles, backup crew, delivery-window commitments, penalty-aware contracts
Safety incident (structure collapse, electrical, rigging)	Load limits & certified rigging, trained crew, DG & electrical compliance, fire-retardant fabric, public-liability insurance
Debt servicing against ramping utilisation	Adequate WC line, moratorium aligned to first season, conservative phase-1 inventory with staged expansion
Price competition from informal tent houses	Compete on condition, range, reliability & compliance rather than rate; target professional B2B accounts
Demand shock halting events (2020-21 precedent)	Owned assets retain residual value; low fixed on-roll headcount with contract crew; debt structured with headroom

Receivables from event firms	Deposits before dispatch, credit limits per account, balance on return, diversified client base
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15. SWOT Analysis

Strengths Tangible, financeable asset base — genuinely bankable unlike agency models; recurring B2B accounts; assets earn repeatedly across many years; GST input credit on capex; cash-generative despite early accounting loss; cross-hire provides both revenue and flexibility.	Weaknesses Capital-intensive with immediate debt service; utilisation-dependent; severe seasonality against year-round warehouse & depreciation cost; logistics-heavy cost base; damage/ageing erode the product; local radius caps the market.
Opportunities Rising production standards & premium inventory demand; exhibition & institutional off-season work; venue partnerships; second depot in an adjacent city; specialised high-yield lines (staging, power, cooling); organised operator advantage over an informal incumbent base.	Threats Demand shocks halting events; clients buying their own core inventory; price war with informal tent houses; fuel & labour cost inflation; inventory obsolescence as design trends shift; accident liability.

16. Recommended AiSevak Tools for This Business

This event rental business would use AiSevak's Events vertical tools in operations:

- **Utilisation & assets:** turns-per-item & utilisation-by-line tracking, ROI-per-inventory-line & asset-turn tools for reinvestment decisions.
- **Jobs & logistics:** availability calendar & forward-booking, dispatch/return & damage-recovery, deposit & receivables tools.
- **Finance:** equipment-loan servicing & break-even-utilisation, GST input-credit & invoicing tools (with Finance vertical).
- **Practice:** Business Plan, break-even and asset-economics tools to model the business.

17. Key Assumptions & Notes

- Event equipment & furniture rental: asset-heavy **PRINCIPAL** business - owns staging/structures/furniture/décor/lighting/power/cooling and hires it out with transport, setup & teardown; revenue = **inventory value × turns per year × rental yield**.
- **PRINCIPAL, not agent** - it owns the assets and carries depreciation/storage/damage/logistics itself, so gross revenue is legitimately revenue (no net restatement, unlike event-management-firm/wedding-planner). It is also **the one events business with a real hypothecable asset base**, which changes the funding conversation entirely.
- **URNS, not hire rate, decide this business** - 10→13 outings per item per year lifts revenue ~30% on a nearly unchanged asset base; no pricing action comes close. Compressing return-to-available turnaround hours is effectively free capacity.
- **The defining problem is peak-vs-average:** inventory must be sized for the busiest weekend but is paid for at average utilisation. Own to ~70-75% of peak and **CROSS-HIRE** the balance from peers rather than carrying idle capital eleven months of the year.
- **It is a logistics business wearing a rental badge** - crew + transport + warehouse ≈ 51% of Y1 revenue vs. ~11% refurbishment. The hire fee is easy; moving/installing/recovering goods profitably is where poor operators lose money.

- **Y1 modelled as a ₹12L accounting LOSS** - full depreciation & interest from day one against ramping utilisation; but cash-positive at the operating level (₹38L of the cost is dep+interest). Judge on ASSET TURN (1.12x → 2.33x) and cash, not first-year margin.
- GST: renting of goods is a SUPPLY OF SERVICE - hire charges taxable and **input tax credit available on inventory & vehicle purchases**, materially reducing effective capex; plan it at purchase. Also commercial vehicle permits, CPCB/noise norms for DG sets, temporary-structure & rigging safety (the main liability), fire-retardant fabric, inventory-in-transit & public-liability insurance.
- Local business - bulky low-value-per-truck inventory means transport cost caps the economical radius; grow via turns/depth or a second depot, not distant markets. Figures illustrative, exclude GST; demand-shock exposed, though owned assets retain residual value.

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