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3B Tourism

Redefining MICE Through Ownership, Discipline, and Strategic Experience Design

Anjali Sharma | The CEO Magazine

In an industry where creativity often takes centre stage, the real differentiator today is ownership. Corporate events and incentive programs are no longer judged by scale or spectacle alone, but by how seamlessly they deliver business outcomes. Within this evolving MICE landscape, 3B Tourism has positioned itself as an execution-first partner, simplifying complex corporate experiences through end-to-end ownership and transparent execution.

Founded in April-2023 by Swati Kale and Zameer Ahmed, 3B Tourism was established to bring greater ownership, clarity, and accountability to corporate travel and MICE execution.

The Origin of 3B Tourism

Before 3B Tourism, Swati spent over two decades across hospitality, corporate travel, and events. Her career involved hands-on roles, from site inspections and last-minute changes to crisis management and client escalations, giving her a clear view of how the industry functions when expectations are high.

Over time, one pattern stood out. Clients were rarely dissatisfied due to a lack of creativity; the real issue was the absence of ownership. Multiple vendors, frequent handovers, and unclear responsibility often led to gaps in execution. This understanding became the starting point



Swati Kale - Founder - 3B Tourism India Pvt. Ltd.



Zameer Ahmed - Founder - 3B Tourism India Pvt. Ltd.

for 3B Tourism. “The original problem statement was very simple: one accountable partner instead of five fragmented ones,” she recalls.

This vision was shared by Zameer. With over 16 years in the travel industry, he brings deep expertise in MICE and airline operations to 3B Tourism India Pvt. Ltd. His professional journey spans leading brands such as Cleartrip, Cox & Kings, Insta Tourism, and 2Hub, shaping his approach to planning and delivery.

By 2025, this vision had evolved further. The company moved beyond execution to help clients design experiences aligned with business goals, budgets, timelines, and risk considerations. Over time, 3B Tourism transitioned from being “the event agency” to a strategic experience partner, a shift that has played a key role in its growth.

An Integrated Approach to Corporate Experiences

3B Tourism operates in the MICE and corporate events space at a time when expectations have changed significantly. Today, companies look beyond the event itself, placing equal importance on business outcomes, employee engagement, partner relationships, brand alignment, and trust. With budgets under closer scrutiny, clients seek partners who can manage complexity without adding friction.

Within this environment, 3B Tourism works as a dependable, execution-first partner, particularly for enterprise and BFSI organisations. Clients engage the company when reliability and clarity are priorities, trusting the team to manage assignments professionally, transparently, and end-to-end. As Swati puts it, “If I had to explain 3B Tourism in one line, I’d say, ‘We simplify complex corporate experiences.’”

The company’s services span corporate meetings, conferences, domestic and international incentive travel, large-scale corporate events, and brand activations. What sets its approach apart is integration. From venues and logistics to food and beverage, production, delegate management, and artist coordination, all elements are handled under one framework, reducing the need for multiple agencies and keeping execution streamlined.

“AT 3B TOURISM, WE BELIEVE EXPERIENCES HAVE THE POWER TO SHAPE ORGANISATIONS AND PEOPLE. OUR MISSION IS SIMPLE—TO CREATE EXPERIENCES THAT MATTER, WITH INTEGRITY, RESPONSIBILITY, AND COMPLETE OWNERSHIP.”

- SWATI KALE

The Resolution Mindset

In a fast-changing business environment, 3B Tourism approaches agility with clarity rather than speed. The company stays focused on what it does best, keeps operations lean, and avoids chasing every opportunity. Decision-making remains quick, communication straightforward, and commitments carefully made without overpromising.

This approach is closely tied to what differentiates the brand. In live events, where unforeseen challenges are common, the team takes responsibility rather than looking for explanations, focusing on resolution. This ownership mindset has helped build long-term client trust. The company’s experience with enterprise and BFSI clients further strengthens this position, with a strong understanding of compliance, confidentiality, and strict timelines.

Building Credibility and Trust

“The hardest part in the beginning was building credibility as a new brand in a relationship-driven industry,” Swati recalls. While many people knew her, the company was new. Building trust took time, and the focus remained only on delivery. Rather than relying on presentations or pitches, the team concentrated on execution, believing that in this industry, work speaks louder than a pitch deck.

A defining milestone came with the successful execution of large international incentive programs involving over 1,700 delegates, achieved early in the company’s journey. For Swati, however, repeat business remains the more meaningful marker of progress. Clients returning year after year reflect how far the company has come.

Tech-Powered, Human-Led, Planet-Conscious

In an increasingly digital environment, 3B Tourism uses technology across planning, budgeting, delegate management, vendor coordination, and reporting. *“AI helps us improve efficiency and reduce manual effort,”* Swati explains. *“That said, events will always remain a people-driven business. Technology supports us, but experience and judgement still lead the way.”*

This practical thinking extends to sustainability. The team works with local vendors, reduces waste, avoids unnecessary materials, and chooses responsible venues, viewing responsible execution as good business over the long term.

The Road Ahead

The past year has been one of global uncertainty. During this period, 3B Tourism focused on fundamentals such as cash flow discipline, strong client relationships, and controlled growth. Rather than chasing scale, the company prioritised stability and consistency, recognising that not growing too fast can also be a strategic decision.

This approach is reflected in ongoing work on more structured global incentive programs, with stronger risk planning, compliance frameworks, and insurance

integration. As clients become more conscious of risk, the company aims to lead these conversations rather than react to them.

Looking ahead, this focus is expected to guide 3B Tourism’s expansion as a trusted global MICE partner while retaining a boutique, hands-on approach. As Swati puts it, *“Growth is important, but not at the cost of values, quality, or client trust.”*

LEADERSHIP MANTRA

AT 3B TOURISM, LEADERSHIP IS SHAPED BY TRANSPARENCY AND TRUST. “I BELIEVE IN STAYING INVOLVED WITHOUT MICROMANAGING,” SAYS SWATI. WHEN PEOPLE FEEL OWNERSHIP, RESPONSIBILITY COMES NATURALLY. THEY WORK HARD, BUT THEY ALSO RESPECT BALANCE— THAT’S VERY IMPORTANT FOR LONG-TERM SUSTAINABILITY.

REFLECTING ON HER OWN JOURNEY, SHE OFFERS CLEAR ADVICE TO THOSE STARTING OUT: “BUILD CREDIBILITY BEFORE SCALING. UNDERSTAND YOUR CASH FLOW DEEPLY. AND NEVER UNDERESTIMATE THE POWER OF RELATIONSHIPS— ESPECIALLY DURING UNCERTAIN TIMES.”