

India Convention Promotion Bureau (ICPB)

Minutes of the ICPB Interactive Meeting with the New Chairman ICPB & Joint Secretary (Tourism)
held on 18 December 2025 at 3:00 PM in the Oudh Board Room, The Ashok, New Delhi

An interactive meeting of the India Convention Promotion Bureau (ICPB) was held with the newly appointed **Chairman, ICPB and Joint Secretary (Tourism), Ministry of Tourism, Government of India, Shri Harikishore S, IAS**. The meeting was convened to exchange views and seek valuable insights on the proposed agenda and future direction of ICPB.

The following were present

Sl. No.	Name	Designation	Organisation
1	Shri Harikishore S	Chairman	Joint Secretary Tourism, Ministry of Tourism
2	Mr. Arun Srivastava	Additional Director General,	Ministry of Tourism
3	Mr. Chander Mansharamani	Vice Chairman	Alpcord Network Event & Conferences Management Company Pvt. Ltd
4	Mr. Neeraj Dhawan	Treasurer	Falcon Exhibitions Pvt. Ltd
5	Dr. Poonam Rajput	Executive Director	India Convention Promotion Bureau
6	Mr. Randhir Gupta	Governing Board Member	MAYFAIR Hotels & Resorts Limited
7	Mr. Mohammad. Ali	--DO--	AAPC India Hotel Mgt. Pvt. Ltd. (Accor Hotels)
8	Mr. Ubaid Ahmad	--DO--	Bangalore International Exhibition Centre
9	Mr. Dharmendra Kumar	--DO--	Geanis World & MICE
10	Mr. Ajay Vinayak	--DO--	Palomino Hospitality Pvt. Ltd
11	Wg. Cdr. (Retd.) Jayendra Singh Nayal	--DO--	Era Tours & Travels (I) Pvt. Ltd
12	Mr. Naveen Rizvi	--DO--	ICE-Incentive Conference and Event Management Pvt. Ltd.
13	Mr. Amit Saroj	--DO--	(Attitude Events Pvt. Ltd.)
14	Mr. Amaresh Tiwari	Advisory Board	A T Seasons & Vacations Travel Pvt. Ltd
15	Mr. Sanjeev Pasricha	Advisory Board	CS DIRECT
16	Mr. Subhash Goyal	Advisory Board	STIC
17	Ms. Ritika Gupta	Advisory Board	IHCL
18	Ms. Deepika Chowdhary	Advisory Board	Candid India
19	Ms. Meena Bhatia	Advisory Board	Le Meridien
20	Ms. Kumud Sharma	Manager	ICPB

Proceedings

the ICPB Office Bearers and members present formally welcomed **Shri Harikishore S., IAS**, the newly appointed **Chairman, ICPB**, and the **Joint Secretary (Tourism)**.



Shri Harikishore S, IAS shared a brief overview of his professional background and extended a warm welcome to all members. He invited the participants to introduce themselves.

Subsequently, all members present introduced themselves, sharing brief professional backgrounds, and extended their warm greetings and best wishes to the new Chairman, ICPB. Members expressed their support and optimism for ICPB's future vision and growth under his leadership.

Members reiterated their **support and optimism for ICPB's future vision and growth under the leadership of the Chairman, ICPB & Joint Secretary (Tourism).**



Mr. Neeraj Dhawan, Hon. Treasurer, ICPB, requested **Mr. Chander Mansharamani, Vice Chairman, ICPB**, to present an overview of ICPB and its strategic roadmap. Key highlights of Mr. Chander Mansharamani, Vice Chairman's Presentation were:

Overview of ICPB

- Brief background and mandate of ICPB
- Aims and objectives focused on marketing India as a global MICE destination and policy advocacy (lobbying)
- Sources of ICPB Income

1. International Trade Shows – Participation under India Pavilion: The need for ICPB's participation in five major international MICE trade shows under the India Pavilion, with support from the Ministry of Tourism (MoT), was highlighted:

- IMEX Frankfurt – 19–21 May 2026
- IMEX Las Vegas – 13–15 October 2026
- IBTM Barcelona – 17-19 November 2025
- WTM London – 3–5 November 2026
- AIME Malborne – 17–19 November 2027

Support is sought from the Ministry of Tourism for strengthening India's presence at international MICE trade shows through a bigger space at India Pavilion, MICE focused branding, Networking evening and Media Coverage.

2. Overseas Roadshows

As part of its international marketing strategy, ICPB proposed roadshows in key cities housing major international association headquarters:

- Geneva – Zurich
- Brussels – Amsterdam
- Paris – London
- Washington – Chicago
- Toronto
- Singapore

Support Required from MoT

- Hiring of a PR agency for inviting targeted buyers and associations
- Venue support for B2B meetings involving 15 Indian professionals and 30 international buyers

3. Bid Process: Incentivising

- Create 'corpus fund' for marketing & supporting bidding process
- MDA Scheme

4. Media MICE Policy

- MICE Sub-brand: Indian MICE segment may benefit from a brand which is focused on Indian MICE and which leverage on the strength of mother
- All marketing and product communication may be centred around this sub brand.
- Budget for Exclusive MICE Media

5. India MICE Board

- In line with the National Strategy, MOT need to setup an Inter-ministerial INDIA MICE BOARD with participation of industry and the State
- India MICE Board will work towards advocating Policies.

6. DATA Analysis

- Evaluate Economic impact of the MICE sector to the overall economy of the Country.

- Creation & Comprehensive Database for Marketing India as a MICE Destination

7. Professional Training

- A joint certified training programme with International Agencies to enhance the professional level of handling the Event of International Standard. Professional Training with international bodies such as ICCA, MPI, IAPCO, SITE etc.

8. State Chapter Bureau

- The city Bureau to be formed with the main objective of Promoting Meetings, Incentives, Conferences and Exhibitions

a. Role of Department of Tourism, State Govt.

- The Department of Tourism, State will be an active promoter of the ICPB – State Chapter in the interest of Tourism promotion and economic development.
- Shall provide an annual grant of INR 2,50,00,000/- to the State Chapter in addition to the corpus fund provided by industry partners

b. Role of ICPB - The state chapter will operate as an extended arm of ICPB

- The State Chapter will present the annual marketing plan and will get an approval from the advisors to make sure that overall efforts of ICPB are not duplicated.
- Positioning the city as prime MICE destination
- Identify Business opportunities and provide leads

9. The proposed structural and functional transformation of Convention Promotion

- There is an urgent need for expansion of Convention Bureaus across different major destinations in India.
- Market India as MICE destination across the target market
- Use market intelligence to identify the future international events.
- Participate in bidding process
- Organizing site inspections
- ICPB to function as National Bureau with marketing capacities.
- **Single Point Contact for MICE Tourism in India**
- Developing Intelligence through Search
- Getting accounts profiled, setting time bound targets
- Procuring MICE Business for India by efficient Bidding
- Create a Panel of PCO's to execute the job. Internal process to be Initiated amongst PCO'S

b. Source of Revenue: It has to depart from its' current membership-based model

- MoT to Fund Rs 2Cr in the Form of Promoting India as Prepressed MICE Destination

10. National Advisory Council for MICE

- In order to provide overall vision and strategic direction to the growth of MICE in the Country, a National Advisory Council for MICE will be set up under the Chairmanship of Tourism Minister:

○ MICE POLICY

- Market can be promoted in the form of an annual calendar. A Mega “Meet in India” Event every year with participation of Buyers from International Associations
- Creating corpus fund for Marketing & supporting bidding process.
- Participation of Indian Missions in International Trade Shows like IMEX Frankfurt, Las Vegas, ITCMA, AIME and support all stakeholders in jointly participating as one Joint Pavilion including all State Govts. –

- City Bureau - Create City / State Bureau under the umbrella of National Bureau (ICPB) to play an advisory role.

ICPB to participate and joint hands with all the leading international association such as IAEE, PCMA, UFI, SITE, ICCA, IAPCO, MPI MEA ABPCO, UIA etc.

Mr. Neeraj Dhawan opened the house for discussions alighted with the presentation shared by the Vice Chairman ICPB & JS(T) :

Mr. **Amaresh Tiwari** appreciated the Vice Chairman’s presentation and described it as an **excellent and well-articulated overview**. He, however, emphasized the need for **greater clarity on ICPB’s defined role**, particularly whether ICPB should focus **exclusively on Convention Promotion** or function as a **broader MICE promotion body**, in alignment with the **Aims and Objectives outlined in ICPB’s Memorandum of Association (MoA)**.

He highlighted that the term **“Convention”** needs clearer definition—whether it is limited to conferences or extends beyond to cover the entire MICE spectrum. PCO category to be recognised by the MoT.

Mr. Tiwari suggested that ICPB must clearly define whether it intends to:

- Promote **MICE in its entirety**, or
- Act primarily as a **convening and facilitation body** for conventions.

He Highlighting need for a clear strategic alignment between Convention and MICE promotion, supported by robust, authentic, and specialized MICE-specific data, comprehensive market intelligence, and consistent official reporting across conventions, exhibitions, and business travel, is essential to effectively strengthen and grow India’s MICE and business tourism segment.

He highlighted the high GST incidence on MICE and convention activities, arising from cross-State event execution, which results in an 18% GST levy and frequent loss of Input Tax Credit (ITC) for event organizers. **Members emphasized that the Input Tax Credit (ITC) mechanism is complex, inconsistent, and prone to rejection**, leading to a higher effective tax burden and necessitating a policy review.

It was further observed that **institutional support at the destination level**—including facilitation support from local authorities—remains limited and needs strengthening to enable seamless execution of large conventions and MICE events.

The meeting was informed that ICPB has earlier submitted a proposal for an **“India MICE Advantage Programme”**, as CCS program similar to those implemented by competing destinations such as **Singapore, Thailand, and Dubai**. Members emphasized that such a programme.

In addition, the need for **structured skill development and certification programmes** was highlighted. It was proposed that ICPB, in collaboration with tourism and hospitality institutions.

On the matter of GST relief, members acknowledged that any change in GST structure requires deliberation by the **GST Council**. However, it was pointed out that **CGST and SGST components can be addressed independently** by the Centre and State Governments respectively. Drawing reference to relief measures extended under the **Champion Sector Service Scheme during the COVID period**, to be reviewed.

It was emphasized that such an approach would:

- Reduce the overall tax burden on MICE events,

- Achieve sectoral support **without requiring immediate intervention by the GST Council.**

These submissions were placed for the kind consideration of the Chair.

He emphasized that if India is positioning itself as an emerging **global MICE powerhouse and a future third-largest economy**, the scale of India's presence at major international trade shows such as **IMEX** must be **commensurate with this ambition**. He observed that a **100 sq. mtr. pavilion may be inadequate**, and suggested that India should consider a **larger pavilion size of 400–500 sq. mtrs** to create strong visibility and impact.

He also noted that the **“Meet in India” brand has already been registered with ICPB**, and that an additional **“i-MICE” brand** has been conceptualized.

He suggested that these earlier proposals and concept papers may be **revisited and built upon** to craft a **cohesive and compelling India MICE story**, which could significantly enhance India's positioning at global platforms such as **IMEX**.

He concluded by expressing confidence that with a **clear strategy, unified branding, and adequate scale**, India could achieve remarkable outcomes in international MICE promotion.

Mr. **Neeraj Dhawan** highlighted that across various **Ministries of the Government of India**, there is a growing and coordinated effort to promote **“Bharat” as a preferred global destination**. He noted that Ministries such as **Commerce and Industry** are actively positioning India as a **Partner Country** at several major international exhibitions.

He further observed that India is increasingly being showcased as a **Partner Country** in numerous large-scale exhibitions abroad, a trend that is expected to continue in the coming year. This momentum reflects the Government of India's broader vision of positioning the coming period as a **“Year of India”** on global platforms.

Mr. Dhawan cited examples of domestic exhibitions such as **Bharat Mobility** and **Bharat Textiles**, which have significantly expanded in scale, demonstrating the Government's strong impetus towards **larger, globally relevant events**.

In this context, he suggested that the **Ministry of Tourism may also consider adopting a similar approach**, with **larger and more impactful participation** at global tourism and MICE trade.

From an industry standpoint, Mr. Dhawan assured that **adequate participation from Indian companies would not be a constraint**. He expressed confidence that **40–45 Indian organisations** would be willing to participate under a well-conceived and sufficiently scaled **India Pavilion**, reinforcing the need to move beyond token representation.

He concluded by expressing his agreement with the observations made by **Mr. Chander Mansharamani, Vice Chairman, ICPB**, regarding the need for enhanced scale and visibility in India's international MICE and tourism promotion efforts.

Ms. **Deepika Chowdhary** emphasized that **“Meet in India” is a strong and well-positioned brand** that has already been acquired by ICPB and should be **strategically leveraged** across all international MICE platforms.

Drawing from discussions within the **i-MICE community**, she noted that leading global destinations and cities actively promote themselves under unified branding such as **“Meet in Taiwan,” “Meet in Berlin,”** and similar destination-led MICE brands. In this context, she strongly recommended that **“Meet in India”** be consistently and prominently promoted at all relevant international MICE events.

She further stressed that whenever India participates in global platforms such as **IMEX**, participation must be **well-prepared and visibly supported at the official level**. She cautioned that inadequate or fragmented participation in earlier editions—where **no Ministry officials were present**—had created a **negative perception** among international stakeholders. She emphasized that future participation should be **structured, coordinated, and adequately staffed** to protect and enhance India's image.

She also highlighted the value of **policy forums and ministerial-level dialogues** conducted alongside events such as **i-MICE Bangkok**.

Additionally, Ms. Chowdhary supported the proposal for organizing **Familiarisation (FAM) trips to India** for international MICE buyers and destination representatives.

Mr. **Ajay Vinayak** observed that many of the points and issues being discussed have been under consideration for several years. He humbly requested that, going forward, **clear timelines and milestones** be defined for each of the agreed action points. He emphasized that a **time-bound roadmap** would help ensure effective implementation, accountability, and measurable progress.

Mr. **Ubaid Ahmad** highlighted the need for **greater collaboration among industry associations**. He observed that while current discussions tend to focus largely on **conventions**, the broader **MICE ecosystem also includes exhibitions**, which are being represented by bodies such as the **Indian Exhibition Industry Association (IEIA)**.

He noted that **ICPB and IEIA currently operate in silos**, despite working towards the same overarching objective—**attracting larger exhibitions and international conferences to India**. Since both sectors ultimately promote the same destinations and are guided under the aegis of the **Ministry of Tourism**, he emphasized the importance of **joint planning and coordinated action**.

He further informed the meeting that discussions he had with Mr. Suman Billa, **Additional Secretary & Director General** in the Ministry of Tourism (MoT), Government of India are underway on a **five-year roadmap for the exhibition industry**, and suggested that aligning such initiatives with ICPB's MICE strategy would help achieve **greater scale and long-term impact**.

He further elaborated that the MICE and exhibition ecosystem in India comprises **international and national associations with offices in India**, major **exhibition organisers**, and **large-format venues** that regularly host exhibitions and large-scale conferences.

He emphasized that while smaller numbers are acceptable in certain contexts, India must **think and plan at scale**. He stressed that India should **"talk big"** and position itself ambitiously in both **exhibitions and conventions**, reflecting its capacity and global standing.

He concluded by reiterating the need for a **cohesive, collaborative national framework**, integrating conventions, exhibitions, incentives, and venues at both **national and city levels**, to fully leverage India's MICE potential and avoid fragmented efforts.

Mr. **Sanjeev Pasricha** thanked the Vice Chairman for the detailed and comprehensive presentation and noted that most key aspects had already been well covered. He, however, shared additional observations on **India's positioning as a preferred global MICE destination**.

He expressed the view that the current level of funding proposed for MICE promotion (approximately **₹2 crore**) would be **inadequate** when compared with competing international destinations, which invest **significantly higher and more focused budgets**, supported by sustained and well-coordinated activities. He emphasized that beyond allocating funds, it is essential to have a **clear, structured, and**

well-thought-out strategic plan that defines how India intends to **change global perception** and strengthen confidence among international associations.

Drawing from his experience working with international medical associations, including those based in **Singapore**, Mr. Pasricha noted that there are often concerns related to:

- Awareness of India's infrastructure and venue capabilities, and
- Perceptions regarding safety and security

He stressed that these concerns need to be addressed through **targeted and effective communication strategies**.

He cited the example of the **Maharashtra Convention Bureau's launch at IMEX**, which included a press conference and active engagement, and was widely perceived as a strong and effective initiative. He suggested that sustained and similarly structured participation across international platforms would clearly convey India's seriousness and commitment to the MICE sector.

In conclusion, Mr. Pasricha emphasized that a **strong and visible partnership between the Government and ICPB** is critical. Such collaboration, he noted, would provide international associations with the assurance that **the Government of India actively supports MICE events**, thereby enhancing confidence and driving successful bids.

Mr. **Amit Saroj** thanked the Vice Chairman for an extensive and detailed presentation. He shared his candid observations and identified **two key challenges** that, in his view, require immediate attention.

Firstly, he pointed out the **lack of clarity in focus and orientation**, noting that while the broader vision and multiple initiatives are important, ICPB should **prioritise and narrow its focus** to a **few achievable objectives**. He suggested identifying **clear, time-bound actions**, preferably within the **next 8–12 weeks**, and reviewing progress against these milestones before moving to subsequent phases. He emphasized that discussions often cover the larger picture, but **action-oriented follow-through** tends to be missing.

Secondly, He highlighted the **need to resolve the ambiguity around ICPB's role and identity**. He observed that while ICPB functions largely as an **association**, it is positioned and referred to as a **bureau**, and this mismatch requires deliberate discussion and resolution. He noted that this issue has been discussed earlier but has not yet translated into concrete action.

He concluded by reiterating that **clarity of role, focused priorities, and time-bound execution** are essential for ICPB to move forward effectively and deliver tangible outcomes.

Mr. **Mohammad Ali** emphasized that while several important points had been discussed, it is now critical that these translate into **concrete action rather than remaining at the level of discussion or documentation**.

He observed that within the MICE ecosystem, there are **multiple associations representing different segments**—conventions, exhibitions, incentives, and allied activities. However, he noted that **ICPB is uniquely positioned to function as the overarching or "mother" body** that brings together all MICE-related associations under a common framework.

He suggested that ICPB may consider **expanding its mandate and positioning**, potentially evolving from *India Convention Promotion Bureau* to a broader **"India Business Convention Bureau"**, thereby encompassing the **entire business events ecosystem**. He remarked that globally, leading convention bureaus operate with such a **holistic and integrated approach**, rather than focusing on individual segments in isolation.

He further proposed that ICPB take a **leadership role in collaboration** with other industry bodies, including event and entertainment associations, to also support the attraction of **large-scale events, concerts, and sporting events** to India.

On the aspect of **business development**, Mr. Ali highlighted that inbound MICE business cannot be sustained through occasional roadshows or ad-hoc participation alone. He suggested identifying and appointing **dedicated representatives or partners in key source markets** who could maintain **regular engagement with international associations, congresses, and forums**.

He emphasized that this requires a **long-term strategic approach**, spanning **three to five years**, supported by adequate **funding, resources, and structured planning**. He recommended breaking this long-term vision into **clear annual phases (one-year, two-year, and three-year milestones)** to ensure measurable progress.

Mr. Naveen Rizvi highlighted the **critical importance of continuity and stability in leadership** for the sustained growth of ICPB.

He noted that this was **not the first instance** such issues had been deliberated, and emphasized that without **stable and consistent leadership**, organizational initiatives tend to lose momentum. Mr. Rizvi echoed earlier views regarding the need for **time-bound initiatives and follow-through**.

Responding to the observations regarding leadership continuity, the **Chairman, ICPB & Joint Secretary (Tourism)** shared, in a lighter vein, that he had come to Delhi with the expectation of serving for **five to seven years**, underscoring his commitment to continuity. He remarked that leadership stability is important and reassured members that earlier issues raised would be addressed with a fresh and forward-looking approach.

He further stated that he was engaging with the discussions **not merely as a member of ICPB or as a representative of the tourism industry**, but with a broader perspective, keeping in mind the **larger national interest and long-term development of the MICE sector**.

Mr. Subhash Goyal shared his perspective as an Indian and expressed concern over India's **representation at international events**. He observed that on several occasions during global exhibitions and trade shows, India's presence appears **modest and fragmented**, especially when compared with **smaller nations such as the Maldives and Sri Lanka**, which often showcase **larger booths and more impactful presentations**.

Mr. Goyal emphasized that the current period represents a **significant opportunity for India on the global stage**, and called for **greater unity, coordination, and collective representation** to ensure that India's image and potential are effectively projected at international platforms.

He further emphasized the importance of developing and circulating a **joint industry calendar well in advance**, to enable better planning, coordination, and alignment among Government bodies, for positing industry's events for next year.

Ms. Ritika Gupta stated that the present period represents a **very strong and favourable phase for India**, noting that global interest in the country for **conferences, events, and business engagements** has never been higher.

She highlighted that from the **conference delegate's perspective**, India today offers a **well-established and user-friendly ecosystem**, enabling visitors to independently make travel, accommodation, and local transport arrangements with ease. However, she noted a clear distinction between the experience of a **conference attendee** and that of a **conference organiser**. While delegates face fewer

challenges, some international organisers continue to view India through **outdated perceptions**, resulting in uncertainty regarding whom to approach and how to navigate the system.

She acknowledged that **several Government Ministries**, including the **Ministry of Commerce**, have stepped forward to anchor and facilitate major national and international events such as air shows and **Bharat Mobility**.

She further observed that India is increasingly competing with **highly proactive destinations** such as the **Middle East (including Saudi Arabia)** and **Southeast Asia (Thailand, Vietnam, and Singapore)**, all of which are actively seeking to attract global business events. In such a competitive environment, international organisers often look for **visible Government support and facilitation**, particularly when they do not have an established presence in India.

Ms. Gupta suggested that ICPB could increasingly function as a **strategic think tank and nodal facilitator**, guiding organisers to the appropriate authorities and stakeholders. She strongly recommended continuing to build upon the **“Meet in India” initiative**, noting that the brand journey initiated approximately a year ago should be **consistently strengthened**, especially in light of India’s enhanced global recognition following landmark events such as **G20** and forthcoming initiatives like **BRICS**.

She emphasized the importance of **learning from recent successful initiatives**, including:

- G20 events hosted across various States
- State-level international outreach programmes
- National and international conferences hosted in India

Ms. Gupta also highlighted the growing importance of **digitalisation**, observing that global consumers increasingly rely on digital platforms for planning and decision-making. She cautioned that if India is not present where global consumers search and engage digitally, opportunities may be missed.

In conclusion, she supported earlier views on the need to define **clear, specific, and time-bound actions for the next six months**, aligned with a broader long-term vision. She stated that this approach would enable measurable progress and help consolidate India’s position as a **preferred global destination for conferences and business events**.

Wg. Cdr. (Retd.) Jayendra Singh Nayal reiterated the widely shared view that ICPB needs to **evolve into a true Convention Bureau rather than functioning primarily as an association**. He recalled that in earlier meetings, including one where **Mr. Arun Srivastava** had raised the issue, questions were asked regarding the **procedures followed by ICPB for bidding and other standard operating processes**.

He emphasized the need to adopt **uniform industry-standard practices**, and appreciated the **knowledge sessions conducted by Mr. Amit Saroj**, which he noted were well received. He also acknowledged the efforts of **Mr. Chander Mansharamani** in supporting such capacity-building initiatives.

He suggested that ICPB should focus on building two critical pillars:

- A centralised and credible database, and
- A strong knowledge base, supported by regular training and information-sharing sessions.

He requested that **more structured knowledge sessions** be organised and that **standardised procedures**, including **bidding processes and advertising/communication standards**.

He underlined the importance of **Government support and leadership** and attract greater international business to the country.

Mr. Dharmendra Kumar requested the Chairman, ICPB & Joint Secretary (Tourism) to extend support in facilitating the enrolment of all State Tourism Development Corporations (STDCs) as one-time members of ICPB. He further suggested that an OTM membership proposal may be formally sent to the identified States for their consideration.

The Chairman, ICPB & JS (Tourism) agreed to support the proposal and concurred with initiating the necessary communication with the State Tourism Development Corporations.

Based on the above discussions points Chairman ICPB & JS(T) shared the following observations for action and deliberations:

In the concluding part of the discussion, the **Chairman, ICPB & Joint Secretary (Tourism)** summarised the deliberations and outlined a **pragmatic, action-oriented approach**, drawing from the collective inputs of members.

He emphasised that **practice and implementation are critical**, and suggested that instead of attempting too many large initiatives simultaneously, ICPB should focus on **achievable actions over the next one year**, while **simultaneously developing a longer-term strategy**.

Three-Bucket Approach Proposed: The Chair proposed structuring ICPB's work into **three clear buckets**:

1. One-Year Action Plan (Calendar Year / FY 2026) – Development a strategy for one year.

- Undertake 7–10 small, practical, and implementable actions that can be completed within one year
- Focus on visible delivery, confidence-building, and avoiding repetition of discussions
- Suggested actions include:
 - o Participation in select international trade shows (2 key events – Road Show)
 - o Organisation of 2 overseas roadshows
 - o Conducting one structured knowledge / capacity-building session for members with Ministry support
 - o FAM trips for international MICE journalists / influencers
 - o Embassy and Consulate engagement to educate officials on MICE and include MICE in their annual action plans
 - o Data collection and analysis on conferences, meetings, and exhibitions
 - o Development of MICE-focused creatives and preparatory work for a campaign
 - o Initiating engagement with State Governments to increase their participation as ICPB members

2. One Flagship “Meet in India” Event

- Organise a small but scalable “Meet in India – Global Conference” in India
- Proposed timeline: August–October 2026
- Envisioned as a long-term annual or biennial platform (5–10-year horizon)
- ICPB to take the lead, with support from the Ministry and industry stakeholders
- Objective: establish a recognisable global MICE platform anchored in India

3. Medium- to Long-Term Strategy (3–5 Years)

- Develop a clear ICPB transformation and MICE strategy covering:
 - o ICPB's future role, structure, and governance
 - o Positioning as a true bureau (not just an association)

- Alignment with national priorities and global best practices
- It was suggested that this strategy exercise be completed within 3–6 months, rather than extending over a year, so that implementation can begin early in the next financial year

4. Additional Key Strategic Suggestions:

- **Policy Bucket:**
- Identify and document 5–10 key policy interventions required (e.g., visas, GST, incentives), even if they take time to be implemented across Ministries.
- **Embassy & Consulate Route:** Leverage Indian Embassies and Consulates (CGIs) as active MICE promotion partners by:
 - Educating designated officers on MICE
 - Including MICE events in embassy action plans
 - Hosting networking evenings during trade shows
 - Exploring alternatives to low-impact virtual promotions
- **Visa Facilitation:**
Explore long-term options such as Visa on Arrival or further easing of visa norms for priority source markets, building on the success of the e-visa initiative.
- **Campaign Approach:**
Consider developing a dedicated MICE promotional campaign, similar to “Wedding in India,” with defined creatives, messaging, and media planning.
- **Calendar of Events:**
Work towards a coordinated national calendar of major exhibitions, conventions, and events (across Ministries and States), shared at least one year in advance to support planning and bidding.
- **State Engagement:**
Strengthen efforts to bring more State Governments on board as ICPB members, through direct outreach and structured engagement.

The meeting had resulted in tangible and actionable outcomes, and noted that, for the first time, the deliberations had translated into clear priorities and defined deliverables.

Mr. Neeraj Dhawan, Hon. Treasure ICPB expressed his sincere appreciation to the Chairman, ICPB & Joint Secretary (Tourism) for his guidance, and Mr. Arun Srivastava, Joint Director General, MoT and thanked all members for their constructive participation and valuable inputs. He emphasized that the successful implementation of the agreed initiatives would depend on collective ownership, close teamwork, and sustained engagement between the Government and industry stakeholders.

Mr. Dhawan further noted that members had expressed their appreciation for the clarity and direction emerging from the meeting and had affirmed their willingness to actively support the strategy formulation and implementation process.



The meeting concluded on a positive and forward-looking note, with a shared consensus on focused execution, clearly defined timelines, and shared responsibility, and was adjourned with a vote of thanks to the Chair..
