Socio-economic impact of the Indian events and experiences industry

August 2026

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Foreword by EEMA

India’s events and experiences industry has emerged as a powerful force within the country’s orange economy, sitting at the confluence of creativity, commerce, and community. What was once viewed as a support service for entertainment or business gatherings has evolved into an industry that shapes how people celebrate, connect, learn, discover, and engage. Today, experiences occupy an increasingly important place in the lives of consumers, communities, brands, and destinations alike.

The evolution of this sector has been remarkable. Over the years, it has grown from an execution-driven business into a vibrant ecosystem of creators, entrepreneurs, artists, technologists, venues, agencies, producers, and service providers. Together, they create experiences that not only leave a lasting impression on audiences but also strengthen India’s orange economy and reinforce the country's position as a hub for culture, talent, and innovation.

Few industries have the ability to bring together commerce, culture, and community as powerfully as ours. Whether through a live entertainment spectacle, a business convention, a cultural festival, a sporting event, or a landmark celebration, experiences create moments that resonate far beyond the occasion itself. They foster human connection, inspire participation, and create opportunities for businesses, talent, and communities to thrive.

For those of us within the industry, this broader impact has always been evident. Behind every experience lies an intricate network of professionals, enterprises, and partners working together to bring ideas to life. Experiences create opportunities for entrepreneurship, support livelihoods, nurture creative talent, and contribute to the vibrancy of the cities and communities that host them. Yet despite its growing significance, the industry’s wider contribution has often remained under-recognised and insufficiently documented.

It is this need that led the Event and Entertainment Management Association (EEMA) to come up with the report on Socio-economic impact of the India’s events and experiences industry. More than a report, it is an effort to establish a credible, evidence-based understanding of the value our industry creates and the role it plays in India’s broader economic, social, and creative landscape.

The findings reinforce what industry stakeholders have long understood: experiences are becoming an increasingly important part of modern life. As aspirations evolve and demand for meaningful, immersive, and shared experiences continues to grow, the industry is uniquely positioned to contribute to India’s next phase of growth.

At the same time, the next phase of growth must be accompanied by greater maturity and responsibility. As an industry, we must continue to raise standards, invest in talent and skills, strengthen safety and operational excellence, embrace sustainability, and harness technology to create experiences that are globally competitive and future ready. Equally important is our ability to build enduring intellectual property and create long-term value that extends beyond individual events.

The opportunity before us is not simply to deliver more events. It is to build a globally recognised experience economy that supports entrepreneurship, strengthens destinations, generates livelihoods, and showcases India's unique ability to create experiences at scale.

As the representative body of the industry, EEMA remains committed to working with government, industry partners, institutions, and stakeholders to unlock this potential. We hope this report serves as a valuable resource for informed dialogue, evidence-based policymaking, and collaborative action that can accelerate the industry's growth and development.

We extend our sincere appreciation to KPMG in India for bringing analytical rigor and strategic insight to this landmark study. We also thank Mastercard for its valuable contribution through consumer spending behaviour insights. Finally, we acknowledge, many industry leaders, businesses, professionals, and stakeholders whose perspectives and participation have helped shape its findings.

This report reflects not only how far our industry has come, but also the immense possibilities that lie ahead. We hope it inspires all stakeholders to think bigger, collaborate more deeply, and work together to build an industry that is recognised for both the experiences it creates and the value it generates for India.

Samit Garg
President,
Event and Entertainment
Management Association (EEMA)

Foreword by KPMG in India

India's events and experiences industry has become an increasingly important contributor to the nation's economic and social landscape. From live entertainment and business conventions to sporting events, cultural festivals, exhibitions, and celebrations, the sector serves as a powerful catalyst for consumption, tourism, employment, and community engagement. Its impact extends far beyond the event itself, generating value across hospitality, travel, retail, logistics, media, technology, and a broad ecosystem of micro, small, and medium enterprises.

What makes the industry distinctive is the scale of its multiplier effect. Events create concentrated demand that activates local economies, drives visitor spending, supports livelihoods, and enhances the attractiveness of destinations. They unlock value for host cities by improving infrastructure utilisation, stimulating investment, generating fiscal revenues, and strengthening place branding. Increasingly, they are also fostering innovation, building creative capabilities, and positioning India as a globally relevant destination for experiences.

The true value of an industry cannot be measured solely through direct revenues. Its broader contribution to economic activity, employment generation, destination competitiveness, social cohesion, and long-term ecosystem development is equally important. The events and experiences industry exemplifies this principle. As India continues its journey towards becoming a leading consumption-driven and experience-led economy, the sector has the potential to serve as a strategic lever for growth, innovation, and global positioning.

This report seeks to provide a robust assessment of socio-economic impact of the India's events and experiences industry. It examines the sector's direct, indirect, and induced contributions while highlighting its role in driving spending, supporting jobs, accelerating tourism growth, and creating opportunities across value chains.

The findings also point to an industry at an inflection point. Rapid advances in digital technologies, AI-enabled engagement, hybrid event formats, and sustainability-focused practices are reshaping the operating environment. At the same time, realising the sector's full potential could require a supportive ecosystem marked by streamlined regulatory frameworks, investment in event-ready infrastructure, strengthened skilling pathways, and enhanced protections for its large contractual and gig workforce.

As India seeks new engines of growth, the events and experiences industry deserves greater recognition as a high-impact economic enabler and an important component of the country's tourism, orange economy, and service sector ambitions. We hope this report contributes to a deeper understanding of the sector and fosters informed dialogue among policymakers, industry leaders, investors, and other stakeholders.

We extend our sincere appreciation to EEMA for its collaboration and industry leadership in enabling this study, and to Mastercard for its valuable insights into consumer spending behaviour associated with major events and experiences.

We are pleased to present this report at EEMAGINE 2026 and hope it serves as a catalyst for discussions that help unlock the next phase of growth for India's events and experience economy.

Vivek Agarwal
Partner and Lead - Industrial and Infrastructure Development
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Head - Public Infrastructure
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Foreword by Mastercard

India stands at an important moment in its development journey. As incomes rise, digital connectivity expands, and end user expectations evolve, people are increasingly deriving value not only from the products they own, but from the experiences they share. This shift is powering the experience economy, now one of the most dynamic drivers of growth in India and globally. From concerts, sporting events and festivals to conventions, weddings, exhibitions and cultural gatherings, experiences have become powerful platforms for connection, commerce, creativity and community. As this report shows, the experience economy can be a catalyst for tourism, local business growth and employment generation.

India is well positioned to lead this transformation. Few countries can match its demographic energy, entrepreneurial ambition, cultural diversity and digital innovation. The opportunity now is to scale these strengths with intent, coordination and long-term vision.

At Mastercard, we believe economies grow when people, businesses and communities are connected to opportunity. Technology, data and digital payments will be fundamental enablers, helping destinations better understand visitors, empower local enterprises, deliver seamless and secure experiences, and measure impact more effectively. The future of India's experience economy will depend on collaboration across government, industry bodies, event organisers, tourism stakeholders and technology partners to build an ecosystem that is innovative, inclusive and globally competitive.

We are pleased to partner with KPMG in India on this report and hope these insights encourage new ideas, stronger partnerships and a shared commitment to unlocking the full potential of this sector.

India's experience economy is becoming a measurable driver of urban growth, tourism, small business activity and services employment. Events create impact beyond the venue: as visitors travel, stay in hotels, dine out, use local transport, shop and explore nearby destinations, they generate a 'halo effect' before arrival and after departure. They also activate supply chains across venues, production, logistics, staffing, technology, food services and creative talent.

Mastercard Economics Institute (MEI) findings help make this footprint visible. Using aggregated and anonymised spending data, MEI shows how major events reshape activity across host cities and regions. In Mumbai, concerts at the MMRDA Grounds were linked to higher restaurant spending near venues and increased hotel spending across a wider area. MEI's work on Maha Kumbh 2025 similarly shows how large gatherings lift transport, accommodation and visitor-facing sectors, extending benefits to surrounding cities and corridors.

These insights matter for public-sector decision-making. They help governments identify visitor origins, spending corridors, seasonality, destination appeal and local spillovers, enabling targeted investment in infrastructure, digital acceptance, destination promotion and visitor experience.

The report reinforces Mastercard's public-sector work in India: building partnerships, expanding digital acceptance, modernising payments and applying data-driven execution to unlock lasting benefits for businesses, communities and visitors.

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Table of contents

Executive summary 07

1. India's events and experiences economy: why measuring economic impact matters 08

2. Research methodology and economic impact framework 16

3. Key findings 20

4. Understanding economic impact 32

5. Events, tourism and destination development 48

6. IP, sponsorship and creative value chain 58

7. Enabling the next phase of growth 64

8. Roadmap for Government and industry 72

Annexures 80

Executive summary

India's events and experiences economy sits across several large, economically distinct ecosystems that are not measured on a common basis – Meetings, Incentives, Conferences, and Exhibitions (MICE), organised event production, broad household consumption around weddings, and the commercial sports and media economy. In this context, rather than forcing these into a single national market-size figure, this report measures the sector's economic contribution directly, using a Direct-Indirect-Induced (DII) framework. The analysis draws on secondary research supported by analysis of 108 events attended by over 18 lakh attendees, and a primary survey of event organisers and event attendees, and presents the findings across four categories: MICE, Live Events & Entertainment, Sports, and Weddings & Allied.

Estimates for 2025 indicate; INR~46,739 crore of organised MICE activity, [1] INR~13,600 crore in organised live events, [2] INR~18,864 crore in the commercial sports economy, [3] and approximately INR~6.5 lakh crore of wedding-linked household expenditure.[4] As these figures use different definitions and fulfil different objectives, these are not additive and hence they are presented as contextual reference points for the scale of each ecosystem and should not be treated as components of total events and experiences industry.

Applying the DII framework to a representative event in each category, total economic activity associated with INR1 of direct event-related expenditure ranges from approximately INR1.46 – INR2.03 across the four categories assessed (as analysed). Total economic contribution per event is driven by outstation business travel, attendance scale, attendance combined with production spend, and expenditure intensity per attendee.

Live events are labour intensive and support substantial temporary, contract and freelance employment across production, security, hospitality and logistics. Government estimates indicate that large format live events can generate approximately 2000-5000 temporary jobs per event, while national policy envisages significant additional employment by 2030.[5]

Events are a significant driver of destination travel: outstation visitors account for nearly 3/4th of total scaled visitor spend in the primary survey, driven by materially higher spend on travel and accommodation than local attendees. MICE delegates in particular spend two-three times more per day than leisure tourists and stay longer, making business events a high-value tourism segment for host cities, particularly in Tier-2 and Tier-3 destinations building their event infrastructure.[6]

The report calls for a coordinated central and state action agenda covering: (1) streamlined, single-window regulatory clearances for events, (2) extension of formal social-protection coverage to the sector's large contract and gig workforce, (3) continued investment in Tier 2/3 event and hospitality infrastructure (4) clearer national guidance on crowd safety and cancellation risk. Detailed recommendations for central government, state governments and industry bodies are set out in Chapter 9.

Category	Direct impact/event (INR Cr.)	Indirect impact/event (INR Cr.)	Induced impact/event (INR Cr.)	Total Impact/event in INR Cr. (and Multiplier)
MICE	0.62	~0.34	~0.30	1.25 (2.03x)
Live Events & Entertainment	9.89	~3.95	~0.60	14.45 (1.46x)
Sports	5.10	~2.29	~0.37	7.75 (1.52x)
Weddings & Allied	1.20	~0.60	~0.13	1.93 (1.61x)

Source: Primary survey and economic impact model, 2026. see Chapter 4 for full methodology and Chapter 1 for the contextual ecosystem benchmarks.

1. EEMA Industry reports, 2024
2. India's ₹13,000 Crore Live Events Market Fuels Shift to Experiential Marketing: A BookMyShow Report, accessed on 07.21.2026.
3. Sporting Nation 2025 Report on India's Sports Economy, WPP Media, 2025. accessed on 07.21.2026.
4. India Wedding Services Market Size | Industry Report, 2030, Grand View Research, accessed on 07.21.2026.
5. India's Live Events Economy - Whitepaper, Ministry of Information & Broadcasting, Government of India, June 2025.
6. Skills and Employment in the Culture and Creative Industries: Strategic Frameworks and Promising Initiatives, UNESCO, 2026. accessed on 21 July 2026

01

India's events and experiences economy: why measuring economic impact matters

1.1. Evolution of India's Events and experiences economy

The Events and Experiences sector has evolved from a fragmented collection of event management businesses into one of India's fastest-expanding service ecosystems. Once dominated by weddings, trade exhibitions and cultural celebrations, the sector today encompasses a diverse range of organised experiences including business events, live entertainment, sporting events, fairs & festivals, government programmes, educational events, film festivals and community-led gatherings. The key drivers for this transformation include increasing urbanisation, rising disposable incomes, digital adoption, destination marketing and greater demand for experiential consumption, which collectively transformed events into an integral component of India's consumption and services economy.

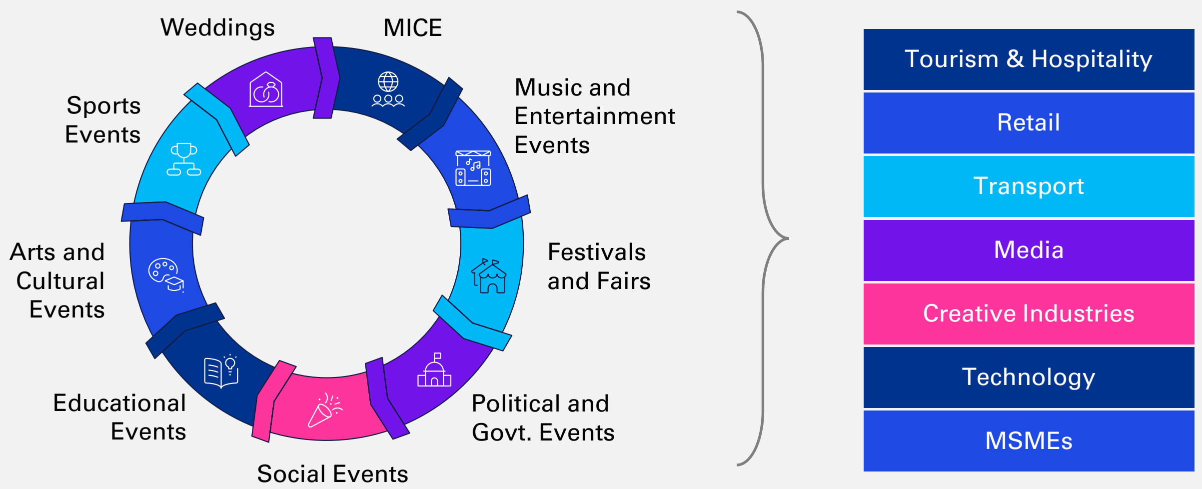
The evolution of the industry mirrors a broader global shift towards the 'Experience Economy', where consumers increasingly value memorable experiences alongside physical products. Each customer segment utilises events extensively for the purpose of creating awareness, consumer experience, branding and marketing, investment promotion, and knowledge and cultural exchange. Events have therefore become both an economic activity and an important social infrastructure supporting commerce, tourism, culture and community participation.

Globally, the events industry has undergone significant structural transformation following the COVID-19 pandemic. While the pandemic temporarily disrupted physical gatherings, it accelerated investments in digital platforms, hybrid event formats, contactless technologies and data-driven audience engagement. As restrictions eased, demand for in-person experiences rebounded strongly – driven by pent-up consumer demand and renewed corporate engagement. India has been among the fastest recovering markets owing to its large domestic demand, expanding middle class and favourable demographic profile.

India's events ecosystem today extends well beyond traditional event organisers. It supports an extensive value chain comprising venue operators, convention centres, hotels, airlines, transport providers, production houses, audio-visual service providers, fabrication companies, artists, performers, catering businesses, technology firms, logistics providers, freelancers, marketing agencies, digital platforms and numerous MSMEs. Consequently, the economic significance of an event extends far beyond the expenditure incurred by organisers, generating substantial downstream business activity across multiple sectors.

The industry also represents an increasingly important component of India's creative economy (Orange Economy), intersecting with tourism, hospitality, entertainment, media, sports, retail, transport and digital services. Cultural and creative industries are recognised as important drivers of employment, innovation and regional economic development. India's expanding events ecosystem similarly contributes to value creation through intellectual property, cultural production, destination branding and business networking, reinforcing its role within the broader knowledge and services economy.

Overview of Events and Experiences Sector



Source: KPMG in India analysis 2026 based on secondary research

Although the industry has expanded rapidly, its economic contribution remains inadequately measured. Existing estimates largely focus on organiser revenues or selected industry segments, overlooking the broader expenditure generated by visitors, supply chains and employee consumption. As a result, the full economic significance of events, including their multiplier effects on tourism, local businesses and employment, has remained insufficiently documented.

This report positions the Events and Experiences sector not merely as an organised services sector, but as a catalyst for economic activity across multiple industries. By examining how expenditure circulates through organisers, visitors, suppliers and households, the report provides a more extensive understanding of the sector's contribution to India's economy.

1.2. Events as an economic engine

Events are temporary economic ecosystems that simultaneously stimulate demand across multiple sectors. Unlike most industries where expenditure is concentrated within a single value chain, events trigger spending by organisers, participants, visitors, exhibitors, sponsors, artists, service providers and governments, generating economic activity that extends well beyond the event venue.

An event creates value through three distinct channels:

- Direct effects arising from expenditure by organisers and visitors
- Indirect effects generated through procurement from suppliers and supporting industries
- Induced effects created when wages earned across these supply chains are re-spent in the wider economy.

This cascading expenditure supports businesses in hospitality, transport, food and beverages, retail, logistics, construction, media, security, technology, professional services and numerous MSMEs.

Events stimulate demand across a wide economic ecosystem

Rather than functioning as a standalone industry, events operate as a demand generator for numerous sectors of the economy.

Spending Source	Primary Beneficiaries
Organiser expenditure	Event production, staging, venue operators, technology providers, logistics, security, marketing agencies
Visitor expenditure	Hotels, restaurants, airlines, railways, taxis, retail and merchandise, entertainment, local transport
Sponsor expenditure	Advertising, media, content creation, digital platforms
Government expenditure	Infrastructure, destination development, civic services, public transport
Workforce income	Household consumption across the broader economy

Source: Adapted from report titled Elevating the event management landscape: Interventions for India's event industry's growth by KPMG in India - EEMA 2023, and Ministry of Tourism MICE Strategy.

India's event economy spans several large, economically distinct ecosystems

No single official estimate captures the entire events and experiences sector, and the categories that make it up are measured on genuinely different bases – organised event-production revenue, broad household consumption, and commercial media and sponsorship value have different definitions and their scope of measurement varies. Hence, rather than using these distinct numbers to arrive at a single national market-size figure, this report presents each ecosystem against its own most current published benchmark, summarised below, and reserves a single consistent methodology – "the Direct–Indirect–Induced framework" introduced later in this chapter – for measuring economic contribution on a comparable basis.

Sector	Market Size in 2025 (Contextual Benchmark INR Cr.)	What the Figure Measures
MICE	46,739*	Organised MICE / event-production ecosystem (~INR4.16 lakh crore is broader commercial MICE-tourism revenue estimate cited by Ministry of Tourism/PIB, 2025)
Weddings & Allied	6,50,000**	Broad wedding-linked consumer spend (jewellery, apparel, catering, accommodation, travel, décor, entertainment, event management)
Sports	18,864#	Commercial sports economy: media rights, sponsorship, athlete endorsements, franchise revenues and does not include visitor spend at sporting events
Live Events & Entertainment	~13,600@	Organised live-events sector: concerts, music festivals, comedy, theatre and comparable audience-facing live entertainment

Note: The above stated figures are published third-party estimates. Together, these are the most current benchmarks available for each ecosystem, but they are not built on a common definition of market, and should not be summed into a single events-industry total. MICE and Live Events & Entertainment are closer to organised, event-production activity; Weddings & Allied market is largely unorganised and captures broad household consumption around weddings; Sports reflects the commercial sports economy (media, sponsorship and endorsements) rather than spend at sporting events specifically. They are presented here as contextual benchmarks of individual event ecosystems, not as additive components of a single national market size.

Source: * EEMA industry estimate, 2025 ** CAIT 2025 wedding-season estimate # WPP Sporting Nation 2025 @ Stories, scale and impact: Unlocking India's media and entertainment economy Report 2026 (USD1.55bn, 2025)

A rapidly expanding organised live-events ecosystem

The growth of organised live events provides an indication of the increasing scale of this economic activity. India's overall Media & Entertainment sector crossed INR2.5 lakh crore in 2024, while the organised live-events segment grew by 15 per cent and crossed the INR10,000 crore mark[7] – a segment spanning ticketed concerts, sports, B2B events, government events and personal functions such as weddings.

The momentum subsequently accelerated. India's M&E sector at INR2.78 lakh crore in 2025, with live events recording 44 per cent year-on-year growth,[8] supported by ticketed events, weddings, government functions and religious gatherings.

These figures are useful as evidence of the growth of organised event activity but should not be interpreted as the total economic contribution of events. The latter is substantially broader because an event can generate economic activity outside the revenues recorded by the organiser or the formal live-events industry.

7. Shape the future: Indian media and entertainment is scripting a new story, 2024, accessed on 21 July 2026
8. Stories , Scales and Impact : Unlocking India's Media and Entertainment Economy,, March 2026, accessed on 21 July 2026

The economic impact assessment of Coldplay's Ahmedabad concerts in January 2025 provides a useful illustration. The two Coldplay concerts held in Ahmedabad in January 2025 attracted approximately 222,000 attendees, of whom 86 per cent travelled from outside the city. An impact assessment estimated approximately INR392 crore of direct expenditure in Ahmedabad and approximately INR641 crore of total economic impact.[9] The study also estimated an overall GST contribution of approximately INR72 crore[10] across the economic activity associated with the concerts. Separately, the attendee survey indicated that for every INR 100 spent on concert tickets, surveyed attendees reported an additional INR585 of expenditure on accommodation, transport, dining, shopping and related services.[11] These figures illustrate that the fiscal and economic effects of a major concert extend beyond ticket sales to expenditure across multiple taxable sectors.

Indicator	Estimate
Attendance	Over two lakh people
Direct Economic Impact	~INR392 crore
Total Economic Impact	~INR641 crore
Overall Multiplier	~1.64

Source: Report titled, "'India's rising concert economy: Coldplay's Ahmedabad tour sets the blueprint for India's next cultural boomtowns", 2025.

A similar pattern is visible at multi-day music festivals. As per industry sources, Goa's three-day Sunburn festival generate regional spending of approximately INR250 crore[12] with hotels in the vicinity running full through the event. The estimate illustrates the broader destination expenditure associated with a large-format festival, rather than revenue accruing solely to the event organiser.

1.3. Why traditional industry size does not capture economic contribution

The economic significance of events is often assessed using estimates of industry or market size, typically measured through organiser revenues or the value of services provided by event management companies. While such estimates provide useful insights into the scale of the organised events sector, they do not fully reflect the wider economic activity generated when an event takes place.

Every event creates multiple layers of expenditure. Organisers incur costs on venues, production, logistics, technology, security, marketing and professional services. At the same time, attendees spend on transportation, accommodation, food and beverages, shopping and local experiences. These expenditures generate demand for suppliers, who in turn procure goods and services from other businesses and employ workers whose incomes are subsequently spent within the economy. Consequently, the total economic contribution of an event extends well beyond the revenue earned by event organisers.

This distinction between industry size and economic contribution is well established in economic impact literature. International organisations and destination management agencies therefore evaluate major events using Economic Impact Assessment (EIA) frameworks that capture not only the initial expenditure but also the subsequent circulation of money through supply chains and household consumption. Such frameworks distinguish between direct, indirect and induced impacts, providing a more comprehensive measure of an event's contribution to the economy.

9. News article by Telegraph India https://www.telegraphindia.com/entertainment/coldplay-ahmedabad-concerts-generated-economic-impact-of-rs-641-crore-report/cid/2096949 accessed on 21 July 2026
10. The GST estimate should be understood as an aggregate event-associated estimate and not as GST calculated solely on ticket revenue or on any individual expenditure component.
11. Coldplay's Ahmedabad Concerts Generate ₹641 Cr Estimated Economic Impact: A BookMyShow Live Report, 30 April 2025. accessed on 21 July 2026
12. News article by Fortune India https://www.fortuneindia.com/india/india-is-becoming-a-headline-destination-for-global-live-music-pwc/128603 accessed on 21 July 2026

The relationship between these concepts is illustrated below.

Measure	What it captures	Examples
Industry Size / Market Size	Value of goods and services transacted within the defined market	Organiser revenue, event services, ticket sales, sponsorships
Direct Economic Impact	Initial expenditure attributable to the event	Organiser expenditure and visitor expenditure
Indirect Economic Impact	Supply-chain activity generated by direct expenditure	Purchases by hotels, caterers, logistics providers, production companies
Induced Economic Impact	Household spending arising from wages and incomes supported by the event	Retail, housing, transport and other consumer expenditure

Source: Adapted from international economic impact assessment frameworks including Oxford Economics, UN Tourism and Events Industry Council.

Why this distinction matters

Two events may generate similar organiser revenues but produce significantly different economic outcomes for the host economy. For instance:

- a business convention attracting delegates from across the country is likely to generate substantial visitor expenditure on hotels, restaurants, transport and local services.
- an event attended primarily by local residents may generate comparatively lower visitor expenditure despite similar organiser spending.

Assessing economic contribution solely through organiser revenues would therefore underestimate the broader benefits associated with destination spending and supply-chain activity.

Similarly, industry market estimates often exclude significant expenditure undertaken by attendees before, during and after an event. These expenditures represent new economic activity for local businesses and form an integral component of an event's contribution to the host economy. Capturing these wider effects is particularly important for policymakers focused on the concentrated development of events and experiences sector, as well as evaluating investments in event infrastructure, enabling finance through various financial institutions, ease of doing business, and destination promotion activities.

1.4. Introducing the Direct-Indirect-Induced (DII) framework

Recognising that the economic significance of events extends beyond organiser revenues, this report adopts a Direct–Indirect–Induced (DII) Economic Impact Framework to assess the contribution of India's Events and Experiences Economy. The framework measures how expenditure associated with events circulates through the economy, creating successive rounds of economic activity across businesses, workers and households.

The DII Framework is widely used internationally for evaluating the economic contribution of tourism, business events, sporting events, cultural festivals and major public investments. The framework recognizes three distinct channels through which economic activity is generated.

Direct Impact

The Direct Impact represents the initial expenditure attributable to an event. It comprises expenditure incurred by organisers in planning and delivering the event together with expenditure incurred by attendees that can reasonably be attributed to their participation in the event. Direct expenditure supports immediate business activity across event production, venues, hospitality, transportation, food and beverage, retail and professional services.

Indirect Impact

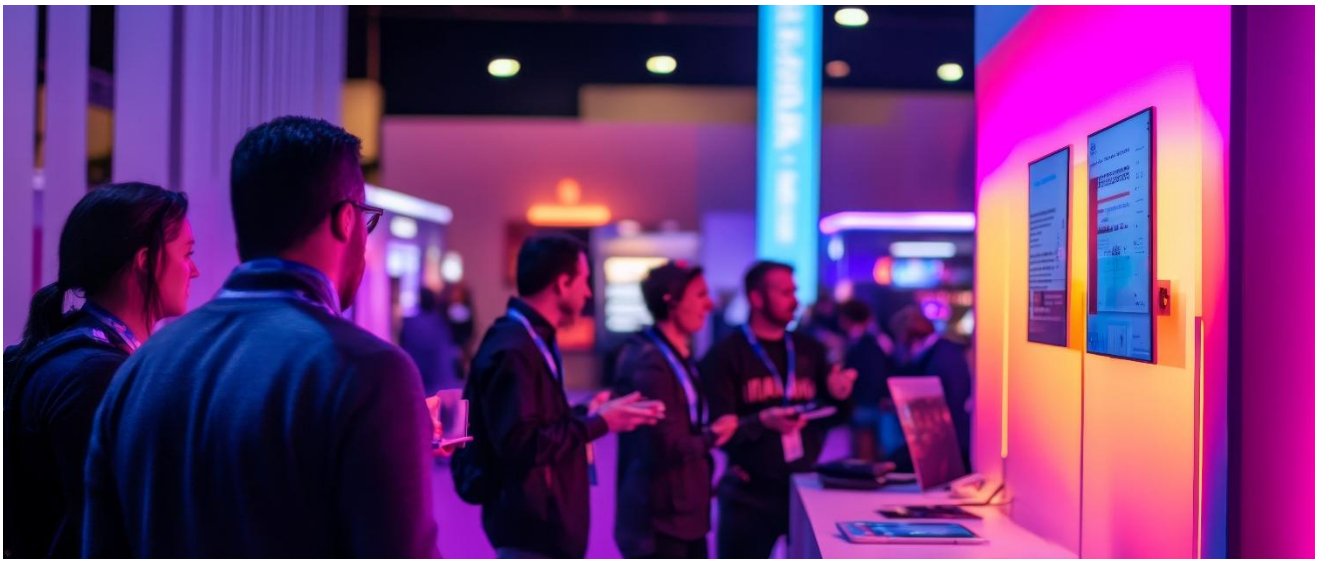
The Indirect Impact captures the additional economic activity generated when businesses supplying goods and services to events procure inputs from other firms. For example, a catering company purchases food supplies, a production agency hires equipment, hotels procure laundry and housekeeping services, and transport operators purchase fuel and maintenance services. These inter-industry transactions stimulate economic activity across the wider supply chain.

Induced Impact

The Induced Impact represents the economic activity generated when employees whose livelihoods are supported by the direct and indirect activities spend their wages on household consumption, including housing, education, healthcare, food, transportation and retail purchases. These expenditures create further rounds of demand throughout the economy and complete the economic transmission process.

Collectively, these three components provide a comprehensive measure of the economic contribution generated by the Events and Experiences Economy. This report applies the DII Framework across the selected event categories to estimate not only the immediate expenditure associated with events but also the broader economic activity supported through supplier linkages and household consumption.

The methodology has been informed by internationally recognised approaches to economic impact assessment adopted by reputed organisations.[13] The detailed methodology, assumptions and estimation procedures are presented in Chapter 2.

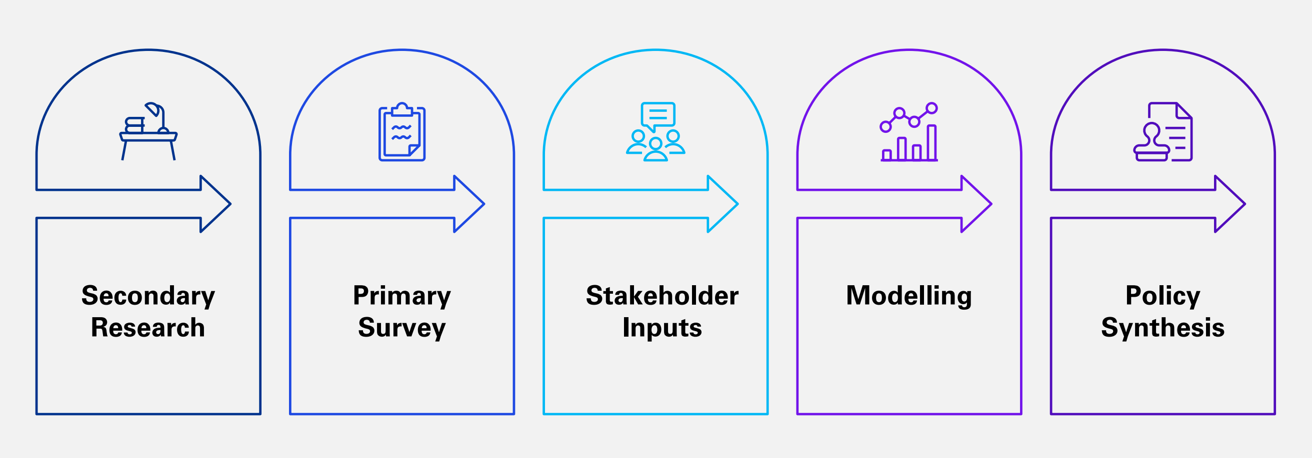


13. Adapted Definitions and Principles for Use, Organisation for Economic Co-operation and Development (OECD), December 2019. accessed on 10 July 2026

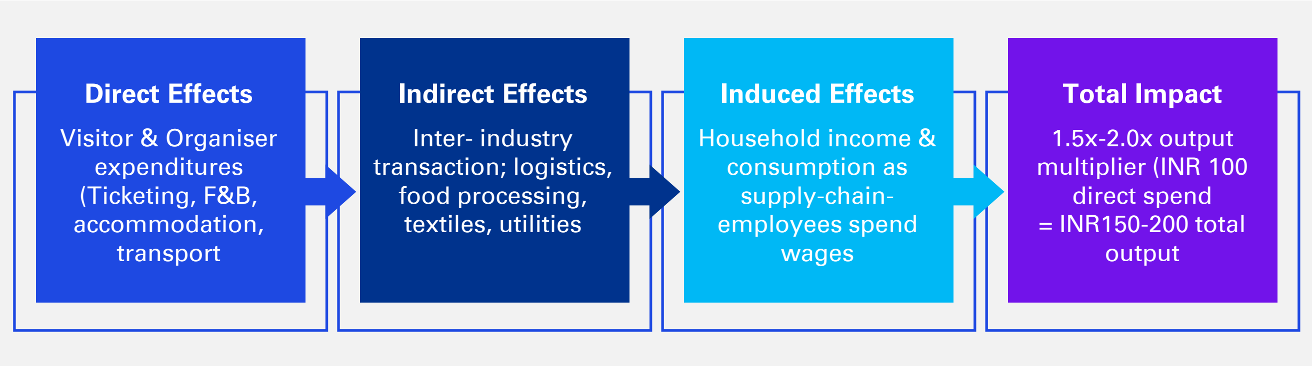
02

Research methodology and economic impact framework

This study is designed to quantify the economic contribution of India's event and experience industry with greater rigour than previous estimates. The report is being analysed through: (i) secondary supply-side data from government sources, industry bodies, academic research and global benchmarks, (ii) interactions with EEMA and other relevant stakeholders, (iii) primary survey data from event visitors and organisers, and (iii) an economic impact model that captures direct, indirect and induced effects.



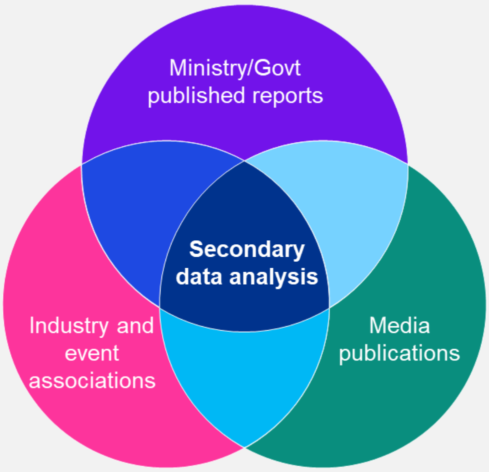
Source: KPMG in India analysis 2026 based on standard trends



Source: KPMG in India analysis 2026 based on standard trends

Secondary Research: Industry Data, Government Sources and Global Reports

An extensive secondary research has been conducted using including the Economic Survey 2025 – 26, Ministry of Tourism Annual Reports, Ministry of Information and Broadcasting (MIB) Government of India, media and entertainment statistics, and NITI Aayog policy publications. Additional inputs were sourced from industry associations, event and tourism bodies, market reports, and leading media publications to validate trends and strengthen the economic-impact estimates. Secondary research in this report is used to contextualize industry trends and triangulate the primary survey and economic impact model.



Source: KPMG in India analysis 2026 based on the assumption

Interactions with Industry Bodies and other relevant stakeholders

Detailed discussions were held with industry bodies including Event and Entertainment Management Association (EEMA) – an apex non-profit body in India for the events, wedding planning, and experiential marketing industry – along with various government officials involved in managing events, fairs and festivals in their respective states.

Primary data from event visitors and organisers

The primary research architecture is built around two structured survey instruments conducted by KPMG in India: a Visitor Survey (organised across varied sections covering event attendance behaviour, motivations, travel and accommodation, spending, satisfaction, sustainability attitudes, and funding attribution) and an Organiser Survey (organised across sections covering revenue and direct expenditure, employment and wages, tourism and visitor-spend linkage, indirect/supply-chain spend, regulatory environment, technology adoption, and ESG considerations).

The visitor survey collected responses spanning both B2B and B2C audiences, while the organiser survey engaged event organisers across categories across India, ensuring that the study reflected the viewpoints of key industry participants and event management professionals. Further, 108 unique events across event categories such as MICE, sports, live events, weddings etc. were also analysed.

The visitor respondent base was predominantly composed of young, professionally active individuals and exhibited a near-balanced gender distribution, providing a representative perspective across key attendee demographics. On the organiser side, respondents reflected the full spectrum of the events ecosystem, ranging from independent promoters and boutique agencies to large, integrated event management firms. The sample also demonstrated substantial industry maturity, with more than 70 per cent of organisers reporting over five years of operational experience in the events sector, thereby ensuring that the findings were informed by seasoned industry practitioners.

Key variables captured include event type, origin of travel, per-capita spend across categories (inter-city travel, local transport, accommodation, food and beverage, merchandise, and local shopping), duration of stay, and critically for the Visitor Spend Attribution weighting a trip-attribution percentage and a five-point additionality score capturing whether the visitor would have made the trip regardless of the event. For the primary survey conducted a minimum of 30 per cent of respondents are drawn from non-metro geographies, reflecting the structural shift in India's events market.

Visitor Survey

The visitor survey sampling follows a stratified random design, with respondents drawn proportionally across nine event sub-segments, six geographic zones, and three income quintiles.

Organiser Survey

A structured questionnaire is administered to 300-plus event organisers. Key variables include total event budget, spend on local versus non-local vendors, employees per event, and estimated GST contributions.

Economic Impact Modelling

The model captures the full economic impact of events through direct, indirect and induced effects, accounting for visitor and organiser spending, supply-chain activity and household consumption generated through wages. Indirect and induced multipliers are applied separately across event categories including MICE, live events, sports, and weddings to reflect the distinct spending patterns and supply chains of each event type. The resulting economic footprint is analysed by event category, visitor origin (local vs. outstation) and spend source (tickets, ancillary visitor spending and organiser spending).

03

Key findings

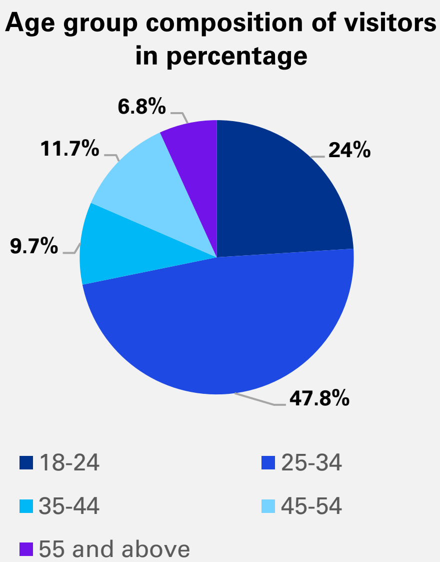
3.1. Visitor insights

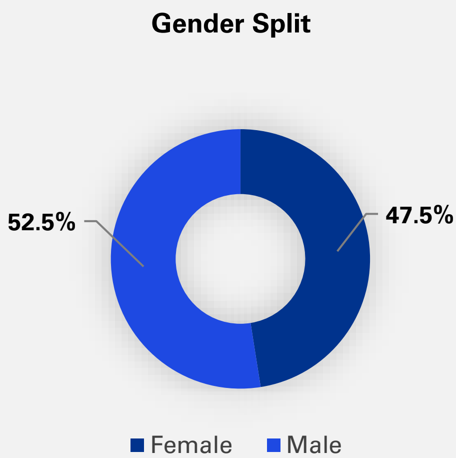
The visitor insights captures attendee demographics, event participation patterns, travel behaviour, motivations, expenditure across spend categories, satisfaction across six experience dimensions, sustainability attitudes, and funding/attribution data used to compute event-induced tourism impact net of visitors who would have travelled regardless.

3.1.1. Profile of the Indian event visitor: demographic characteristics

As per the survey, the visitor respondents are young and working: 47.8 per cent are aged 25–34 and a further 24 per cent are aged 18–24, together accounting for nearly three-quarters (71.8 per cent) of the sample, with the remainder spread across the 35–44 (9.7 per cent), 45–54 (11.7 per cent) and remaining 55-and-above.

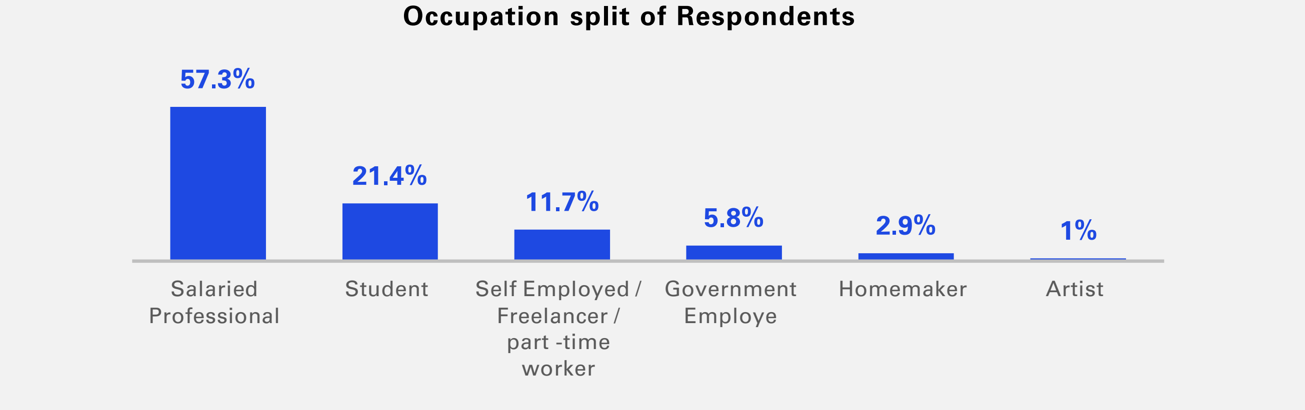
The gender split is near-even (52.5 per cent male, 47.2 per cent female). By occupation, salaried professionals dominate the sample (57.3 per cent), followed by students (21.4 per cent) and the self-employed/freelance/part-time segment (11.7 per cent), pointing to an audience base anchored in the formal workforce but with a meaningful youth and gig-economy presence.





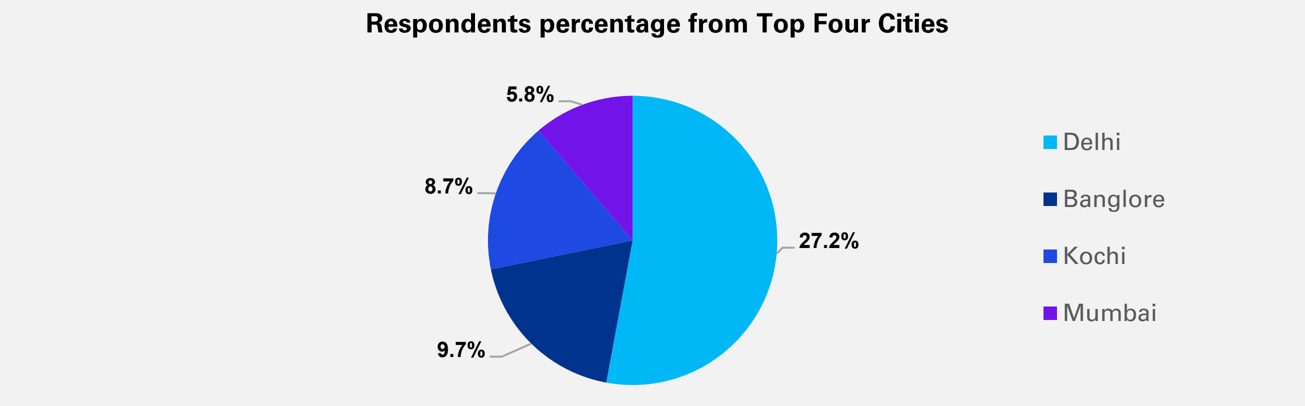
KPMG in India analysis 2026 based on primary survey

On income, a plurality of working respondents fall in the INR6–15 lakh (26.9 per cent) and INR15–30 lakh (23.8 per cent) annual household income bands, indicative of a broadly middle- to upper-middle-income visitor base with discretionary spending capacity.



KPMG in India analysis 2026 based on primary survey

Geographically, Delhi is the single largest city of residence in the sample (27.2 per cent), followed by Bengaluru (9.7 per cent), Kochi (8.7 per cent) Mumbai (5.8 per cent) and Pune (4.9 per cent), with over a third of respondents drawn from cities outside the metros as represented in the sample.



KPMG in India analysis 2026 based on primary survey

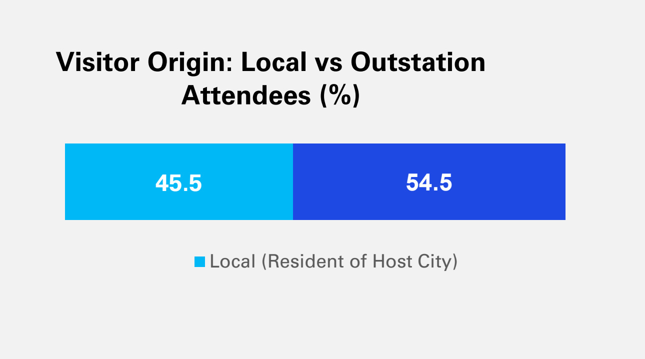
3.1.2. Motivations and constraints shaping event attendance

Event participation is often influenced by a range of motivations. To better understand the key drivers of attendance, respondents were surveyed on their primary reasons for attending the events.

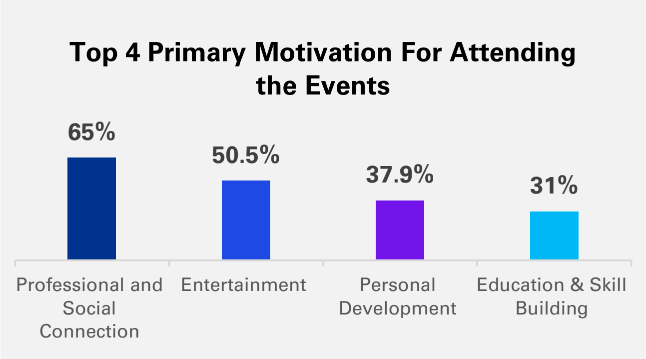
Professional and Social Connection was found to be the single most cited motivation for attending events, selected by 65 per cent of respondents among their top three reasons, ahead of entertainment (50.5 per cent), personal development (37.9 per cent) education or skill-building (31.1 per cent) followed by family or social bonding and religious or community ritual/spiritual purposes. The prominence of networking and professional development, together cited by a majority of respondents, underscores the extent to which India's events industry is increasingly valued as a venue for professional and business connection, and not purely for leisure or entertainment consumption.

However, on the demand side, work or time constraints are the most frequently cited barrier to attendance (34 per cent), followed by high ticket prices (29 per cent), distance or travel required (15.5 per cent) and safety concerns (11.7 per cent); while lack of a suitable companion and low awareness together attributed to 10.6 per cent.

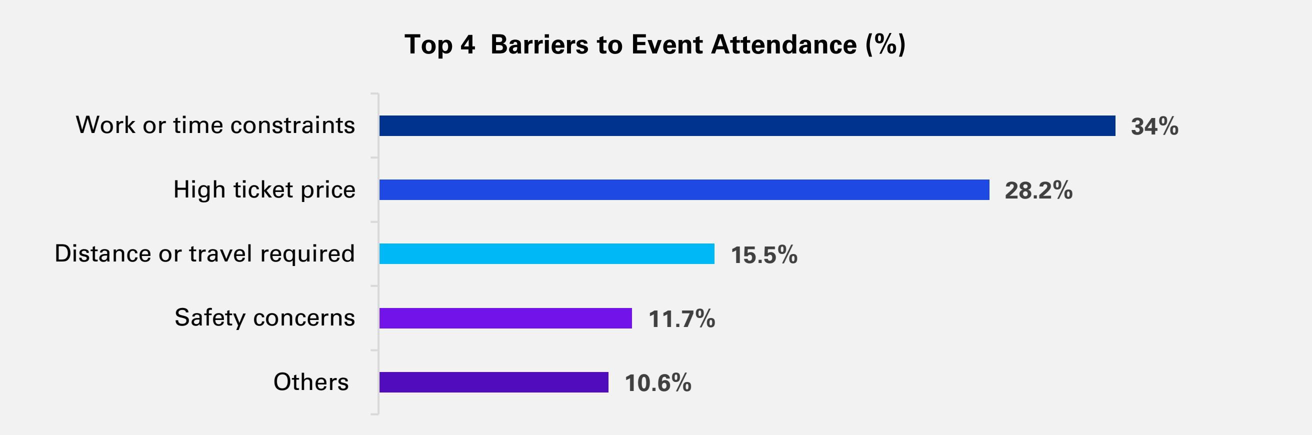
This suggests that scheduling flexibility (e.g., weekend or evening formats) and price-tiering may do more to widen participation than companion-oriented programming.



KPMG in India analysis 2026 based on primary survey



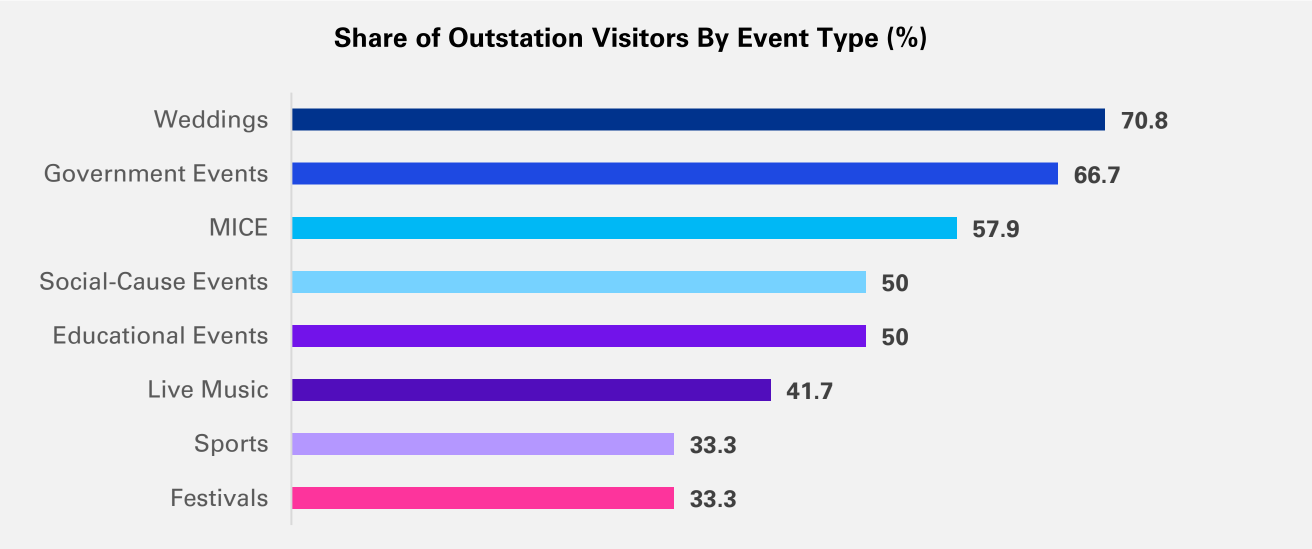
Source: KPMG in India analysis 2026 based on primary survey



KPMG in India analysis 2026 based on primary survey

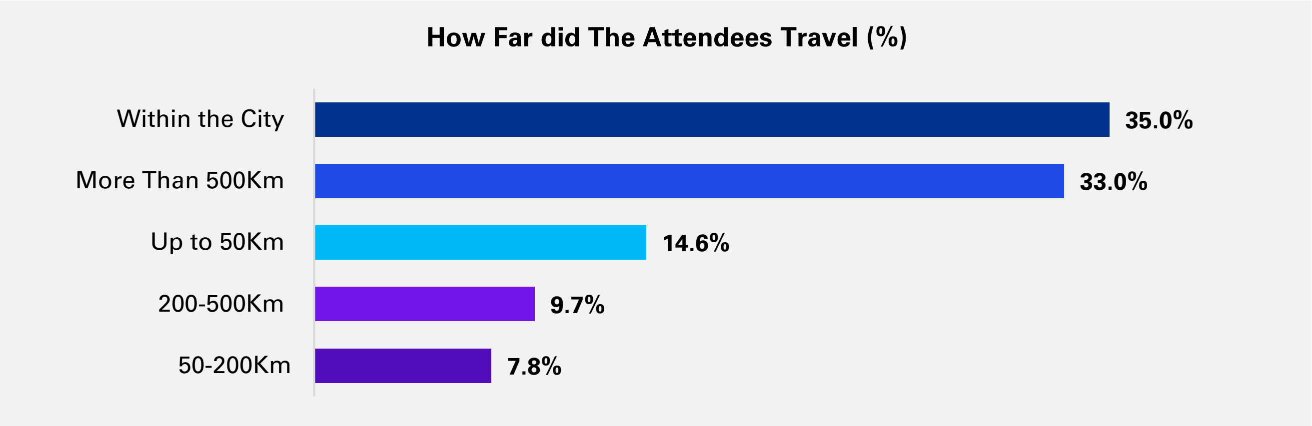
3.1.3. Travel and spending pattern

A majority of visitor respondents (54.4 per cent) travelled from outside their city of residence to attend their most recent event, confirming that outstation travel is now the norm rather than the exception for India's event-goers.



Source: KPMG in India analysis 2026 based on primary survey

Travel distances are polarised: 33 per cent travelled more than 500 km (typically by domestic flight, the single largest mode of transport for 23.3 per cent of respondents) while 33 per cent travelled entirely within their own city, with comparatively few respondents in the intermediate 50–500 km bands.



Source: KPMG in India analysis 2026 based on primary survey

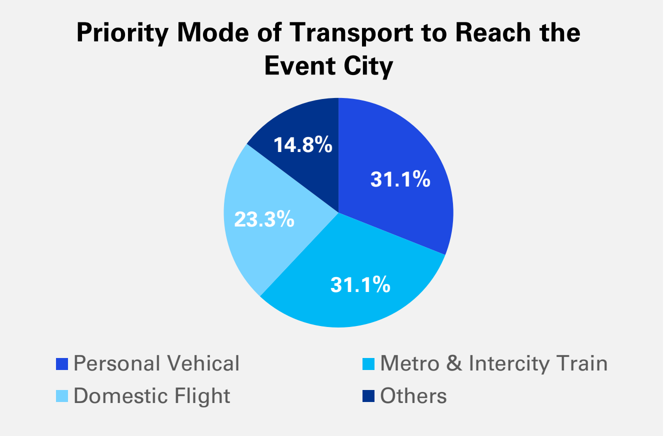
Personal vehicles remain the largest single mode of transport overall (31.1 per cent), followed by domestic flights and a combined rail/metro share of close to 30 per cent.

Outstation travel was higher among respondents from Tier-2 cities, with 74.2 per cent travelling outside their city to attend events, compared with 45.7 per cent of respondents from Tier-1 cities. Additionally, as per industry estimates, Tier-2 cities recorded a sharp rise in number of shows in 2024 and over 5.6 lakh Indians travelled inter-city for concerts in 2025.[14]

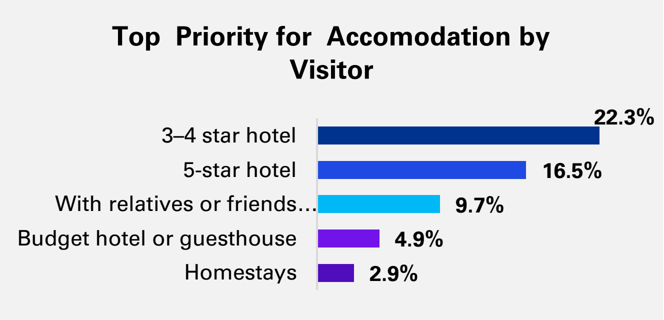
Just over half of respondents (52.4 per cent) stayed overnight at or near the event location; among those who did, three-to-four-star hotels were the most common accommodation type (22.3 per cent of the full sample), ahead of 5-star hotels (16.5 per cent) and staying with relatives or friends at no cost (9.7 per cent).

For 51.5 per cent of respondents, the event was the sole purpose of their trip, and 53.4 per cent attributed 100 per cent of their total trip cost to the event – together indicating that a majority of outstation visitor spend can be directly attributed to event attendance for Visitor Spend Attribution purposes, net of the roughly one-fifth of respondents who would largely have made the trip regardless of the event.

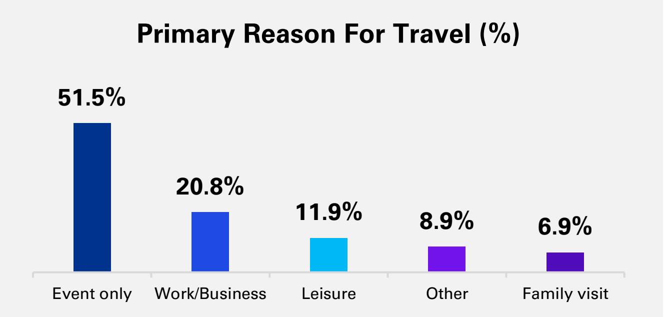
On spending, entry fees or tickets were free for 45.6 per cent of respondents, while the remainder were fairly evenly spread from under INR500 to above INR15,000; total annual spend on all event-related activities below INR30,000 for 68.9 per cent of respondents (41.7 per cent below INR15,000 and 27.2 per cent between INR15,000 - 30,000), with a smaller high-spending tail above INR1 lakh (5.8 per cent).



Source: KPMG in India analysis 2026 based on primary survey

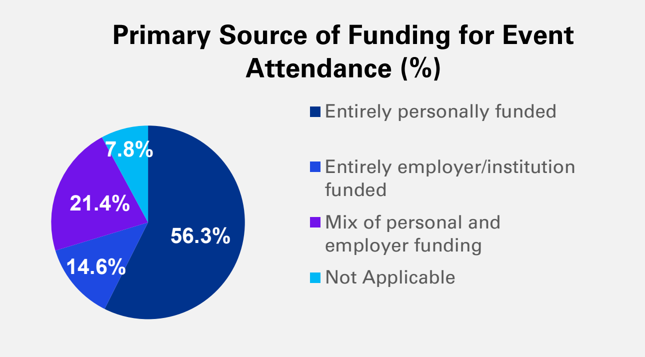


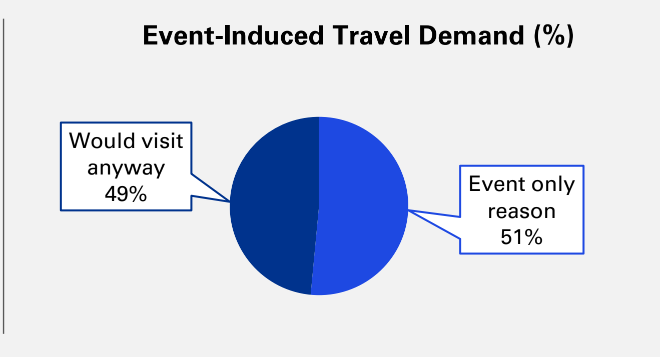
Source: KPMG in India analysis 2026 based on primary survey



Source: KPMG in India analysis 2026 based on primary survey

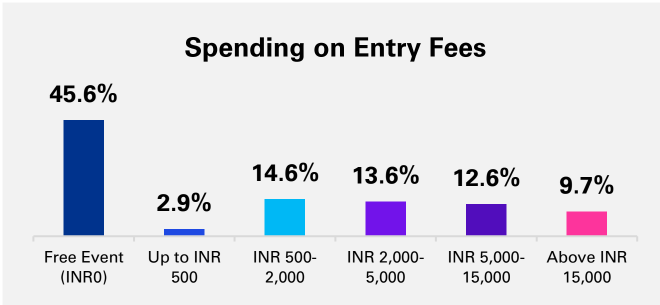
14. #BookMyShowThrowback: Unveiling the 2024 Year-End Report – A Year of Entertainment & Experiences, EVENTFAQS India accessed on 21 June 2026





KPMG in India analysis 2026 based on primary survey

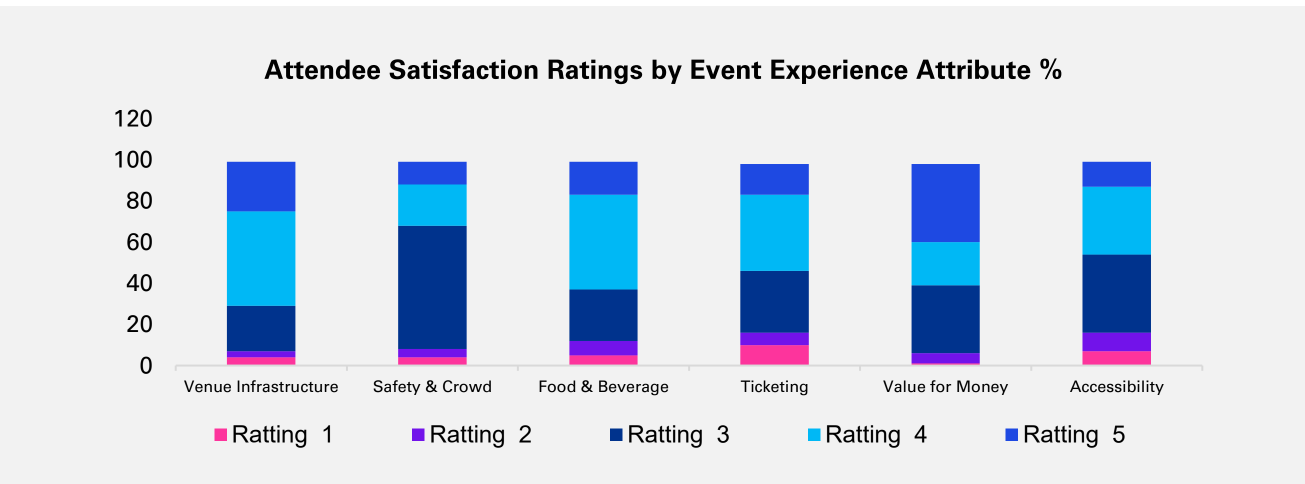
Funding patterns vary meaningfully by spend category: local transport (67.0 per cent) and food and beverage (60.2 per cent) are overwhelmingly self-funded, while accommodation shows the highest employer/institution contribution of any category (14.6 per cent employer-funded, alongside rest were not applicable where no overnight stay was incurred) this remained consistent with the B2B/MICE share of the sample, where employers typically covered lodging.



KPMG in India analysis 2026 based on primary survey

3.1.4. Experience quality

Aggregating responses across all covered experience dimensions tested (venue and physical infrastructure, safety and crowd management, food and beverage quality and pricing, ticketing and entry process, value for money, and accessibility for differently abled visitors) on a one (very poor) to five (excellent) scale, ratings cluster predominantly at the midpoint and upper-midpoint: 35.8 per cent of all ratings given were a three (average) and 33.5 per cent were a four (good), with 19.1 per cent rating five (excellent) and only 11.7 per cent rating one or two (poor). This points to a visitor experience that is broadly satisfactory but with meaningful headroom for improvement – particularly on accessibility for differently abled visitors, which industry practitioners consistently flag as the least mature dimension of Indian event infrastructure – rather than one that is already best-in-class across the board.

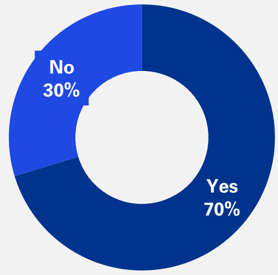


KPMG in India analysis 2026 based on primary survey

3.1.5 Sustainability attitudes

A strong majority of visitors (70 per cent) said they would be willing to pay a modest 5-10 per cent premium to attend an event certified as environmentally sustainable, against 30 per cent who would not. This visitor-side willingness to pay is a meaningful demand signal for organisers and venues considering sustainability certification or green-event premiums and is broadly consistent with the organiser-side evidence. This finding highlights a favourable environment for the adoption of sustainability-focused event strategies and certifications within the Indian event and experience industry.

Willingness to Pay a Premium for Sustainability Events



Source: KPMG in India analysis 2026 based on primary survey

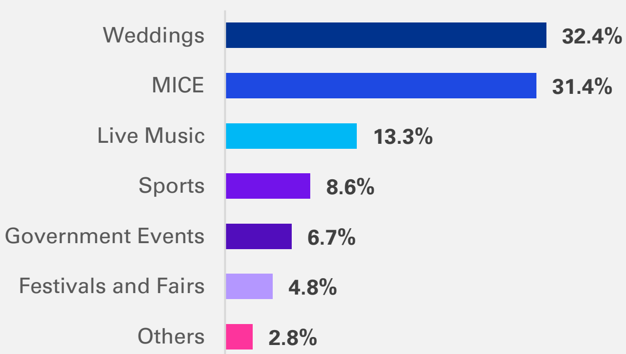
3.2. Organiser insights

This section presents findings from the organiser survey and are categorised under (i) quantitative inputs (revenue streams, cost heads, workforce, in-city vs. outside-city supplier split), (ii) analysis of 108 unique events across categories, and (iii) categorical/attitudinal findings that sit outside the model (regulatory experience, technology adoption, sustainability practices, expansion plans, and an open-text policy recommendation), which directly inform this section's regulatory and outlook narrative.

3.2.1. Organiser landscape: firm size, event mix and geographic spread

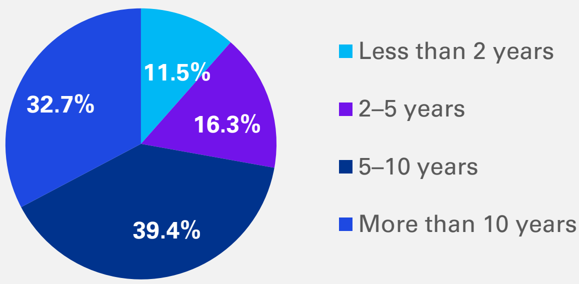
The organiser landscape spans large integrated event management companies, boutique specialist agencies, independent promoters, venue operators, and government event units. The sector is also characterised by having large number of unorganised players too, typically conducting small to very small events. Operating economics of the entire sector vary significantly by segment, scale, and geography. Within the organiser survey sample, weddings (32.4 per cent) and MICE (31.4 per cent) are the two leading primary specialisations, together accounting for close to two-thirds of respondents, followed by live music (13.3 per cent), sports (8.3 per cent) and government events (6.7 per cent); a large majority of organisers (64.8 per cent) work primarily on small-scale events (under 10,000 attendees), with only 9.5 per cent regularly executing large-format events above 50,000 attendees, reflecting a long tail of boutique and mid-sized players beneath a small set of large-scale operators.

Top Primary Event Categories



KPMG in India analysis 2026 based on primary survey

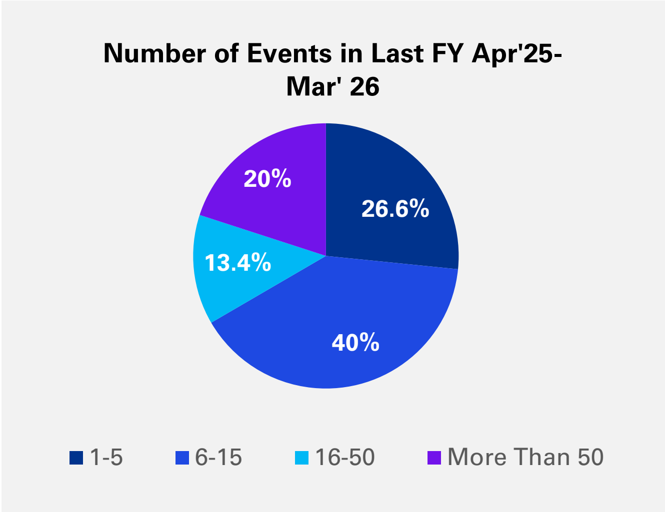
Number of Years in the Industry



KPMG in India analysis 2026 based on primary survey

The sample also depicts, 72.4 per cent of organisers reporting more than five years in the industry, including EEMA-affiliated respondents across tiers. For context on how event ownership is typically structured within client organisations globally, a February 2025 global survey of B2B companies found that 47 per cent of event Management is handled by dedicated Event managers. Assistants handle 11 per cent Marketing employees handle 10 per cent at remaining 32 per cent spread across 48 other roles[15].

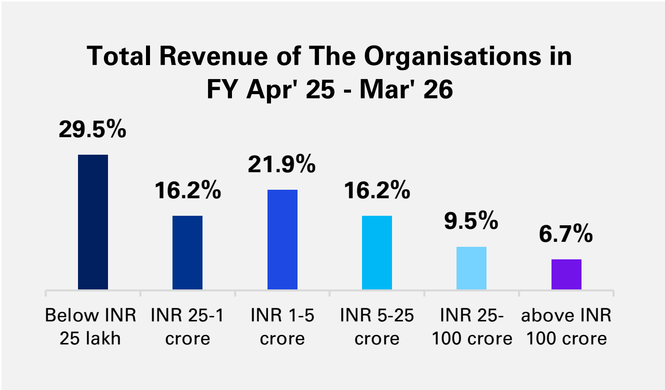
The observation is indicative of prevailing patterns in the global B2B landscape. As such, it should be interpreted in tandem with the India-specific findings discussed earlier to provide a more comprehensive understanding of the market context.



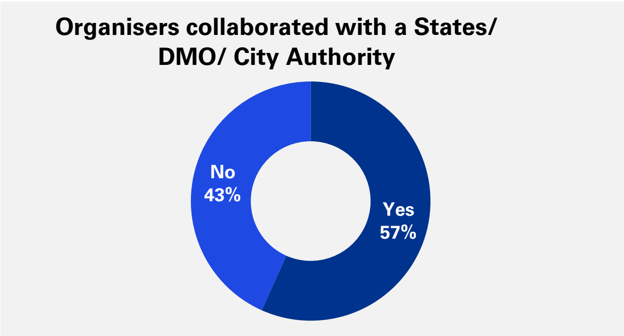
KPMG's analysis 2026 based on primary survey

3.2.2. Revenue models, cost structures and margin realities

The supply chain architecture encompasses audio-visual equipment suppliers, staging contractors, security specialists, catering operators, logistics providers, and digital technology partners. The depth of this vendor ecosystem varies substantially across city tiers. The organiser survey confirms client management fees as the most broadly-based revenue stream, contributing a meaningful share of revenue for the large majority of organisations surveyed, in contrast to ticketing and box-office revenue, sponsorship, government/PSU contracts and CSR funding.



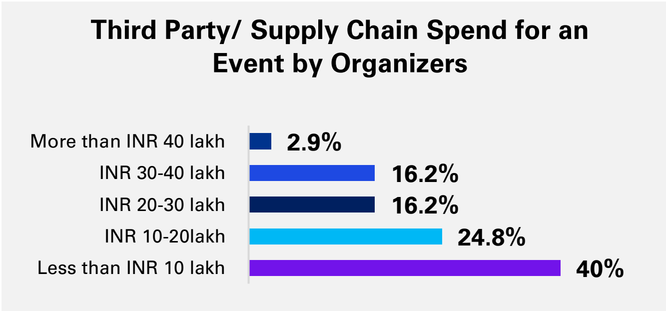
KPMG in India analysis 2026 based on primary survey



KPMG in India analysis 2026 based on primary survey

This confirms that most Indian event organisers – particularly those anchored in weddings, MICE and corporate work – operate on direct client-fee-based models rather than the ticketed, sponsorship-heavy or public-funding-dependent models more common internationally, with ticketing and sponsorship revenue concentrated among a smaller sub-set of organisers active in live music, festivals and large-format public events.

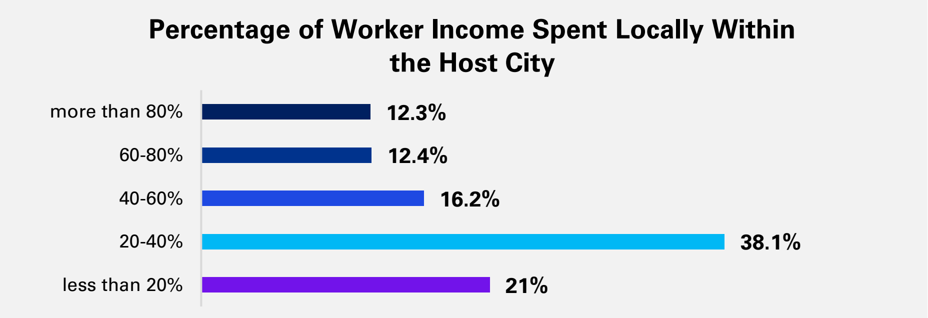
On the cost side, third-party and supply-chain spend for the representative event was below INR10 lakh for 40 per cent of organisers and above INR40 lakh for 16.2 per cent, reflecting the wide range of event scales captured in the sample; 57 per cent of organisers report having collaborated with a state tourism department, destination management body or city authority to attract or host events, indicating a growing incidence of institutional partnerships in event hosting.



KPMG in India analysis 2026 based on primary survey

15. Oniva Management Report: Trends & Insights 2025, (2025), B2B Event

Events generate significant in-city supplier spend. On average, 55 per cent of event expenditure is contracted to within the host city suppliers, compared with 40 per cent flowing to external vendors. In addition, 38.1 per cent estimate that 20–40 per cent of worker earnings are spent locally within the host city.



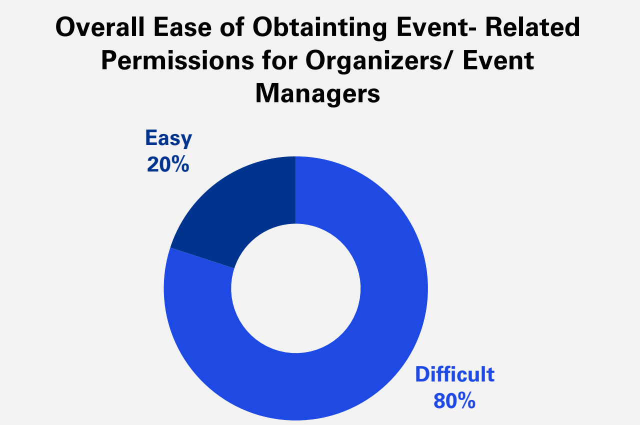
Source: KPMG in India analysis 2026 based on primary survey

3.2.3. Navigating regulation: permits and compliance

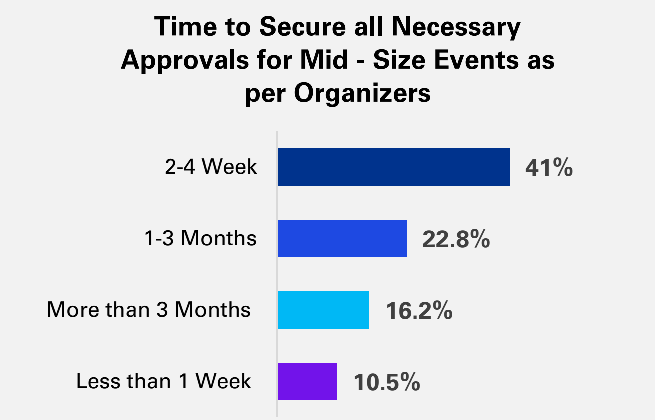
Key friction points include multi-agency permission requirements, the coexistence of GST and local entertainment levies, and inconsistent copyright licensing enforcement. The organiser survey directly tests this empirically: it asks organisers to rate the overall ease of obtaining event permissions, the typical lead time to secure approvals, and their top three most frequent operational challenges from a list including capital access, safety/fire/noise permits, traffic/crowd management approvals, talent availability, venue infrastructure shortage, sponsor budget constraints, and waste/environmental management. The Live Events Development Cell (LEDC) Single Window initiative is expected to address a significant portion of these frictions once operational.

Empirically, the organiser survey bears this out starkly: 80 per cent of organisers rate the overall ease of obtaining event-related permissions in India as difficult, against just 20 per cent who find it easy. The typical lead time to secure all necessary approvals for a mid-scale/representative event is two–four weeks for 41 per cent of organisers, stretching to one–three months for a further 22.8 per cent and beyond three months for 16.2 per cent – meaning that close to 40 per cent of organisers require more than a month to clear approvals before an event can proceed.

When asked to select their top three most frequent operational challenges, market competition was cited most often (60 per cent), followed closely by access to capital or credit (48.6 per cent) and client or sponsor budget constraints (46.7 per cent); safety/fire/noise/sound permits (40 per cent) and talent availability and retention (37.1 per cent) were also widely cited, underscoring that regulatory friction sits alongside – rather than in isolation from – competitive and financing pressures as a binding constraint on organisers



Source: KPMG in India analysis 2026 based on primary survey



Source: KPMG in India analysis 2026 based on primary survey

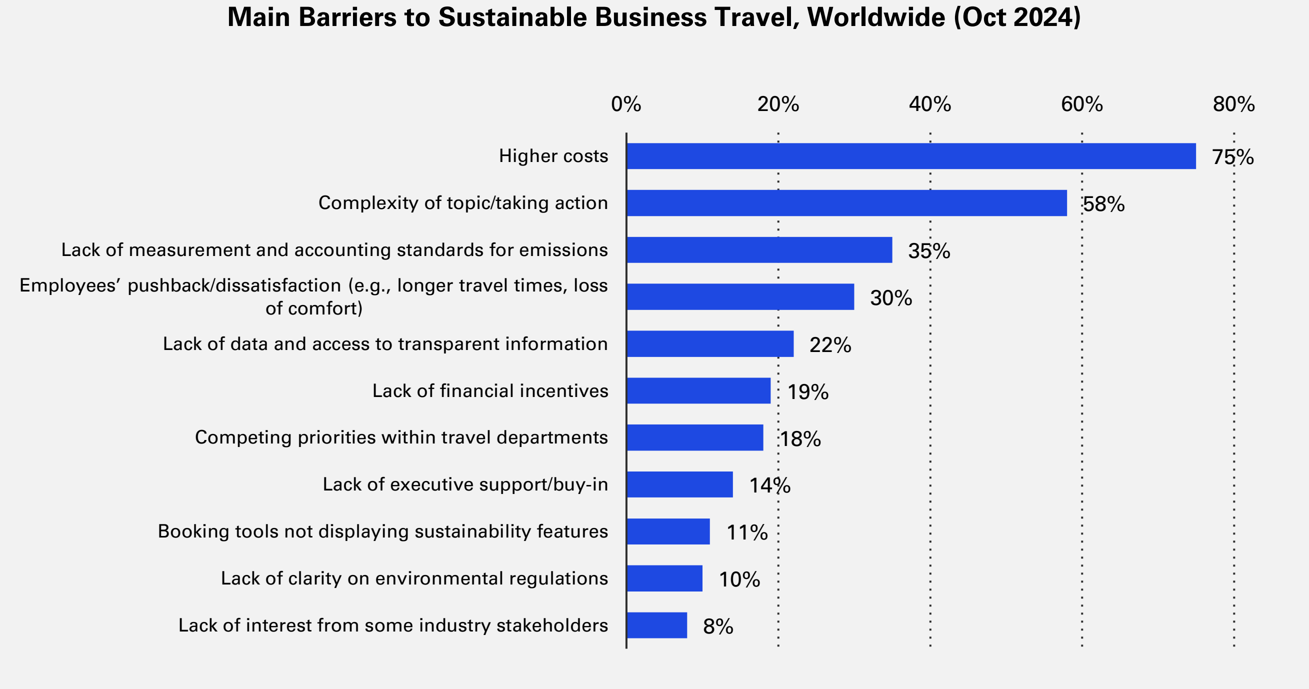
Source: KPMG's analysis 2026 based on primary survey

3.2.4. Technology adoption and sustainability

The organiser survey separately captures which technologies organisations currently use (event management platforms, online ticketing, CRM, livestreaming, AR/VR, AI tools, RFID, audience analytics) and their top technology investment priority for the next two years, as well as which sustainability measures are currently implemented and whether clients or sponsors are increasingly requesting sustainability credentials.

Global benchmarking context:

Among business travel professionals surveyed globally in October 2024, higher cost (75 per cent) and topic complexity (58 per cent) were the leading barriers to adopting sustainable practices,[16] while among meetings-industry professionals surveyed globally in September 2024, including sustainability requirements in RFPs was the most widely adopted practice (60 per cent), ahead of increased sustainability reporting (42 per cent) and a formal internal sustainability policy (33 per cent).[17]



Source: Industry estimates

16. Main Barriers for the Sustainable Travel Industry Worldwide, 2024, Statista Consumer Insights, accessed on 12 July 2026

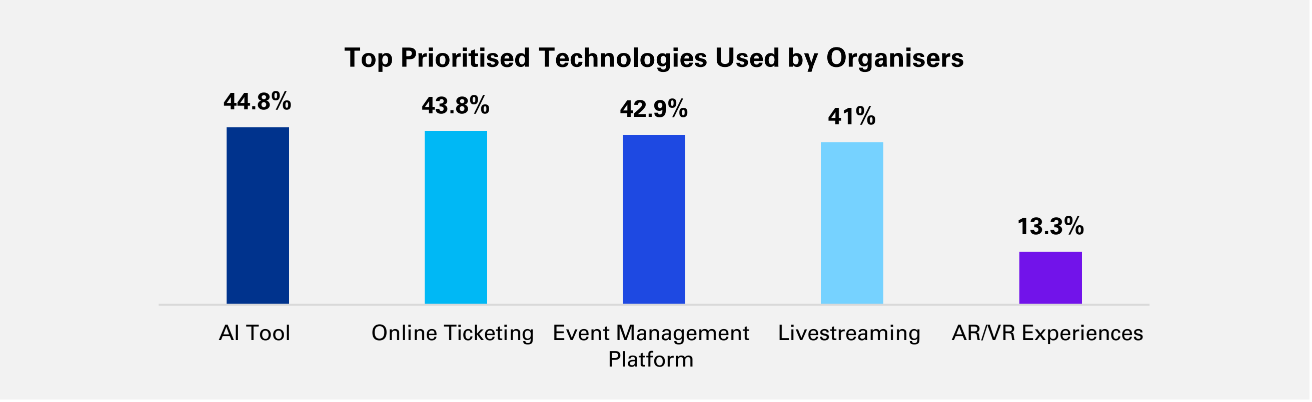
17. Leading sustainable practices adopted in the meetings industry worldwide as of September 2024, Statista Consumer Insights, accessed on 12 July 2026

While analysing on ground data, from the primary survey, AI tools for content, logistics or personalisation are now the single most widely adopted technology among organisers surveyed (44.8 per cent), narrowly ahead of event management platforms and online ticketing (43.8 per cent each), livestreaming (41 per cent) and AR/VR experiences (13.3 per cent); RFID/access control, CRM/audience management and dedicated audience data analytics) remain comparatively under-adopted.

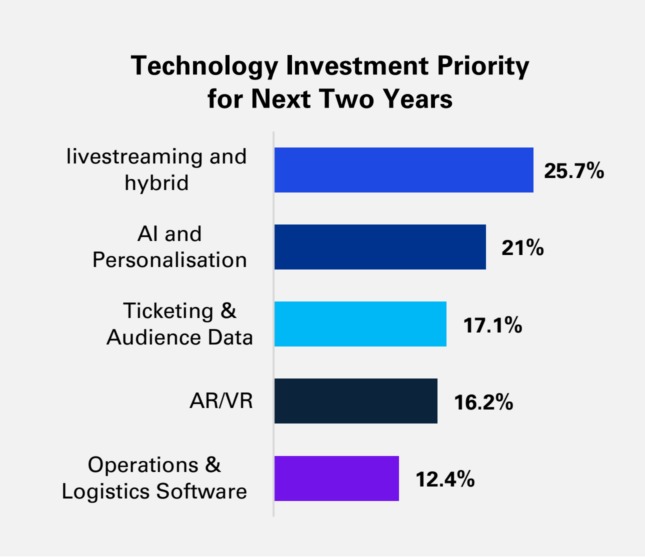
Looking ahead, livestreaming and hybrid formats are the leading technology investment priority for the next two years (25.7 per cent), ahead of AI and personalisation (21 per cent), ticketing and audience data (17.1 per cent) and AR/VR (16.2 per cent).

On sustainability, waste segregation and reduction is by far the most commonly implemented measure (80 per cent of organisers), well ahead of carbon footprint measurement/offsetting (5.7 per cent), renewable energy at venues (3.8 per cent) and paperless/digital operations (4.8 per cent); only 2.9 per cent of organisers report implementing no sustainability measures at all.

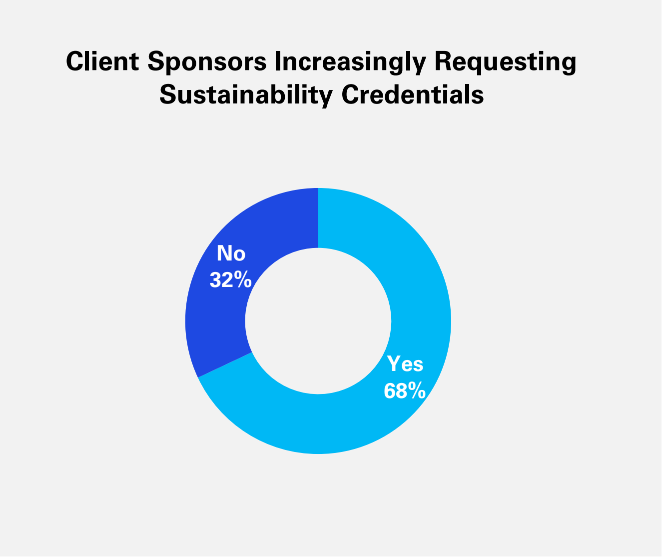
This is consistent with demand-side pressure: 68 per cent of organisers say clients or sponsors are increasingly requesting sustainability credentials, reinforcing the visitor-side willingness to pay a sustainability premium.



Source: KPMG in India analysis 2026 based on primary survey



Source: KPMG in India analysis 2026 based on primary survey



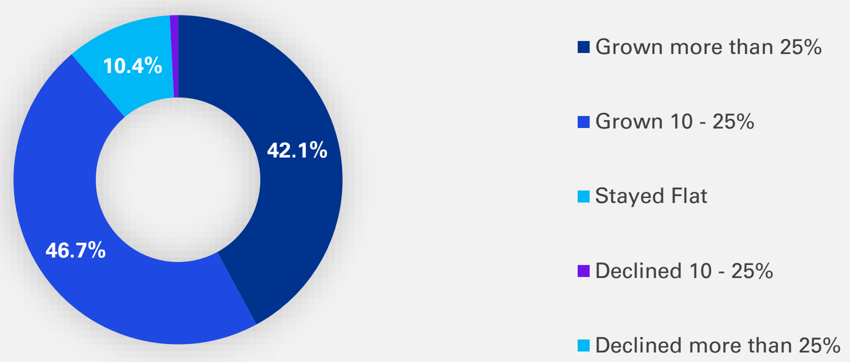
Source: KPMG in India analysis 2026 based on primary survey

3.2.5. Barriers to scale and business confidence outlook

The organiser survey points to a business environment that is, on balance, confident and expanding. 94.6 per cent of organisers report that total revenue has grown over the past two financial years – 42.1 per cent by more than 25 per cent and a further 46.7 per cent by 10–25 per cent – against just 0.8 per cent reporting any decline.

This growth is broad-based rather than confined to a handful of large players: over 70 per cent of organiser respondents have more than five years of operating experience, yet 85 per cent still plan to expand into new event categories or geographies over the next two years, against only 15.0 per cent with no expansion plans. Organisers were also asked to identify policy recommendations that could have the greatest positive impact on their business through a single open-text question. Responses converged overwhelmingly on regulatory simplification. Single-window clearance for permits and approvals was the most frequently cited recommendation, followed by GST and tax rationalisation, directly reinforcing the key regulatory friction points and lending further weight to the case for the LEDC Single Window initiative referenced above.

Revenue change of Organizers compared to two financial years



Source: KPMG in India analysis 2026 based on primary survey

04

Understanding economic impact

4.1. What constitutes direct impact

Direct economic impact represents the first-round expenditure generated because an event takes place. In this study, it is defined as the sum of two components:

Direct Economic Impact per event = Visitor Spend per event + Eligible Organiser Spend per event

This formulation is intentionally broader than organiser revenue. It captures both the expenditure required to produce an event and the expenditure generated by people attending it. Indirect and induced effects are added subsequently and are therefore not included within direct impact.

Visitor Spend per event

Visitor Spend per event captures expenditure incurred by attendees that is attributable to participation in the event.

For each event category, visitor expenditure is estimated separately for local and outstation attendees because their spending patterns are materially different. Outstation visitors typically incur additional expenditure on inter-city travel and accommodation, while local visitors generally spend more selectively on tickets, food and beverage, local transport, merchandise and shopping.

The broad structure is:

Visitor Spend per event = Average Attendance per event × (Ticket Spend + Non-Ticket Spend)

where:

Ticket Spend refers to the average amount paid by attendees for entry or participation. Non-ticket Spend includes expenditure on inter-city travel, local transport, accommodation, food and beverage, merchandise, local shopping and other event-related expenditure.

Ticket and non-ticket spend are derived from the primary visitor survey and is adjusted, where relevant, for the extent to which the expenditure is genuinely attributable to the event rather than to a trip that would have occurred anyway. The methodology distinguishes between local and outstation visitors, using their respective spending profiles, rather than treating all attendees identically.

Organiser Spend per event

Organiser spend per event represents the expenditure incurred in planning, producing and delivering the event. It includes expenditure on items such as venue hire, accommodation and hospitality, food and beverage, transportation, artists and performers expenses, security arrangements, production and technical services, licensing and permissions, marketing and promotion, agency and professional services and other event-delivery costs.

The study uses organiser expenditure rather than organiser revenue because the purpose is to measure economic activity generated through the production of the event.

Ticket purchases appear first as expenditure by visitors. However, the same ticket income may subsequently be used by the organiser to pay for venue hire, artists, production and other costs. To prevent double counting, the following adjustment has been made.

Eligible Organizer Spend per event = Organizer Spend per event × (1-Ticket Funded Share)

The ticket-funded share represents the proportion of event expenditure financed from ticket proceeds. Organiser spend financed from other sources such as client fees, sponsorship, government funding, CSR contributions or promoter capital is retained in the direct-impact calculation.

This adjustment allows visitor ticket expenditure to remain within visitor spend while excluding the corresponding portion of organiser expenditure that has already been financed by those ticket payments.

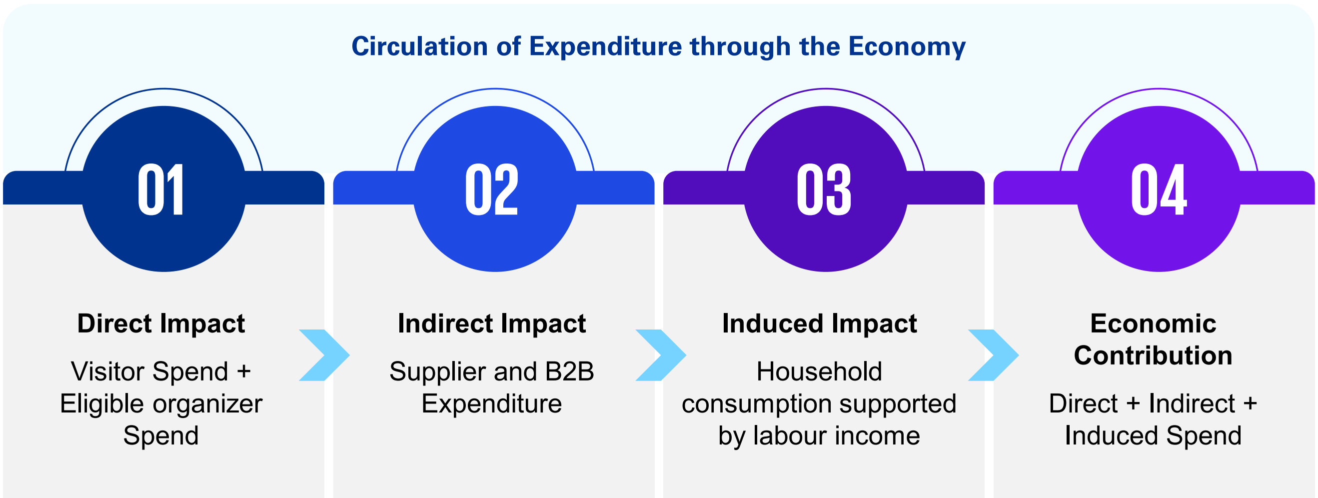
4.2. Understanding economic impact

The economic footprint of an event extends beyond expenditure occurring at the event itself. Direct expenditure by organisers and attendees becomes revenue for a wide network of businesses – from venues, hotels and restaurants to production companies, transport operators, security agencies, equipment suppliers and creative professionals. These businesses, in turn, purchase goods and services from their own suppliers and pay wages to employees and workers.

The assessment therefore considers two additional layers of economic activity beyond direct impact:

- Indirect impact captures economic activity generated through the supply chains of businesses receiving direct event-related expenditure.
- Induced impact captures subsequent household expenditure supported by labour income generated through direct and indirect economic activity.

Together, these effects provide a more complete view of how expenditure associated with an event circulates through the wider economy.



Source: KPMG in India analysis 2026 based on secondary research

4.2.1. Indirect impact

Events typically require inputs from a large and fragmented supplier ecosystem. Even where expenditure initially accrues to an event organiser, hotel, venue or transport operator, part of that revenue is subsequently spent on inputs required to deliver the underlying service.

For example, expenditure on a hotel room supports not only hotel revenue but also expenditure on housekeeping supplies, food procurement, laundry, maintenance, utilities and outsourced staffing. Similarly, event-production expenditure creates demand for staging, lighting, audio-visual equipment, fabrication, logistics, manpower and technical services.

These subsequent business-to-business transactions constitute the indirect economic effect.

Direct recipient of expenditure	Examples of direct expenditure	Illustrative upstream supply-chain activity
Hotels and accommodation	Rooms, banqueting, F&B	Food suppliers, laundry, housekeeping, utilities, maintenance
Venues	Rental, utilities, event services	Facility management, equipment, security, cleaning
Production companies	Stage, sound, lighting, AV	Equipment hire, fabrication, transport, technicians
Restaurants and caterers	Meals, catering	Agriculture, food processing, packaging, logistics
Transport operators	Air, rail, taxis, buses	Fuel, maintenance, spare parts, ground handling
Decor and fabrication	Sets, structures, displays	Materials, printing, carpentry, manufacturing
Security and manpower	Security, ushers, temporary workforce	Staffing agencies, uniforms, training and support services
Marketing and media	Advertising, promotion, content	Creative agencies, printing, digital platforms, production
Retail and merchandise	Merchandise and shopping	Manufacturing, wholesale trade, logistics and distribution

Source: KPMG in India analysis 2026 based on secondary research

The magnitude of these effects differs by category. A production-intensive live event has a different supplier structure from a wedding, conference or sporting event. The assessment therefore avoids applying a single uniform indirect-impact assumption to all event formats.

Estimation of Indirect Impact by Category

Direct event-related expenditure comprises both visitor expenditure and eligible organiser expenditure. While these expenditure streams initially flow to different types of businesses, both generate subsequent procurement across their respective supply chains.

Visitor expenditure flows primarily to hotels, restaurants, airlines and other transport operators, local mobility providers, retailers, merchandise suppliers and other destination-service businesses. These businesses subsequently purchase food and beverages, fuel, utilities, housekeeping and laundry services, maintenance, logistics, packaging and other operating inputs.

Organiser expenditure flows primarily to venues, production and audio-visual agencies, staging and fabrication contractors, artists and performers, security providers, technology firms, marketing agencies, logistics companies and professional service providers. These businesses similarly procure equipment, materials, manpower, transport, technical services and other intermediate inputs.

In the absence of sufficiently granular input-output information to estimate separate visitor-spend and organiser-spend coefficients, the model applies a blended category-level indirect coefficient to total direct expenditure. The coefficient is intended to represent the combined upstream procurement generated across both visitor-facing and organiser-facing industries.

At a simplified level:

Indirect Impact = (Direct Impact per Event) × Category specific Blended Indirect Cooefficient

The blended coefficient therefore reflects the combined supply-chain characteristics of hospitality, transport, food and beverage, retail, destination services, venues, production, technology, security, logistics and other event-related services.

Since visitor expenditure constitutes the larger share of direct impact in the representative events assessed, the resulting indirect impact is influenced substantially by the supply chains of tourism, hospitality, transport, food and beverage and retail businesses. Organiser-side production and operational supply chains form an additional component of the blended coefficient.

For the base-case analysis, the four principal event categories are differentiated as follows.

Event category	Base Indirect Coefficient	Principal supply-chain characteristics
MICE	0.55	Hospitality, business travel and venue procurement, delegate accommodation, F&B and local transport.
Live Events & Entertainment*	0.40	Visitor-facing expenditure across food and beverage, transport, accommodation, retail and merchandise, together with organiser-side expenditure on artists, production, AV, staging, fabrication, security, ticketing and logistics.
Sports Events	0.45	Hospitality and travel supply chains supporting visitor spend, plus venue operations, production, security and logistics.
Weddings & Allied	0.50	Hospitality, catering, accommodation and retail supply chains supporting guest and family spend, plus décor, apparel, transport and personal services procurement.

Source: KPMG in India analysis 2026 for economic impact model.

*Live Events & Entertainment parameters are principally informed by the Live Music and other category cohorts such as government events etc. of the primary survey.

The coefficients shown above are blended modelling assumptions applied to total direct expenditure. They capture upstream business-to-business activity generated by the full event-related expenditure base, including both visitor and organiser spending.

The category differences reflect the varying composition of expenditure and supply-chain intensity across event formats. For example, MICE expenditure has strong linkages with accommodation, food and beverage, business travel, venues and professional services; live entertainment has a comparatively greater concentration in visitor-facing consumption and large-format production; sports combines visitor services with venue and operational expenditure; and weddings support a broad network of hospitality, catering, décor, retail and personal-service suppliers.

The coefficients are not independently estimated multipliers for each individual spending category and should not be read as precise input-output coefficients for hotels, airlines, production agencies or any other single industry. They represent category-level blended assumptions used to estimate the likely scale of upstream economic activity associated with representative events.

Further, Event formats vary materially by scale, location, duration, visitor origin, supplier localisation and expenditure composition. To reflect this variability, sensitivity scenarios have been developed around the base-case blended coefficients. The sensitivity range of ±15 per cent is used to illustrate how estimated indirect impact may vary under alternative supply-chain assumptions. It is not a statistical confidence interval and should not be interpreted as an empirically measured margin of error. The base case remains the principal modelling assumption used for reporting purposes.

Interpretation:

A coefficient of 0.55 does not mean that 55 per cent of direct expenditure is 'profit' or additional event revenue. It represents the modelled upstream economic activity associated with the supply chain supporting the direct expenditure.

4.2.2. Induced impact

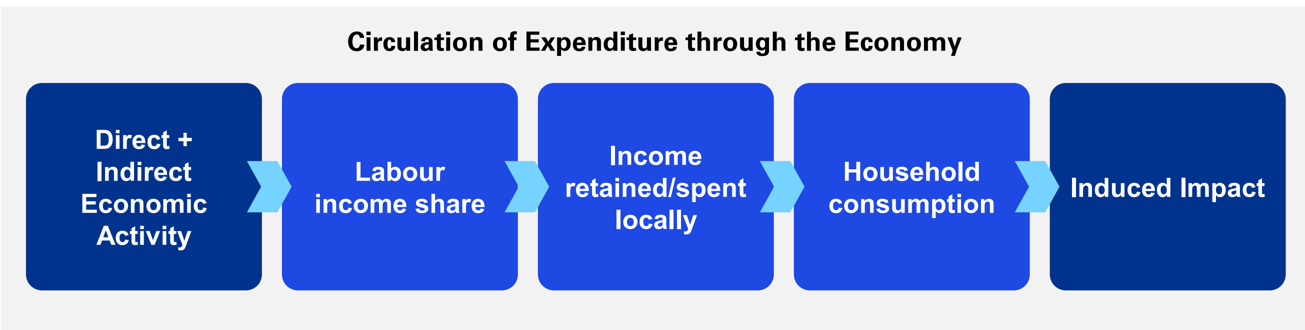
Indirect or Supply-chain activity is only one way in which event expenditure circulates through the economy. Businesses participating directly or indirectly in an event also support employment and labour income. This includes permanent employees as well as temporary workers, technicians, freelancers, hospitality staff, drivers, security personnel, production crews and other workers engaged across the event value chain.

A proportion of the resulting labour income is subsequently spent by households on everyday goods and services such as housing and utilities, groceries and food, local transport, healthcare, education, retail, recreation and other household consumption. This subsequent expenditure is referred to as the induced economic effect.

Importantly, not all business revenue becomes household income, and not all household income is spent within the relevant economy. The model therefore does not apply an induced multiplier directly to total event expenditure.

Instead, the assessment progressively identifies the portion of economic activity associated with labour income and the proportion of that income likely to be recirculated through household consumption.

Figure 4.3: From event expenditure to induced household spending



Source: KPMG in India analysis 2026 based on secondary research

This approach is intended to avoid overstating induced effects by assuming that all business expenditure immediately re-enters the consumer economy.

Estimation of Indirect Impact by Category

The induced-impact calculation builds on direct and indirect economic activity but incorporates labour-income and consumption adjustments.

Conceptually:

Induced Impact = (Direct Impact + Indirect Impact) × Labour Income Share × Local Consumption Share × Induced Coefficient

Where:

Labour Income Share represents the proportion of economic activity associated with employee and worker compensation.

Local Consumption Share represents the proportion of those earnings expected to be spent within the economy rather than saved or spent elsewhere.

Induced Coefficient reflects the subsequent rounds of economic activity generated through household expenditure.

The organiser survey provides additional evidence on workforce expenditure and local consumption patterns, while category-specific assumptions are used to reflect structural differences between event formats.

Category	Key labour-income channels	Factors influencing induced impact
MICE	Hospitality staff, event professionals, production crews, transport workers	High service intensity and hospitality linkage
Live Events & Entertainment	Production crews, artists, technicians, security, temporary staff	High temporary workforce intensity but varying labour share
Sports	Venue personnel, event operations, security, broadcasting and production	Mix of skilled, technical and operational employment
Weddings & Allied	Catering, décor, hospitality, personal services, entertainment, transport	Broad and labour intensive supplier ecosystem

Source: KPMG in India analysis 2026 based on secondary research

Induced effects are inherently more diffuse than direct or indirect effects. Accordingly, the model adopts a conservative approach and reports them separately rather than embedding them within the indirect-impact estimate.

4.2.3. Combined economic multipliers

The relationship between direct economic activity and the wider economic contribution of an event can be expressed through an economic multiplier.

The multiplier is calculated as:

Economic Multiplier = (Direct + Indirect + Induced Impact) ÷ Direct Impact

A multiplier of 1.5x, for example, indicates that INR1.00 of direct event-related expenditure is associated with approximately INR1.50 of total economic activity after incorporating the modelled supply-chain and household-consumption effects.

The multiplier should not be interpreted as an automatic return on investment or as revenue earned by the event organiser. It is a measure of the economic activity associated with the initial direct expenditure injection.

Economic multipliers capture circulation of expenditure and not creation of money.

They measure how an initial economic injection supports additional transactions through business supply chains and household consumption.

Category-specific multipliers

The model deliberately produces different multipliers for different event formats reflecting differences in (a) dependence on local versus external suppliers, (b) intensity of hospitality and tourism expenditure, (c) labour content, (d) production requirements (e) visitor origin, (f) household spending patterns; and (g) the degree to which event expenditure remains within the local economic ecosystem.

Consequently, a larger multiplier does not necessarily imply that one event category is "better" than another. A category may generate a large direct impact with a relatively moderate multiplier, while another may have a smaller direct expenditure base but stronger supply-chain linkages. The multiplier should therefore always be considered alongside the underlying direct-impact value.

4.2.4. Total economic contribution

The final stage of the DII framework brings together the three layers of impact:

Total Economic Contribution = Direct Impact + Indirect Impact + Induced Impact

Impact layer	What it captures	Illustrative examples
Direct	Initial event-related expenditure	Tickets, accommodation, F&B, travel, eligible organiser expenditure
Indirect	Supplier-chain activity supported by direct expenditure	Food procurement, fabrication, equipment, logistics, outsourced services
Induced	Household expenditure supported through labour income	Retail, groceries, transport, housing, services and consumption
Total Economic Contribution	Combined economic activity across all three layers	Direct + Indirect + Induced

Source: KPMG in India analysis 2026 based on secondary research

The total economic contribution is therefore broader than event-sector revenue or market size. It represents the gross economic activity associated with the event expenditure captured by the model.

Market-size estimates may describe revenue or expenditure within a defined sector, whereas economic-impact analysis traces how an initial expenditure injection propagates through connected sectors of the economy.

Accordingly, the study does not treat published market-size estimates as interchangeable with direct economic impact, nor does it automatically apply the survey-derived multipliers to national market-size figures. Instead, the DII framework is used to understand the economic behaviour of representative event formats using primary evidence, while published sector estimates are presented separately as contextual indicators of scale.

4.3. Category-wise Direct Impact

This report measures the economic contribution of India's events and experiences economy using the Direct–Indirect–Induced (DII) framework, applied to representative events within four categories for which the primary survey provides sufficiently robust evidence: MICE, Live Events & Entertainment, Sports, and Weddings & Allied. In addition, other event categories such as Festivals and Fairs, Government Events, Film Festivals, Educational Events and Social-Cause Events are discussed qualitatively and through case studies in this report, rather than quantified nationally, because no comparably defined market-size base exists for them.

Economic Contribution through Events

The table below combines the direct, indirect and induced impact of a representative event in each category, together with the implied economic multiplier[18] – the ratio of total to direct impact.

Category	Direct impact/event (INR Cr.)	Indirect impact/event (INR Cr.)	Induced impact/event (INR Cr.)	Total impact/event INR Cr. (and Multiplier)
MICE	0.62	~0.34	~0.30	1.25 cr (2.03x)
Live Events & Entertainment	9.89	~3.95	~0.60	14.45 cr (1.46x)
Sports	5.10	~2.29	~0.37	7.75 cr (1.52x)
Weddings & Allied	1.20	~0.60	~0.13	1.93 cr (1.61x)

Source: KPMG in India primary survey and economic impact model analysis 2026. Figures are representative-event estimates, not national totals; indirect and induced values reflect base-case model coefficients.

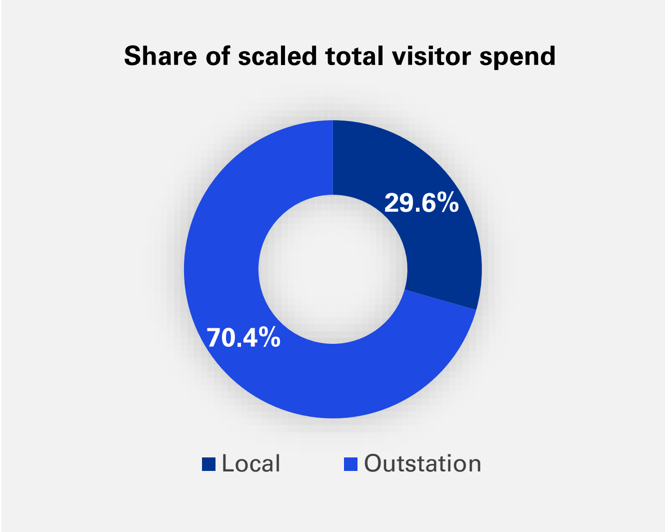
MICE's multiplier of 2.03x is the highest of the four categories. This means that INR1.00 of direct MICE-related expenditure is associated with approximately INR0.55 of additional supply-chain activity and INR0.48 of induced household expenditure, resulting in total economic activity of approximately INR2.03. The indirect component reflects the broad supplier network activated by a MICE event. Delegate and organiser expenditure flows to convention venues, hotels, food and beverage providers, transport operators, audio-visual and production agencies, professional service providers, facility-management companies and other business-service suppliers. These direct recipients subsequently procure food inputs, utilities, laundry and housekeeping services, equipment, logistics, maintenance, staffing and other intermediate goods and services, generating further business-to-business activity. The induced component is also material in MICE because a substantial share of expenditure accrues to service-intensive sectors such as hospitality, food and beverage, local transport, event operations and professional services. These sectors support wages and employment across hotel personnel, catering staff, drivers, technicians, event professionals, temporary workers and other service employees. A portion of the resulting labour income is subsequently spent by households on food, housing, transport, education, healthcare, retail and other consumption, creating an additional round of economic activity.

The multiplier should therefore be interpreted as a modelled measure of expenditure circulation across the MICE-related tourism, hospitality and business-services ecosystem, rather than as a return on investment, organiser revenue or profit.

18. DII multipliers are applied only to primary-survey-derived representative-event spending, not to the contextual market-size benchmarks. As those benchmarks are measured on different bases – organised event-production revenue for MICE and Live Events, broad household consumption for Weddings, and commercial media and sponsorship value for Sports – and multiplying them by survey-derived coefficients would mix incompatible scopes and overstate the sector's contribution. The results below should therefore be read as representative-event findings from the primary research, not as a national economic footprint.

Visitor Spend Attribution: local vs outstation

Applying the Visitor Spend Attribution framework – which weights each visitor's reported spend by the share of their total trip cost attributable to the event and an additionality score capturing whether they would have made the trip regardless – outstation visitors account for nearly three-quarters of total scaled visitor spend, though they are only a modest majority of respondents by headcount. This is driven by a materially higher average spend per outstation visitor (more than five times the local-visitor average), concentrated in non-ticket categories such as travel and accommodation that local attendees do not incur. This confirms that outstation travel, not ticket price, is the primary driver of visitor-side economic impact – reinforcing the case for strategies that account for total visitor expenditure rather than ticket revenue alone.



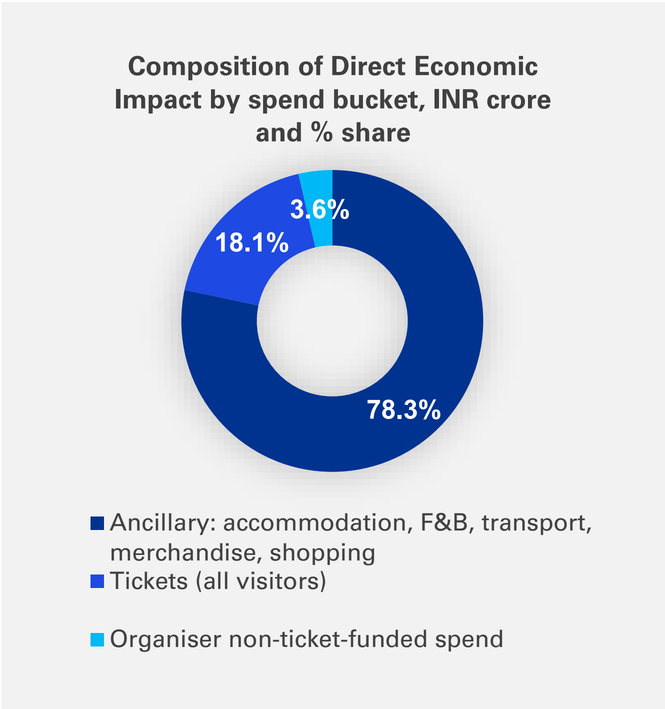
Source: KPMG in India analysis 2026 based on primary survey

Composition of direct impact by spend bucket

Within the surveyed events, visitor-side ancillary spend – accommodation, food and beverage, local transport, merchandise and local shopping is the dominant component of visitor expenditure. The economic value of events lies overwhelmingly in the spending events catalyse around them, not in ticket sales, which is why event-led tourism and destination strategies generate greater total host-city expenditure than a narrow focus on the events industry's own ticketing revenue.

Direct economic impact varies materially across event categories because the scale of attendance, visitor profile, duration of stay, ticketing model and organiser cost structure are different for each event type. Accordingly, the study does not apply a uniform direct-spend assumption across the Events & Experiences Economy.

The primary survey captures these differences through separate estimates of organiser expenditure and visitor expenditure. Organiser expenditure was reviewed and adjusted for the proportion funded through ticket revenues to minimise double counting, while visitor expenditure was estimated separately for local and outstation attendees and weighted by the observed visitor mix.



Source: KPMG in India analysis 2026 based on primary survey

Direct spend differs substantially by event format

The results indicate that direct economic impact is driven not simply by event size, but by the interaction of attendance and expenditure intensity. Large-format live entertainment and sporting events generate higher aggregate visitor expenditure because of their attendance volumes, while weddings generate considerably higher expenditure per attendee. MICE events in the representative model have smaller attendance but a comparatively high outstation visitor spend profile.

Category	Representative Attendance[19]	Weighted Visitor Spend per Attendee in INR	Visitor Spend per Event in INR Cr.	Eligible Organiser Spend in INR Cr.	Direct Impact per Event in INR Cr.
MICE	350	15,900	0.55	0.06	0.62
Live Events & Entertainment	8000	11,900	9.53	0.35	9.89
Sports	4250	10,600	4.50	0.59	5.09
Weddings & Allied	350	30,500	1.07	0.13	1.20

Source: Primary research and economic impact model

Note: Live Events & Entertainment impact parameters are principally derived from the Live Music cohort of the primary survey, which represents the largest directly comparable entertainment-event sample.

Visitor expenditure is the dominant component of direct impact

Across all four modelled categories, visitor expenditure represents the larger share of direct economic impact.

Category	Visitor Spend per Event in INR Cr.	Eligible Organiser Spend per event in INR Cr.	Direct Impact per Event in INR Cr.
MICE	0.55	0.06	90%
Live Events & Entertainment	9.53	0.35	96%
Sports	4.50	0.59	88%
Weddings & Allied	1.07	0.13	89%

Source: Primary research and economic impact model

For the representative event formats modelled, approximately nine-tenths or more of direct economic impact is associated with visitor spend, rather than eligible organiser expenditure.

This should not be interpreted to mean that organisers play only a minor economic role. Organiser expenditure is what creates and enables the event, while the event in turn attracts attendees whose expenditure flows into transport, accommodation, food and beverage, retail and other businesses. The relatively high visitor share therefore illustrates the catalytic role of event production rather than diminishing the importance of organiser activity.

19. Representative attendance has been developed for analytical and classification purposes. For this assessment, MICE events are classified as small (up to 500 attendees), medium (501-2000 attendees), and large (above 2000 attendees). Live events and entertainment as small (up to 2000 attendees), medium (2001-10000 attendees), and large (above 10,000). Sports events as small (up to 1000 participants), medium (up to 1001-5000 participants) and large (above 5000 participants). Weddings and allied celebrations as small (up to 500 guests), medium (501-1000 guests) and large (above 1000 guests). The representative attendance assumptions reflect conservation base case events within the relevant bands and are intended to limit the influence of unusually large conventions, stadium concerts, major league fixtures, and luxury or mass-scale weddings.

MICE: smaller attendance, high-value visitor profile

For a representative MICE event of approximately 350 attendees, direct economic impact is estimated at approximately INR0.62 crore.

The visitor survey indicates a pronounced difference between local and outstation MICE delegates: average expenditure among the sampled local respondents was approximately INR1,381 per attendee, compared with approximately INR42,780 among outstation respondents.

This differential reflects the additional expenditure associated with business travel, particularly transport (flight or other mode of transport related expenses), accommodation, inter-city transport and food and beverage. The study therefore estimates MICE visitor expenditure using the category-specific mix of local and outstation attendees rather than applying a single national visitor average.

This category is particularly sensitive to the share of outstation delegates. An international convention or multi-day national conference could therefore generate materially higher direct expenditure than the representative event used in this assessment.

Live Events & Entertainment: attendance drives the direct footprint

Live entertainment produces the highest representative direct impact among the four categories modelled.

The primary survey indicates average expenditure of approximately INR7,636 for local live events visitors and INR17,385 for outstation visitors. The model uses these expenditure patterns as the principal empirical basis for the wider Live Events & Entertainment category.

For a representative Live Event attracting about 8000 attendees, direct economic impact is estimated at approximately INR9.89 crore, resulting in direct impact equating to approximately INR12,400 per attendee[20].

Sports Events: attendance combined with significant event-production expenditure

Sports has one of the widest variations in event scale within the primary sample, ranging from relatively small tournaments to major competitions. The organiser expenditure data were correspondingly skewed. The result should therefore be interpreted as a representative-event benchmark, rather than as an average applicable uniformly to everything from a local sporting competition to a major national league fixture.

A representative sporting event of approximately 4,250 attendees generates an estimated INR5.1 crore in direct economic impact.

Weddings & Allied: highest expenditure intensity per attendee

Weddings display a different economic signature. Attendance is relatively modest in comparison with concerts or sporting events, but expenditure per attendee is substantially higher. The visitor survey recorded average expenditure of approximately INR18,621 among local wedding attendees and INR52,771 among outstation attendees.

For a representative gathering of approximately 350 attendees for an organised wedding, visitor expenditure is estimated at approximately INR1.07 crore, resulting in total direct economic impact of approximately INR1.20 crore after adding eligible organiser expenditure.

20. It may be noted that large events such as Coldplay's Ahmedabad concerts generated INR 392 crore of direct economic impact from around 222,000 attendees, equivalent to approximately INR 17,700 per attendee. For this event, about 86% of attendees came from outside Ahmedabad, explaining the exceptionally high destination expenditure associated with the concerts. It is therefore such large events sits at the very top end of the market and may not be representative of the domestic, mid-scale productions that make up the bulk of India's live-events calendar.

Weddings are a strong industry that runs largely on the spending power of the host. A wedding can be grand, taking place on a large scale – such as a destination wedding with several hundred guests spanning across multiple days – or it can be as simple as a small ceremony conducted within the local community, at a residence, place of worship, or function hall with limited attendance. This sector is characterised by its large, diverse mix of organised and unorganised weddings, with a growing trend toward celebrating on a grand scale. Wedding related expenditure also differs from most other categories because it extends across the location of the wedding (Tier- 1/2/3, etc.), accommodation, catering, apparel, Jewellery, personal services, photography, décor, transport, and entertainment.

Accordingly, the broader national wedding-economy estimates presented elsewhere in the report should not be directly equated with the event-level organiser expenditure used in the DII model.

4.4. Employment supported by direct spending

The film, television, and online video segment alone supported 2.64 million jobs in India in 2024, with a total economic contribution of USD61.2 billion when the broader screen sector's supply chains are included.[21] Beyond the screen sector, live events are among India's most labor-intensive service industries, employing over 10 million people directly and indirectly across creative, technical, operational, temporary and contract segments.[22]

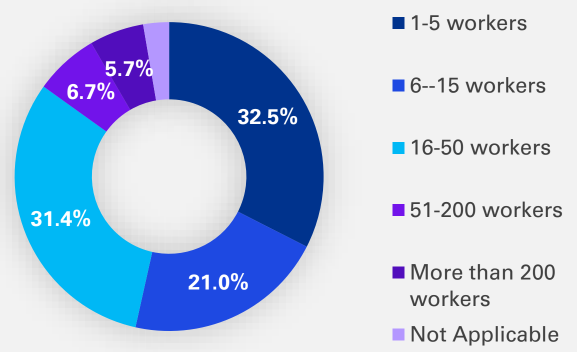
Within the events industry, gig employment remains the dominant mode of engagement for production, security, catering, logistics, and on-ground operations. However, this reliance on temporary and contract engagement creates a workforce cost flexibility for organisers while generating income variability for individual workers.[23] At the same time, talent scarcity remains a structural constraint on the sector's growth.[24] On gender representation, women hold only 12 per cent of director and CXO positions across 25 leading M&E firms, with just 15 per cent of Head of Department roles in key production functions occupied by women. Closing this representation gap through targeted skilling, leadership pipelines and safer hiring practices can strengthen workforce participation and industry competitiveness.[25]

The organiser survey provides India-specific evidence on the temporary and contract workforce that underpins each event. For the representative event described by respondents, workforce size is modest but broad-based: 32.5 per cent of organisers engage 1-5 temporary/ contract/ freelance workers, 31.4 per cent engage 16-50, 21.0 per cent engage 6-15, and a smaller cohort of organisers (12.4 per cent combined) engage more than 50 workers - reflecting the sector's predominantly boutique and mid-sized player base.

On gender composition, women make up 10-25 per cent of the workforce for the largest single group of organisers (43.8 per cent), with a meaningful further 27.8 per cent reporting 40-50 per cent representation; only 11.4 per cent of organisers report women making up less than 10 per cent of their workforce.

On the propensity for worker income to be spent locally within the host city – a direct input into the induced-effect multiplier, the largest group of organisers (38.1 per cent) estimate that 20-40 per cent of worker income is re-spent locally, with a further 16.2 per cent estimating 40-60 per cent and 12.4 per cent estimating more than 80 per cent.

Temporary/ Contract/ Freelance workers Employed



Source: KPMG in India analysis 2026 based on primary survey

21. Economic Impact of the Film, Television, and Online Curated Content (OCC) Industry in India, Motion Picture Association (MPA) & Deloitte, May 2025
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23. Annual Report 2024–25, NITI Aayog (Government of India), 2025
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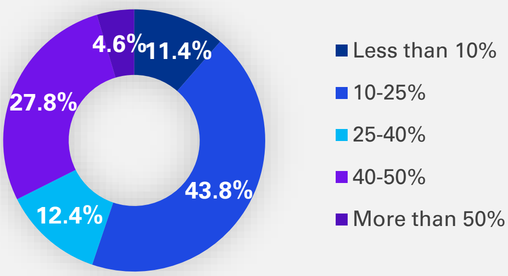
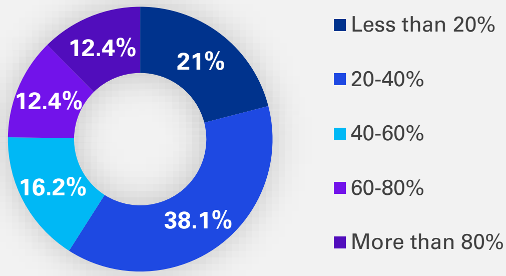
25. Female representation drops in Indian media, entertainment sector: Report, Business Standard, accessed on 08 July 2026

Percentage of women workforce in the organisation



Source: KPMG in India analysis 2026 based on primary survey

Percentage of workers income spent locally within the host city



Source: KPMG in India analysis 2026 based on primary survey

4.5. Tax revenues: GST and Municipal contributions

Until 2017, entertainment tax was levied by States on a range of entertainment activities, including exhibitions, sporting events, amusement parks, celebrity stage shows and theatre performances, at rates that varied widely – from nil in some States to as much as 110 per cent in others. With effect from 1 July 2017, State entertainment tax was subsumed into the Goods and Services Tax, and events are now taxed under a uniform national GST structure (broadly 18 per cent, rising to 28 per cent for certain admission categories).[26] The one exception preserved under the GST framework is the power of local bodies – municipalities and panchayats – to levy entertainment and amusement taxes, which some States such as Maharashtra continue to apply as a Local Body Entertainment Tax in addition to GST.[27]

The Coldplay Ahmedabad concerts alone generated an estimated INR72 crore in GST revenue, illustrating the direct fiscal significance of premium live entertainment at scale.[28] Beyond driving consumer spending and economic activity, such events also strengthen formal tax collection channels.

4.6. Employment supported by direct spending

Mumbai, Delhi-NCR, Bengaluru, Hyderabad, and Chennai continue to dominate organised events activity reinforcing their role as key event-driven consumption hubs[29] The expansion of India's convention and exhibition infrastructure is strengthening the country's capacity to host globally competitive exhibitions, summits, and conventions.

In the hospitality sub-sector, 75 per cent of hotel signings in 2024, comprising 9,710 rooms, were concentrated in Tier-2 and Tier-3 cities, led by Ayodhya, Jaipur, Indore, Surat, and Ujjain.[30]

The government's Urban Infrastructure Development Fund (UIDF), with an annual budget of INR10,000 crore, is further strengthening urban infrastructure capacity in emerging cities.[31]

26. Entertainment Tax in India, Bank Bazaar, accessed on 01 July 2026
27. Taxation of Media and Entetainment under GST, Clear Tax, accessed on 01 July 2026
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05

Events, tourism and destination development

5.1. Understanding event-induced tourism

Live events generate incremental travel and visitor expenditure when attendance is the primary or substantial reason for the trip.[32] These literature-based insights[33] provide a conceptual context for this chapter, while the expenditure, travel and economic-impact findings presented below are derived from the report's primary survey, secondary industry data and economic model. Cross border travel spending increased steadily during major tournaments, indicating strong event-induced tourism effects.[34]

India's large domestic and international visitor base provides a potential demand pool for event-led tourism. The travel and tourism sector contributes 5.22 per cent to India's GDP (total impact) with a direct share of 2.72 per cent. It also supports 13.34 per cent of total employment, with a direct employment share of 5.82 per cent.[35] The Ministry of Tourism has identified cultural and experiential tourism as priority areas, with event-based tourism emerging as a strategic lever for driving visitor demand, strengthening destination competitiveness, and boosting regional economies.[36]

Against this backdrop, live events are emerging as a significant and previously undermeasured source of inbound visitor traffic, making fuller use of existing hotel, transport and hospitality infrastructure while generating measurable new economic flows in host cities.

Event-induced tourism refers to travel primarily motivated by a scheduled event at a destination. This differs from incidental event attendance, where visitors attend an event while already at the destination. The UNWTO's Tourism Satellite Account (TSA) framework explicitly recognises events and festivals as demand-generating activities that trigger visitor expenditure across multiple sectors.[37]

India's live events sector held 34,086 events annually in 2025, attracting paid audiences across concerts, sports, cultural programmes, and MICE.[38] Data from the primary ticketing platform indicates significant inter-city travel for large-format live music events, with case studies such as Coldplay's Ahmedabad concerts showing that as many as 86 per cent of attendees travelled from outside the host city.[39] For premium international concerts such as the Coldplay India tour in January 2025, this proportion was substantially higher, with a large share of attendees travelling from other states or from abroad specifically for the event.[40]

The origin split under the primary survey conducted confirms the basic incidence of inter-city travel: 54.6 per cent of visitor respondents travelled from outside their city of residence to attend their most recent event. Among outstation visitors specifically, the report's Visitor Spend Attribution methodology uses trip-attribution and additionality weighting rather than a single standalone chart.[41]

32. Exploring creative economy's role in enhancing cultural tourism: A systematic literature review and bibliometric analysis, International Journal of Research in Management accessed on 21 June 2026
33. Exploring creative economy's role in enhancing cultural tourism: A systematic literature review and bibliometric analysis, International Journal of Research in Management accessed on 21 June 2026
34. How the ICC Cricket World Cup benefits the Indian economy, Mastercard Economics Institute accessed on 21 June 2026
35. Tourism and the Architecture of Growth (Budget 2026–27 Series), Press Information Bureau (Government of India), accessed on 21 June 2026
36. India's live events economy - a strategic growth imperative experience India, Waves, accessed on 08 July 2026
37. Tourism Satellite Account: Recommended Methodological Framework 2008, United Nations, World Tourism Organisation (UNWTO), OECD & Eurostat, 2010, accessed on 21 June 2026
38. Indians fiercely consumed live entertainment in 2025: BookMyShow report, CNBC TV18, accessed on 21 June 2026
39. How Ahmedabad's Coldplay tour bounty signals India's prospering concert economy, India Today Insight, accessed on 21 June 2026
40. Coldplay Ahmedabad Coldplay concert in Ahmedabad generated economic impact of Rs 641 crore, The Economic Times, accessed on 21 June 2026
41. 51.5% of respondents say the event was the sole purpose of their trip, and 53.4% attribute 100 % of their total trip cost to the event, with the remainder attributing a partial share.

5.2. Categories of event tourism in India

Category	Key Event Types	Primary Visitor Profile
Live Music and Entertainment Experiences	Concerts, music festivals, comedy shows, award nights/ live awards	Domestic leisure travellers; younger urban demographics; increasing international attendance at premium events
Sports Events	IPL, cricket internationals, kabaddi leagues, marathons, golf tournaments	Domestic and international sports fans; corporate hospitality buyers; media and broadcast professionals
Cultural and Heritage Events	Film festivals, classical music events, Kumbh Mela, Dussehra, state cultural fairs	Domestic pilgrimage and cultural tourists; international cultural travellers; diaspora visitors
MICE (Business Events)	International conferences, industry conventions, exhibitions, incentive tours	Domestic and international business travellers; high-spending professionals; extended-stay delegates

Source: Ministry of Tourism Annual Report 2024–25; MIB Live Events White Paper 2025; PIB Meet in India 2025

Different categories generate different multipliers. This is supported by a study conducted by the Mastercard Economics Institute[42] which highlights that concerts featuring both domestic and international artists drive the highest transaction volumes in restaurants, while shows by domestic artists alone inspire the strongest growth in overall spending, particularly at fine-dining establishments. Events featuring domestic artists, in comparison to international concerts generated a 21 per cent growth in spending on restaurants on event dates in Mumbai vs 13 per cent growth during shows performed by international artists alone.[43]

MICE visitors are the highest-value tourism segment in the event economy, spending two to three times more per day than leisure tourists and averaging longer stays. A single international convention of 3,000 delegates over four days can generate upwards of INR15 to 20 crore in direct tourism spending in the host city, before pre and post-convention tourism extensions are counted.[44] While sports events generate concentrated economic activity over a short period; live music and cultural events generate the broadest geographic spread of spending, particularly when held in Tier-2 and Tier-3 cities that otherwise see limited large-scale visitor inflows.[45]

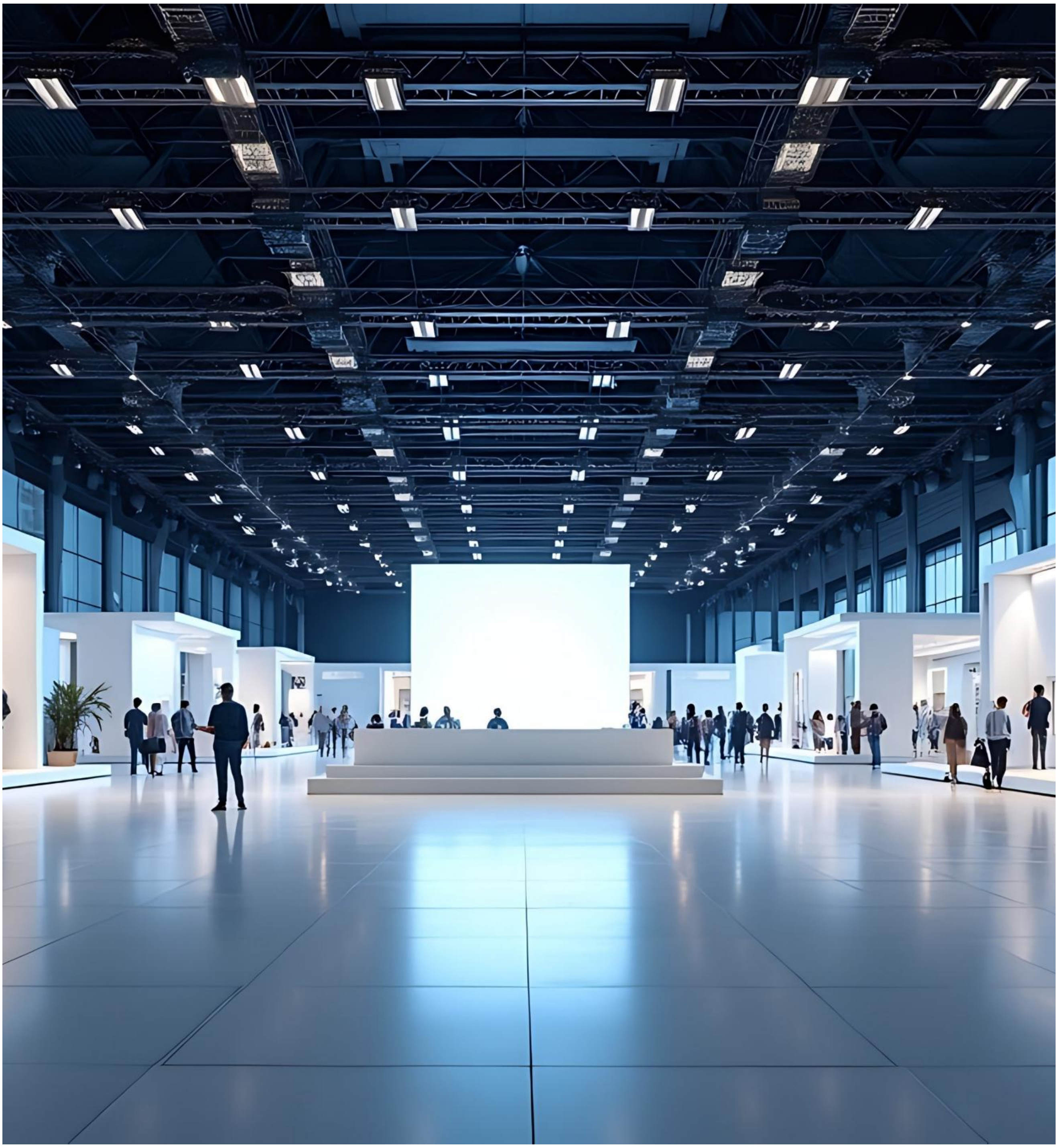
This categorisation also corresponds loosely to how the underlying event and exhibition market splits between B2B, B2C, and hybrid delivery formats. Industry estimates for India's event and exhibition market, puts total market size at USD3.79 billion in 2019, projected to reach USD6.15 billion by 2026, with the B2B share consistently larger than the B2C share across the period, and hybrid formats the smallest but fastest-relative-growth segment.[46]

42. Eventful Economy: How Spending Reverberates Around Concerts in India, Master Card Economics Institute accessed on 21 June 2026
43. Eventful Economy: How Spending Reverberates Around Concerts in India, Mastercard Economics Institute accessed on 21 June 2026
44. ICPB- India Convention Promotion Bureau accessed 21 July 2026
45. India's Live Events Economy: A Strategic Growth Imperative, Ministry of Information & Broadcasting (Government of India), 2025 accessed on 21 June 2026
46. Revenue of Event and Exhibition Market in India, 2019–2026, Mordor Intelligence

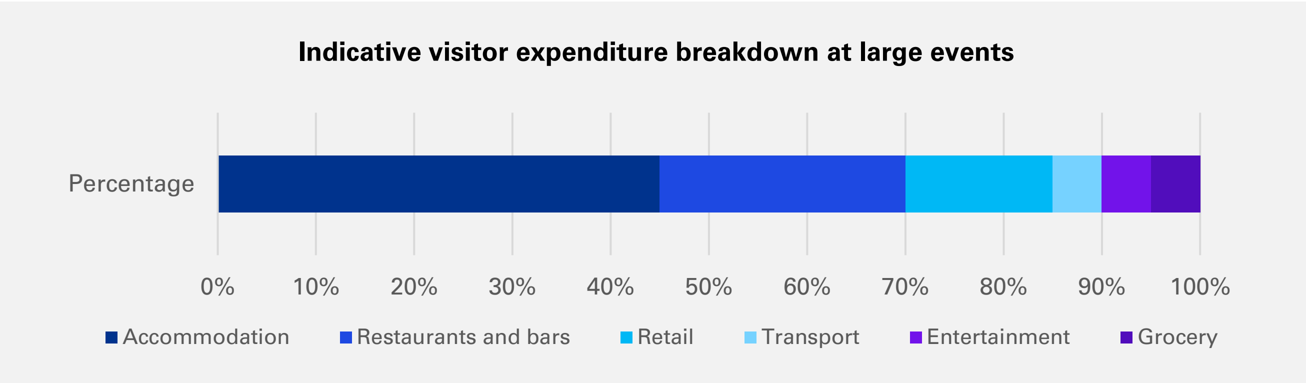
India Event and Exhibition Market by Format, 2019-2026E (USD billion)

Segment	2019	2020	2021	2022	2023	2024	2025	2026E
Total	3.792	3.326	3.673	4.19	4.748	5.352	5.690	6.150
B2B	1.692	1.476	1.620	1.842	2.071	2.322	2.594	2.891
B2C	1.450	1.272	1.406	1.608	1.820	2.052	2.308	2.292
Hybrid	0.650	0.578	0.647	0.749	0.857	0.978	0.788	0.967

Source: Industry Estimates



5.3. What visitors spend: accommodation, food, transport and retail



Source: Based on Mastercard Insights

Industry	Percentage Point change in share of wallet spending during event days vs. non-event dates	Primary Beneficiary Sectors
Accommodation	2.65	Hotels, guesthouses, homestays, serviced apartments
Restaurants and bars	1.45	Restaurants, hotels, street food, catering services
Transport	0.75	Aviation, rail, buses, taxis, metro, app-based cab services
Retail	-1.40	Merchandise, apparel, handicrafts, souvenirs
Entertainment	0.20	Ticketing, amusement and recreation parks, movies and other theatricals
Grocery	-3.55	Pharmacies, telecom, personal services

Source: Mastercard aggregated and anonymised spending data. Event dates include a couple of days before and after the event to capture the halo impact of the event. The analysis is based on in-person spending by domestic and international visitors in India during Mahakumbh 2025 (Key cities of Uttar Pradesh including Prayagraj), Cricket World Cup final 2023 (Ahmedabad) and Enrique Iglesias concert in 2025 (Mumbai).Non-event dates are chosen close to the event dates, so that the spending patterns during those days (keeping in mind seasonality) is not very different to the event dates but when the impact of the event would have ebbed.

In 2025, India earned INR273,638 crore (provisional estimate) in foreign exchange from tourism.[47] During the Coldplay concert in Ahmedabad in January 2025, hotels experienced near-full occupancy, while room rates surged significantly increasing multiple times above typical seasonal pricing. The concerts generated an estimated INR640 crore in total economic activity for Ahmedabad across hotel, F&B, transport, retail, and services, with approximately INR72 crore in GST revenue.[48]

Mastercard Economics Institute analysed aggregated and anonymised spending data across key religious, music and sporting events, and found that share of wallet spending sees the largest increase in accommodation followed by restaurants during event dates compared to non-event dates.

47. Annual Report 2025–26, Ministry of Tourism (Government of India), 2026 accessed on 21 June 2026

48. How Ahmedabad's Coldplay tour bounty signals India's prospering concert economy, India Today Insight accessed on 21 June 2026

5.3.1. Accommodation

India's hotel sector is disproportionately sensitive to event driven demand spikes. Mastercard's analysis based on aggregated and anonymised data found that share of wallet increase during event dates vs. non-event dates was the largest in accommodation for sports events and concerts.

India's hotel sector is likely sensitive to event-driven demand spikes. As mentioned earlier the distance of hotels from the venue matter with an MEI analysis stating that hotel spending, within 10 kms to the venue of the event in Mumbai, may rise by 40-100 per cent on the day of the concerts and live performances compared to if the event had not taken place.[49] A separate report mentions that during the IPL season, premium hotels in host cities experience Revenue Per Available Room (RevPAR) increases, driven by higher occupancy and elevated average daily rates during the season.[50]

KPMG in India primary survey analysis indicated that, 52.4 per cent of visitor respondents stayed overnight at or near the event location, with 3-4 star hotels the most common accommodation type (22.3 per cent); separately, 31 per cent of visitors report extending their stay by at least one additional day beyond the event itself (25.2 per cent by exactly one day, a further 5.8 per cent by two or more), confirming that events generate additional accommodation demand beyond the event dates themselves, not just during them.

5.3.2. Food and beverage

Analysis by Mastercard Economics Institute based on live concerts shows that restaurants close to the venue see more than a 30 per cent increase in daily average consumer spending vs. if the event had not taken place, as concert-goers enjoy a meal or stop for a post-show drink[51]; during IPL 2023, in-person restaurant spending increased by 25 per cent on match days compared with non-match days.[52] Off-venue F&B spending – the dinners, breakfasts, casual meals, and beverages consumed by event visitors across the host city – typically exceeds in-venue F&B for multi-day events, distributing expenditure across restaurants, food vendors and hospitality businesses in the host city; a separate MEI study found grocery and confectionery spending ranks among the largest categories in terms of spending share during festivals like Diwali and Navratri, driven by purchases of essentials, sweets, snacks and festive gift packs.[53]

KPMG in India primary survey indicated that 88 per cent of visitor respondents spent on food and beverages within the venue and 92 per cent spent at restaurants and food vendors outside the venue, with food and beverage overwhelmingly self-funded (60.2 per cent) rather than employer-funded.

5.3.3. Local transport and Aviation

India's domestic aviation sector, which handled over 164 million passengers in FY 2024-25, making it the third largest domestic aviation market globally,[54] is a significant indirect beneficiary of India's growing live events calendar. Large-scale events including IPL matches, large spiritual gatherings such as Mahakumbh, premium concerts, and national trade exhibitions generate measurable increases in airport and railway station passenger volumes on event days.[55] Mastercard Economics Institute analysis based on OAG flight data observed that incoming passenger traffic at Prayagraj Airport rose by 524 per cent on a year-on-year basis during the Mahakumbh, held in January-February 2025.[56]

Looking at it from the organisers lens, KPMG in India primary survey indicated that the share of attendees travelling from outside the host city offers an independent cross-check on the scale of aviation and rail demand that an event actually generates: 10–25 per cent of attendees travel from outside the host city for the largest single group of organisers (30.5 per cent), followed by 25–50 per cent (21.9 per cent) and 50–75 per cent; a further 14.3 per cent of organisers report more than 75 per cent of attendees coming from outside the host city, and only 16.2 per cent report fewer than 10 per cent doing so. This organiser-reported pattern is directionally consistent with the visitor survey's findings, corroborating the scale of inter-city travel from both sides of the market.

49. Eventful Economy: How Spending Reverberates Around Concerts in India, Mastercard Economics Institute accessed on 21 June 2026
50. India Travel & Tourism Economic Impact Research, World Travel & Tourism Council (WTTC) accessed on 21 June 2026
51. Eventful Economy: How Spending Reverberates Around Concerts in India, Mastercard Economics Institute accessed on 21 June 2026
52. How the ICC Cricket World Cup Benefits the Indian Economy, Mastercard Economics Institute accessed on 21 June 2026
53. Eventful Economy: Getting festive in India, Mastercard Economics Institute accessed on 21 June 2026
54. Domestic air traffic likely to touch 164 million in FY25, The Economic Times accessed on 21 June 2026
55. Domestic air traffic likely to touch 164 million in FY25, The Economic Times accessed on 21 June 2026
56. OAG Aviation data, accessed on 21 June 2026

5.3.4. Retail and MSME linkages

Retail is consistently among the largest spending categories across events in India. An MEI study shows that sporting and toy stores were the biggest beneficiaries of the ICC Men's T20 World Cup hosted in Australia in 2022, with large increases in spending during the event versus the same days in 2019 and versus the rest of 2022; spectators often buy sports paraphernalia, merchandise, mementos and memorabilia from small stores or vendors near stadiums. [57]

A separate Mastercard's study found retail shopping also spikes during pre-festival e-commerce sales ahead of festivals like Diwali, with electronics, furniture and home decor, and apparel the biggest beneficiaries

The MSME sector, which accounts for approximately 30 per cent of India's GDP and employs over 110 million workers, is a major beneficiary of this event-induced retail spending, particularly in Tier-2 markets where the local supply chain is served largely by local small businesses rather than national chains.[58]

On the primary survey side, 36 per cent of visitor respondents engaged in local shopping, spending an average of INR2,934 per person, with 48 per cent of shoppers under 25, confirming that younger event-goers drive a disproportionate share of ancillary retail spending at and around event venues.

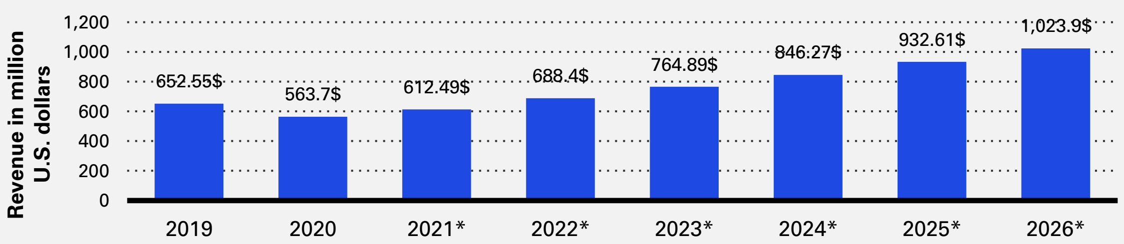
5.4. The economic multiplier: How events spending travels through the economy

1.5-2.0x	1.7-2.5x
India's Tourism Output Multiplier (estimated)	**Multiplier Range for Well-Managed Large Events (International)**
Source: WTTC India Economic Impact	Source: Consistent with UNWTO TSA

India's tourism sector's total economic contribution is estimated at roughly twice its direct contribution, with GDP share rising from approximately 2.6 per cent (direct) to approximately 5 per cent when indirect effects are included, based on 2022–2023. This data consistent with the DII multiplier framework applied in this report.[59]

The Economic Survey 2025–26 characterised live events as "high-multiplier, services-intensive activities," acknowledging that economic returns from event investment are higher than simple headline revenue figures suggest.[60] The broader event and exhibition services market in India shows similarly sustained growth, from an estimated USD653 million in 2019 to a projected USD1,024 million by 2026.[61]

Revenue from services in events and exhibition in India 2019-2026 (million)



Source: Industry estimates

57. How the ICC Cricket World Cup benefits the Indian economy, Mastercard Economics Institute accessed on 21 June 2026
58. Eventful Economy: Getting Festive in India, Mastercard Economics Institute accessed on 21 June 2026
59. Contribution of Tourism in GDP, Press Information Bureau (Government of India) accessed on 21 June 2026
60. Economic Survey 2025–26, Ministry of Finance (Government of India), January 2026 accessed on 20 June 2026
61. Revenue from services in event and exhibition in India 2019–2026, Statista Consumer Insights accessed on 07 July 2026

Sector	Direct Impact	Indirect and Induced Impact
Hotels and Accommodation	Room revenue, F&B, banqueting	Laundry, supply chain, construction, staffing agencies
Restaurants and F&B	Dining revenue, takeaway, in-venue F&B	Food supply chains, agriculture, packaging, logistics
Aviation and Transport	Airfares, cab fares, metro revenue	Fuel, maintenance, airport retail, ground handling
Retail and Merchandise	Event merchandise, local craft, shopping	Manufacturing, import trade, craft production and retail supply chains
Entertainment Venues	Ticket revenue, parking, in-venue services	Sound, lighting, staging, security, cleaning services
MSME Supply Chain	Catering, decor, equipment, printing	Raw materials, transport, manufacturing, warehousing

Source: WTTC India Economic Impact Research

5.5. MICE as a high-value tourism multiplier sub-segment

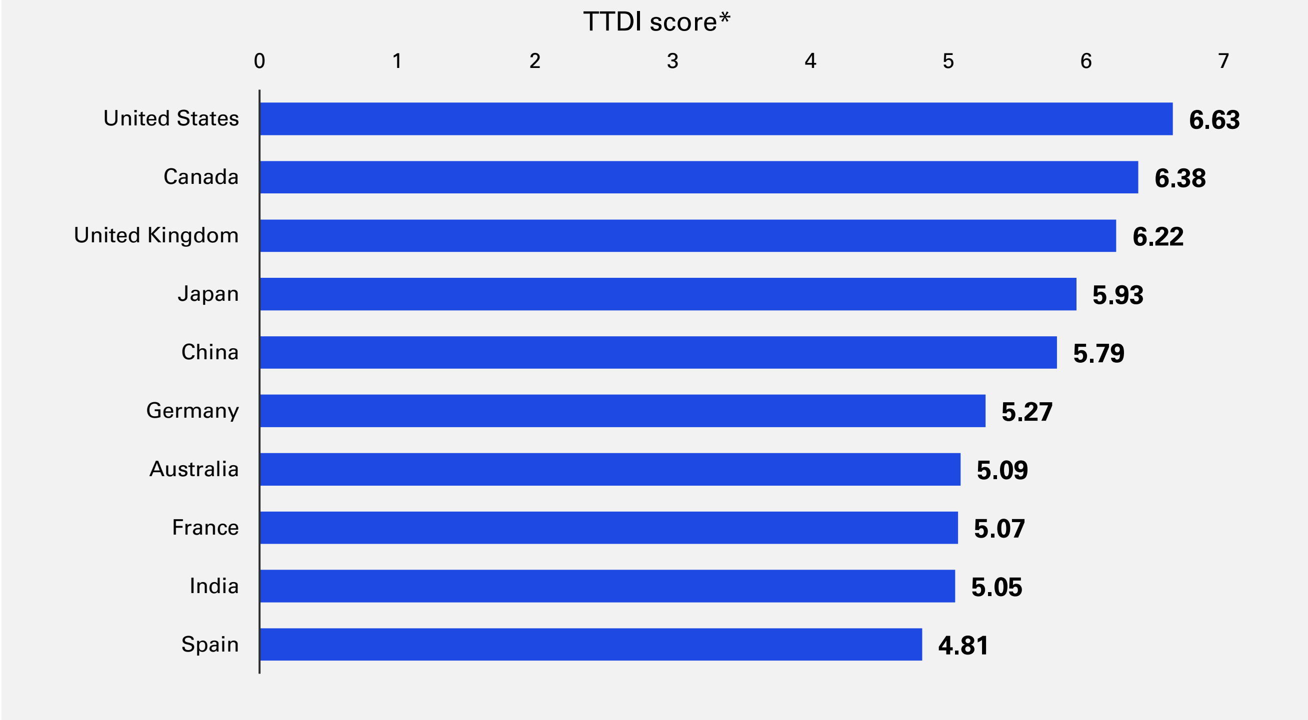
As derived from the primary survey insights MICE continues to be a highest tourism multiplier sub – segment. Visitors typically spend two to three times more per day than leisure tourists, stay longer, and book higher-category accommodation.[62]

The Ministry of Tourism's Meet in India programme is specifically designed to position India as a global MICE destination. The government's announcement of Convention Promotion Bureaus in major cities in December 2025 is a direct response to the gap between India's economic scale and its current MICE market share.

A single large international convention of 3,000 delegates over four days can generate upwards of INR15 to 20 crore in direct tourism spending in the host city, before accounting for pre- and post-convention tourism extensions.[63] This gap is measurable against global peers: on the World Economic Forum's Travel and Tourism Development Index (TTDI) pillar for business and non-leisure travel competitiveness, India scored 5.05 out of 7 in 2024, ranking behind the United States (6.63), Canada (6.38), the United Kingdom (6.22), Japan (5.93), China (5.79), Germany (5.27), and Australia (5.09), though narrowly ahead of Spain (4.81).[64]

62. Meet in India Conclave 2025, Ministry of Tourism, GoI, accessed on 14 July 2026
63. India’s MICE Industry Set to Be a Major Economic Driver, Generating High-Quality Jobs, Press Information Bureau (Government of India), accessed on 21 June 2026
64. World's best-rated destination countries for non-leisure tourists 2024, University of Surrey; World Economic Forum, accessed on 14 July 2026

Business and Non-Leisure Travel Competitiveness, TTDI Score 2024 (scale 1–7)



Source: Industry estimates

5.6. Destination building: events as long-term tourism infrastructure

Beyond immediate economic impact, recurring events build destination visibility over time. The Ministry of Tourism's emphasis on developing India as a global MICE destination, MIB's support for IFFI as a globally recognsed film festival, and the push to create a national events calendar through the LEDC framework all reflect an understanding that such events can become recognisable components of a destination’s tourism calendar.[65]

Recurring events such as Rann Utsav in Gujarat, the Hornbill Festival in Nagaland, and the Sunburn Festival in Goa function as annual tourism demand anchors generating predictable visitor flows and sustaining year – round destination marketing value for their host regions.

65. Annual Report 2024–25, Ministry of Tourism (Government of India), 2025 accessed on 21 June 2026

06

IP, sponsorship and creative value chain

At its core, the Orange Economy is an intellectual property economy. It is defined as 'the group of activities through which ideas are transformed into cultural and creative goods and services whose value is or could be protected by intellectual property rights (IPR).[66] In the experience economy, events are not logistical exercises: they are the moment at which IP is presented to a live audience and monetised through ticketing, sponsorship, licensing and media rights.[67]

6.1. IP ownership, monetisation and copyright framework

6.1.1. Legal and Policy Architecture

India's IP framework for the events and experiences sector is anchored in the National IPR Policy 2016, adopted by the Government of India on 12 May 2016 under Department for Promotion of Industry and Internal Trade (DPIIT), under the slogan 'Creative India; Innovative India.'[68]

CIPAM (Cell for IPR Promotion and Management), established under DPIIT (Department of Promotion of Industry and Internal Trade), is the single point of reference for IP promotion across media, music, film, and live entertainment.[69]

India's international obligations are governed by the TRIPS Agreement, which covers performers' rights, producers of sound recordings, and broadcasting organisations.[70]

6.1.2. Copyright in the Events and Music Ecosystem

Copyright is the primary IP instrument for the live events sector. India's Copyright Act 1957 protects musical works, sound recordings, cinematographic films, and broadcasts. Three clearances are operationally most significant for event organisers:

Clearance Type	Rights Body	Coverage
Public performance of musical works	IPRS (Indian Performing Rights Society)	Live performance licensing for composers and lyricists
Use of sound recordings in public	PPL and Novex Communications	Recorded music played at events and venues
Digital transmission and streaming	Broadcast platforms and OTT rights holders	Live and recorded event streaming rights

Source: IPRS

The Central Government renewed IPRS's registration as a copyright society on 21 January 2025, with retrospective effect from 28 November 2022, valid for five years.[71]

In November 2024, DPIIT issued a notice clarifying music licensing requirements across public venues, removing long-standing compliance ambiguities.[72]

At the first LEDC Joint Working Group (JWG) meeting in August 2025, Ministry of Information and Broadcasting GoI announced a Centralised Digital Music Licensing Registry to be hosted on the India Cine Hub (ICH) platform, enabling event organisers to access and pay for music licences through the same Single Window portal used for event permissions.[73]

66. 13. The Orange Economy: A Comprehensive Analysis of its Landscape, Challenges and Future Trajectories, International Journal of Novel Research and Development (IJNRD), June 2025 accessed on 21 July 2026
67. India's Live Events Economy: A Strategic Growth Imperative, Ministry of Information & Broadcasting (Government of India), 2025 accessed on 21 June 2026
68. National Intellectual Property Rights Policy 2016, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce & Industry (Government of India), 2016 accessed on 21 June 2026
69. G.O. (Procurement Rules, Tenders), Public Works Department, Government of Uttarakhand accessed on 21 June 2026
70. Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), World Trade Organisation (WTO), 1994 accessed on 21 June 2026
71. Licensing Updates, Indian Performing Right Society (IPRS), accessed on 21 June 2026
72. India's Live Events Economy: A Strategic Growth Imperative, Ministry of Information & Broadcasting (Government of India), accessed on 21 June 2026
73. Government initiates dialogue on live event and concert economy; Secretary, MIB chairs first meeting of Joint Working Group (JWG), Press Information Bureau (Government of India), accessed on 21 June 2026

Regulatory Milestone: SangeetDwar and the ICH Music Registry

SangeetDwar (DPIIT): a transparent, unified online music licensing system that standardises compliance for all event organisers

Centralised Digital Music Licensing Registry (MIB, August 2025): hosted on India Cine Hub; integrates music licensing into the Single Window clearance process

Combined impact: significantly reduces transaction costs and compliance burden, a structural reform for the formalisation of India's live events sector.

6.1.3. AVGC-XR, the IICT and India's creative IP infrastructure

India's AVGC – XR and Creative IP : Key figures

USD15 – 17 bn	INR391.15 cr	2.8 m	3900	USD1.4 tn
AVGC-XR market opportunity	IICT approved budget	Media professional in India	Game development studios	Global Creative Service Exports
Source: MIB taskforce, 2022	Source: MIB	Source: Waves report	Source: Waves report	Source: UNCTAD 2022

The Animation, Visual Effects, Gaming, Comics, and Extended Reality (AVGC-XR) sector has been formally recognised by the Government of India as a strategic driver of the creative IP economy. The AVGC-XR Task Force, constituted under the Ministry of Information and Broadcasting in 2022, identified India's AVGC-XR market opportunity and set out a roadmap for developing globally competitive IP-creation capacity.[74]

As a direct outcome of this policy priority, the Government of India has approved INR391.15 crore for the Indian Institute of Creative Technologies (IICT) in Mumbai, a national centre of excellence on the model of an IIT, dedicated to building India's capacity to develop and own globally competitive creative IP in AVGC-XR disciplines.[75]

MIB's 'A Studio Called India' report documents that India's M&E sector comprised 2.8 million media professionals creating 200,000-plus hours of content annually from 4,000-plus studios, with a 40 to 60 per cent cost advantage in animation and VFX.[76]

India's live events sector draws directly on this AVGC-XR ecosystem: augmented-reality-enhanced concerts, phygital events, and immersive festival formats activate AVGC-XR talent and infrastructure, deepening the commercial and cultural value of the IP itself.

6.1.4. IP in the Broader creative value chain and film festivals

UNCTAD reports that global creative services exports more than doubled over the last decade, reaching USD1.4 trillion in 2022. Developing countries increased their share from 10 per cent in 2010 to 20 per cent in 2022, although the gap with developed economies remains substantial.[77]

India's participation in global creative services exports through content production, AVGC-XR work, music licensing, and digital media is the pathway through which the Orange Economy transitions from output-dependence to IP ownership.

Film festivals occupy a distinctive position in India's Orange Economy IP landscape. India's government-organised ecosystem is anchored by IFFI, Goa, the only Indian film festival with accreditation alongside Cannes, Venice, and Berlin. This ecosystem is extended through KIFF (Government of West Bengal), IFFK (Government of Kerala), CIFF (Government of Tamil Nadu), Mumbai International Film Festival (MIFF) and IFFD (Government of NCT of Delhi). Together, these festivals convert India's 3,455-plus annually certified feature films into exportable creative assets while simultaneously functioning as visitor experience events that provide exhibition, licensing and distribution opportunities for films and generate visitor expenditure in host cities.[78]

74. Government initiates dialogue on live event and concert economy; Secretary, MIB chairs first meeting of Joint Working Group (JWG), Press Information Bureau (Government of India) accessed on 21 June 2026
75. Annual Report 2024–25, NITI Aayog (Government of India), 2025 accessed on 21 June 2026
76. A Studio Called India: Indian Content and Services Go Global, Ministry of Information & Broadcasting (Government of India), 2025 accessed on 21 June 2026
77. Creative Economy Outlook 2024 | UN Trade and Development (UNCTAD)
78. 14. India Emerges as Global Creative Powerhouse: Dr. L Murugan Unveils Landmark Reports at WAVES 2025, DD News, accessed on 21 July 2026.

6.2. Sponsorship economics and brand partnerships

6.2.1. Sponsorship in Sports events

Case: india sports economy & sponsorship (2025)

INR18,884 Cr
Total Sports Economy (2025)
+ 13.4% YoY Growth

INR 7,943 Cr
Sports Sponsorship Spends
+7% YoY Growth

INR9,571 Cr
Sports Media Spends
+ 19.8 % YoY

INR16,704 Cr
Cricket's Share 89% of total
(up from 85% in 2024)

INR1,350 Cr
Celebrity Endorsements
+10.3% YoY

Source: WPP Media

India's sports economy crossed the USD2 billion milestone for the first time in 2025, reaching, representing 13.4 per cent growth over 2024 and approximately 18.6 per cent CAGR since 2021.[79]

Sponsorship growth in 2025 was driven by premiumisation and improved asset monetisation: brands paying higher amounts for fewer, better-defined assets, signalling a maturing market.[80]

Metric	Value (in INR Cr.)	Year	Year-on-Year Growth
India Sports Economy (Total)	18,864	2025	+13.4% (13.21% CAGR from 2024-26)
Sports Sponsorship Spends	7,943	2025	+7%
Sports Media Spends	9,571	2025	+19.8%
Digital Advertising	4,449	2025	+24%
TV Advertising	5,117	2025	+16.4%
Sports Celebrity Endorsements	1,350	2025	+10.3%
Cricket (Share of total)	INR16,704 crore (89% of total)	2025	Up from 85% in 2024

Source: WPP Media & Primary survey estimates

79. WPP Media Releases XIII Edition of Sporting Nation 2025 Report on India's Sports Economy, WPP Media accessed on 21 June 2026

80. WPP Media Releases XIII Edition of Sporting Nation 2025 Report on India's Sports Economy, WPP Media accessed on 21 June 2026

6.2.2. Sponsorship in live entertainment and emerging properties

The MIB White Paper India's Live Events Economy: A Strategic Growth Imperative (2025) identifies ticketing, sponsorship, IP licensing, and content monetisation as key revenue streams in the live events sector. An indutsry assessment places the organised live-events segment at just over INR10,000 crore in 2024 – the first time it crossed that mark – following 15 per cent growth, reflecting the sustained expansion of India's live events and experiences economy.[81] Concerts such as the Enrique Iglesias event in Mumbai illustrate the pattern: restaurant spending grew 13 per cent on days of concerts by international artists alone, compared with non-concert days, while shows by domestic Indian artists stimulated 21 per cent growth.[82]

Within India's live events sub-sector, which grew 44 per cent from 2024 to 2025,[83] sponsorship revenues are rising rapidly, reflecting a broader shift away from traditional events monetisation models towards data driven, experience led brand engagement.

The 2024 cycle marked a structural shift in monetisation towards multiplier effects

Ripple effect	Evidence
Hotel Occupancy	60-80% spike during major events
Travel Bookings	+15-20% IRCTC and airline spikes
Local F&B	+25-40% footfall near venues
Employment	2,000-5,000 temp jobs per large event
Spillover Spend	INR25-40 crore injected per major event
Destination Branding	Helps cities like Jaipur, Mumbai, Goa establish a presence in the global tourist map

Source: Waves report

Traditional Sponsorship Model	Emerging Experience-Led Model
Logo placement on stage and jersey	Branded immersive zones and phygital activations
Single-event, short-term engagement	Long-term rights and sponsorship partnerships
Broadcast TV and print focus	Digital-first, OTT, and social media integration
Passive brand exposure	Interactive audience engagement
Volume of placements as primary metric	Per-unit asset value and audience ROI as primary metrics

Source: WPP Media

81. Media & Entertainment Industry Report 2026, accessed on 21 June 2026
82. Eventful Economy: How Spending Reverberates Around Concerts in India, Mastercard Economics Institute accessed on 21 June 2026
83. ICCI Media & Entertainment Industry Report 2026, accessed on 21 June 2026

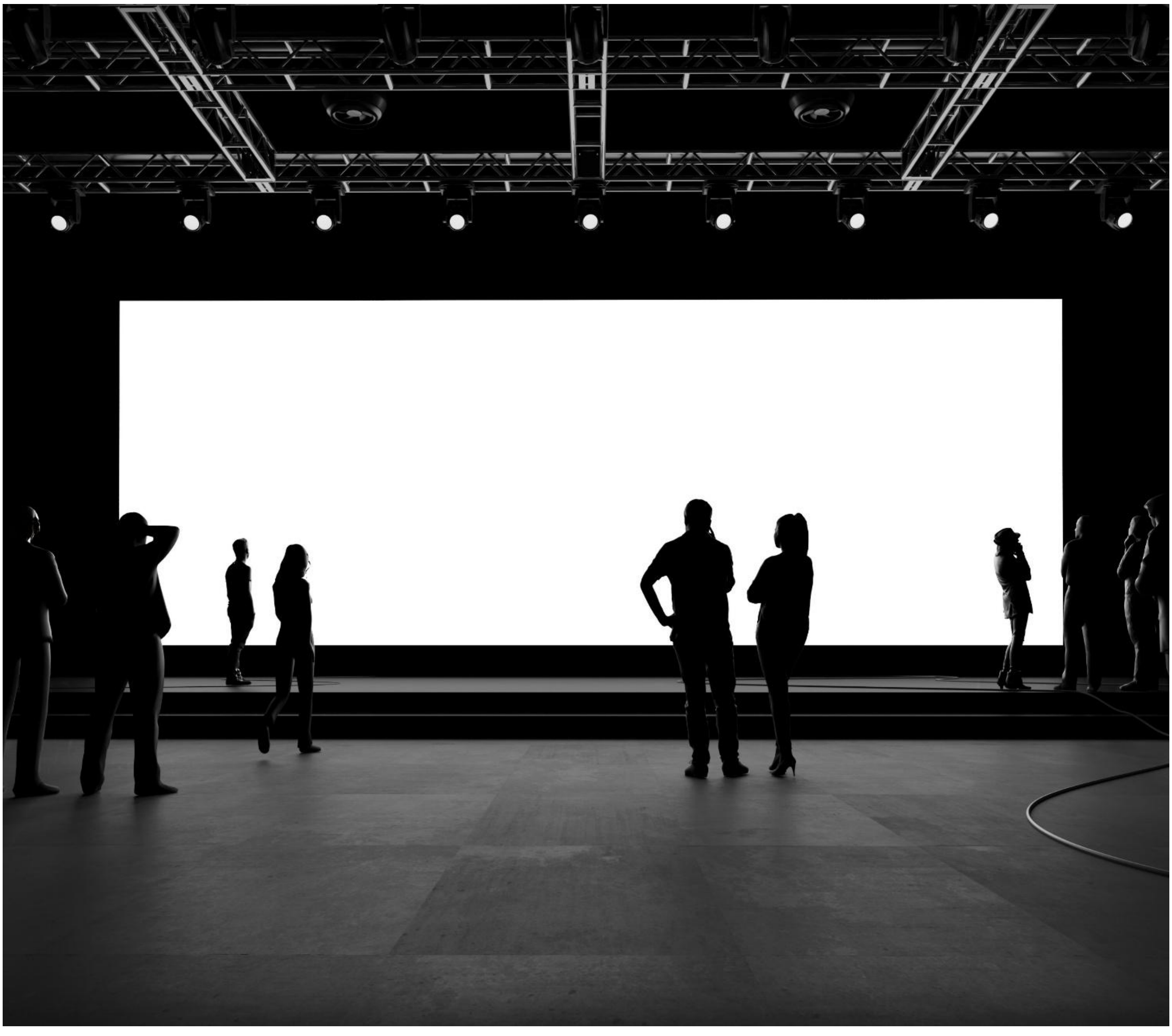
6.3 India's orange economy: from output to owned IP

In the live events sector, the transition from creative output economy to creative ownership economy involves three concurrent shifts.

First, the development of domestic IP: Indian concert promoters, festival organisers, and sports league owners building proprietary event brands that command premium ticketing, sponsorship, and media rights. The government's 2030 Strategic Goal of 'promoting domestic intellectual properties and attracting global tours' directly addresses this dimension.[84]

Second, the formalisation of the IP ecosystem through the Centralised Digital Music Licensing Registry, the Sangeet Dwar platform, the IPRS re-registration, and DPIIT's clarification of copyright compliance obligations creates the institutional infrastructure within which event IP can be registered, cleared, licensed, and enforced with greater predictability and lower transaction costs.[85]

Third, the export orientation of India's content economy through the AVGC-XR sector, the IICT, and the 'Create in India' initiative is building the creative workforce and institutional capacity to generate event and entertainment IP that can be commercialised globally. India's 2.8 million media professionals working across 4,000 plus studios, represent the production infrastructure from which globally competitive events and experience industry IP could emerge.[86]



84. India's Live Events Economy: A Strategic Growth Imperative, Ministry of Information & Broadcasting (Government of India), 2025 accessed on 21 June 2026

85. Media & Entertainment Industry Report 2026 accessed on 21 June 2026

86. A Studio Called India: Indian Content and Services Go Global, Ministry of Information & Broadcasting (Government of India), 2025 accessed on 21 June 2026

07

Enabling the next phase of growth

The next decade of events and experiences could be defined by the rapid expansion of the experiential economy, which is increasingly reaching a scale comparable to and in some cases surpassing traditional media channels such as film and advertising in terms of marketing spend and consumer engagement. Global experiential marketing spend runs into hundreds of billions, with brands steadily reallocating budgets toward experience-led engagement due to significantly higher ROI and stronger emotional connections compared to traditional advertising formats. This shift is reinforced by evolving consumer behaviour, with a growing share of audiences particularly Gen Z prioritising experiences over passive media consumption, while live events and shared experiences continue to witness accelerated growth; for instance, India’s live events segment recorded a 44 per cent increase in 2025, highlighting the structural rise of the experience economy.[87]

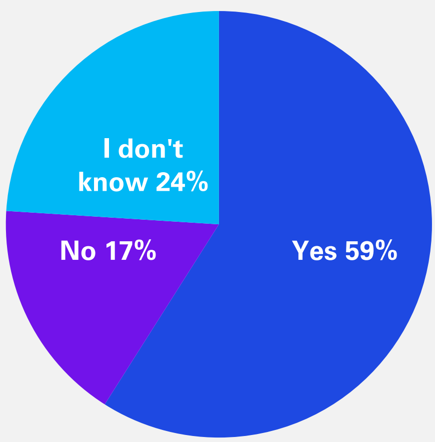
Looking ahead, the next phase of this evolution will be shaped by deeper audience segmentation and geographic reach, as events expand into new income tiers, city formats and digital delivery channels across India.

7.1. The event-tech revolution: AI, immersive experiences and hybrid formats

Artificial intelligence (AI) is reshaping the events industry across planning, personalisation, operations, and analytics. Immersive formats, including augmented reality-enhanced concerts, phygital festival experiences, and virtual venue twins, are fundamentally expanding what a live event can deliver. India's AVGC-XR sector, backed by the IICT and the Ministry of Information and Broadcasting, is positioning India as a centre for immersive content production capable of serving both domestic and international events markets.[88]

Global survey data on business meetings and events technology gives a directional read on what India's sector is likely to encounter as adoption scales, though the underlying surveys are worldwide rather than India-specific. Among professionals surveyed globally in mid-2024, attendee experience was the leading cited benefit of technology adoption (33 per cent), ahead of enhanced productivity (19 per cent) and centralised data (18 per cent).[89]

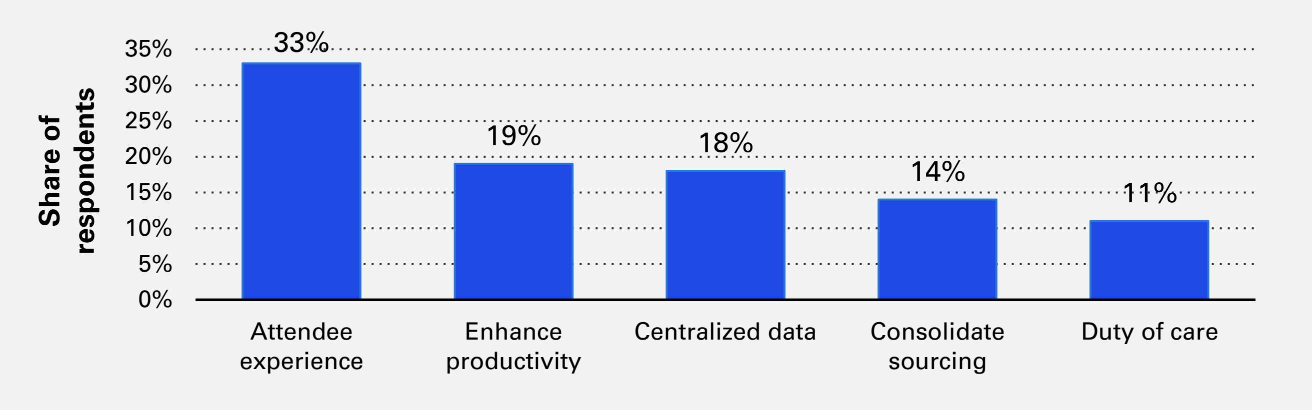
Adoption of artificial intelligence among international association events worldwide as of 2024



Source: Industry estimates

87. India’s Experience Economy Hits High Note As Live Events Surge 44% In 2025, Everything experiential, accessed on 25 June 2026
88. India’s Animation, Gaming and XR Ecosystem Strengthened through WAVES; Platform Positions the Country as a Global Hub of Creativity, Press Information Bureau (Government of India) accessed on 21 June 2026
89. Main Advantages of Technology for Business Events Worldwide, 2024, Amex GBT; Lewis

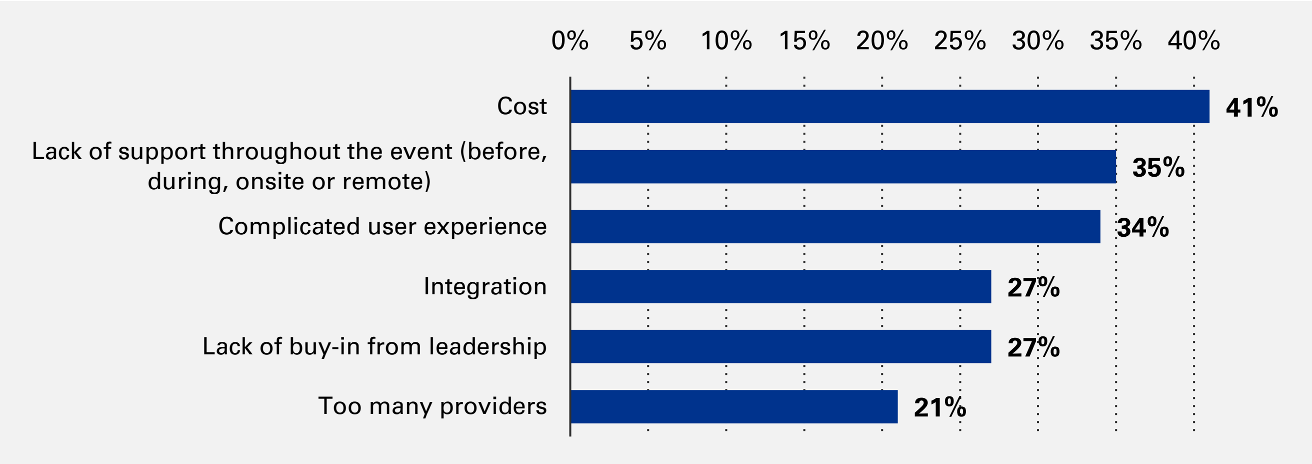
Main Benefits of Technology Adoption for Business Meetings, Worldwide (2024)



Source: Industry estimates

Cost was the most commonly cited barrier to adopting new event technology (41 per cent), followed by lack of ongoing support (35 per cent) and complicated user experience (34 per cent).[89]

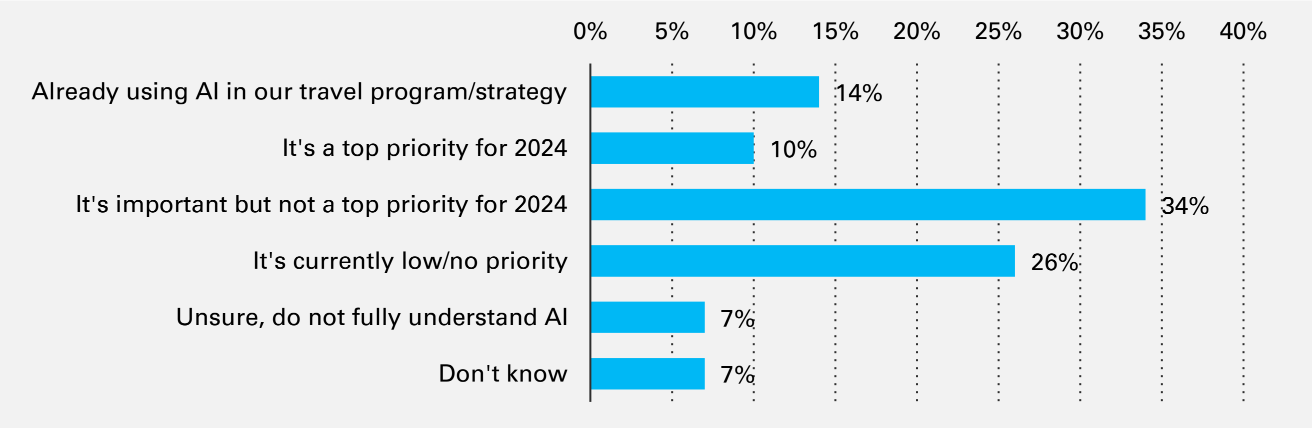
Main Barriers to Technology Adoption for Business Meetings, Worldwide (2024)



Source: Industry estimates

On AI specifically, only 14 per cent of business travel managers surveyed in late 2024 said their organisation was already using AI for travel management, with a further 34 per cent calling it important but not a 2024 priority.[90]

Main Barriers to Technology Adoption for Business Meetings, Worldwide (2024)



Source: Industry estimates

90. Main Obstacle to Deploying Technology for Business Events Worldwide, Statista consumer insights accessed on 07 July 2026
91. AI Adoption in the Business Travel Industry Worldwide, Statista consumer insights accessed on 07 July 2026

A January 2025 global survey of the exhibition industry found more than 80 per cent of respondents believed generative AI will affect sales, marketing and customer relations (86 per cent) and research and development (82 per cent), with around half already using it in these functions; event production itself showed lower current use (27 per cent) but a majority (62 per cent) still expected it to be affected.[92]

Additionally, premiumisation, customisation and immersive experiences are being strengthened by the use of AI. Mastercard Economics Institute[93] found that India ranks high compared to other markets in AI adoption as measured by the MEI AI Enthusiasm Index. Additionally, a study by Stanford University,[94] captures cross-country public opinions on AI and jobs. Indians expect AI to create more jobs than what it is likely to eliminate. A parallel study by the University of Melbourne, examines how employees are adopting and using AI at work. Once again India ranks high on use of AI at work with high trust levels on the use of AI.

What these results indicate is that AI is likely to become more pervasive in the lives of the Indian consumers and businesses. The “Orange Economy” is likely to embrace these technological advancements to provide differentiated event formats across audience segments and geographies.

7.2. Building the event workforce for tomorrow: skills, contract work and representation

The events industry's talent challenge is structural. The sector relies heavily on gig and contract workers, yet sustained growth requires the development of a deeper, more specialised professional workforce in areas such as production management, event technology, data analytics, sustainability operations, and IP licensing. The Government's 2030 Strategic Goals for the live events sector specifically include implementing skilling and certification systems for the events workforce.[95]

The growth of the events and experiential economy is directly linked to increased employment of gig workers. Consequently, policy recommendations relating to worker safety, social protection, skill development, and fair working conditions must be prioritised and adopted uniformly across states to support a sustainable workforce.

Chennai's launch of India's first air-conditioned rest lounges for delivery personnel represents a significant step towards improving the welfare and working conditions of gig workers. Equipped with seating, drinking water, mobile charging facilities, and washrooms, the initiative highlights the importance of creating dedicated support infrastructure for a workforce that spends long hours in challenging outdoor conditions.[96]

Figure: Air-conditioned lounge for gig workers

92. Potential Impact of AI in the Exhibition Industry Worldwide, Statista consumer insights accessed on 07 July 2026
93. Economic Outlook 2026 | Mastercard Business Intelligence
94. Artificial Intelligence Index Report 2026, Stanford University accessed on 02 July 2026
95. Execution Framework for the Development & Promotion of India’s Live Entertainment Economy, Ministry of Information & Broadcasting (Government of India), 2026 accessed on 21 June 2026
96. Chennai Launches India's First AC Lounges For Delivery Agents, NDTV, accessed on 03 July 2026

The following recommendations are essential for the welfare and safety of the gig workers:

Formalising and Protecting the Gig Workforce	Enhancing Health, Safety and Well-being Standards	Investing in Skills and Certification	Promoting Inclusion and Gender Equity

Source: KPMG in India analysis 2026 analysis based on industry best practices

- **Formalising and Protecting the Gig Workforce:** Establish standardised contracts, transparent payment mechanisms, social security coverage, and grievance redressal systems to improve job security and working conditions for gig and contract workers who form the backbone of the events industry
- **Enhancing Health, Safety and Well-being Standards:** Develop mandatory safety training, insurance coverage, emergency response protocols, and workplace safety guidelines for event staff, crew members, riggers, technicians, and temporary workers operating in high-risk event environments
- **Investing in Skills and Certification:** Create industry-recognised certification programmes in event production, venue operations, event technology, crowd management, sustainability, and data analytics to build a more skilled and professional workforce aligned with future industry needs
- **Widening the Talent Pipeline:** Expand recruitment into events industry roles through industry-led skilling programmes, apprenticeship pathways, and partnerships with vocational training institutions building the qualified workforce the sector's growth trajectory requires.

7.3. The Green Events Imperative: ESG Practices and the Path to Net Zero

Environmental sustainability has moved from a peripheral aspiration to a mainstream commercial and regulatory expectation within India's events sector. Recycling was once widely regarded as the primary solution to the rising production of virgin plastics. However, growing evidence suggests that global recycling systems are unable to keep pace with current levels of resource extraction, consumption, and waste generation. As a result, businesses are increasingly focusing on waste prevention, circular economy principles, and sustainable operational practices.[97]

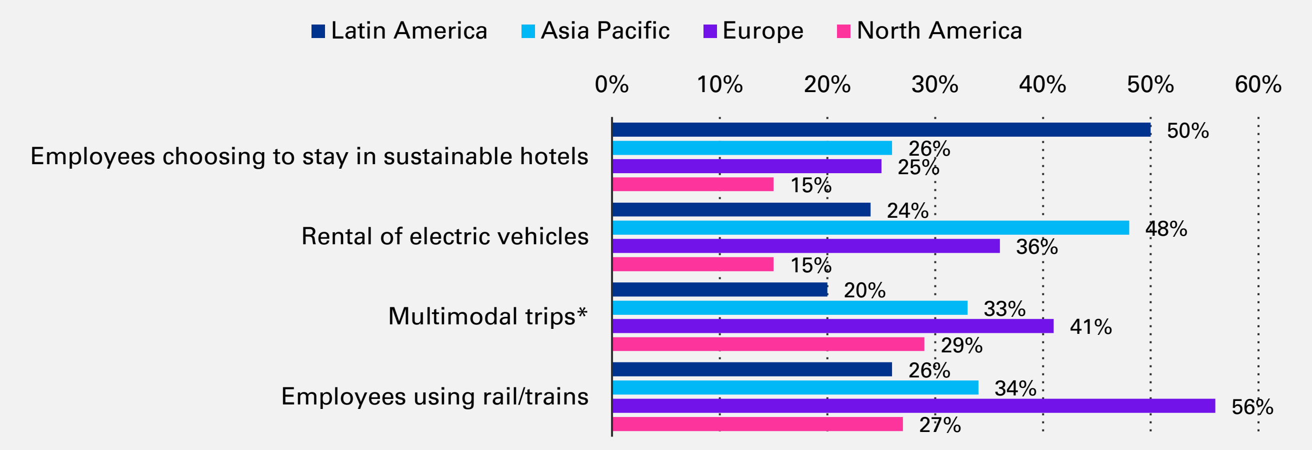
In this regard, clients, sponsors, and venue operators are demanding measurable progress on carbon emissions, waste management, water use, and sustainable procurement. Major international events have established de facto benchmarks for green event management that are now influencing expectations in India's premium events market.[98]

One notable example is the Paris 2024 Olympic Games, the first edition of the Games to be fully aligned with the International Olympic Committee's Olympic Agenda 2020 sustainability framework. The organisers committed to reducing carbon emissions by 50 per cent compared with the average footprint of the London 2012 and Rio 2016 Olympic Games, while aligning event delivery with the objectives of the Paris Climate Agreement.[99] According to travel managers worldwide, business travellers are increasingly adopting sustainable travel practices, reflecting a growing emphasis on environmental responsibility across regions.[100]

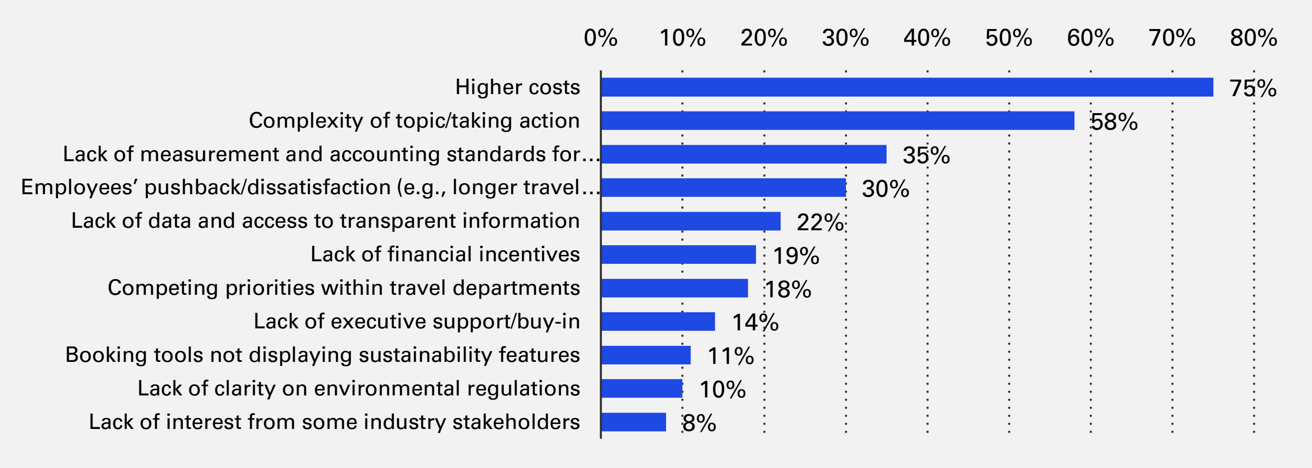
97. Why recycling plastic waste will not solve the world’s pollution crisis, Scroll in, accessed on 03 July 2026
98. Recycling is cool, reducing is better: fighting plastic pollution at source, Euronews, accessed on 03 July 2026
99. Paris 2024: More sustainable Games, Olympics, accessed on 03 July 2026
100. Increase in sustainable practices of business travelers according to travel managers worldwide as of October 2024, by region, Statista, accessed on 03 July 2026

Among business travel professionals surveyed worldwide in October 2024, higher cost (75 per cent) and topic complexity (58 per cent) were the leading barriers to adopting sustainable practices.[101] Among meetings-industry professionals surveyed globally in September 2024, including sustainability requirements in RFPs was the most widely adopted practice (60 per cent), ahead of increased sustainability reporting (42 per cent) and a formal internal sustainability policy (33 per cent).[102]

Growth in sustainable business travel practices worldwide 2024, by region

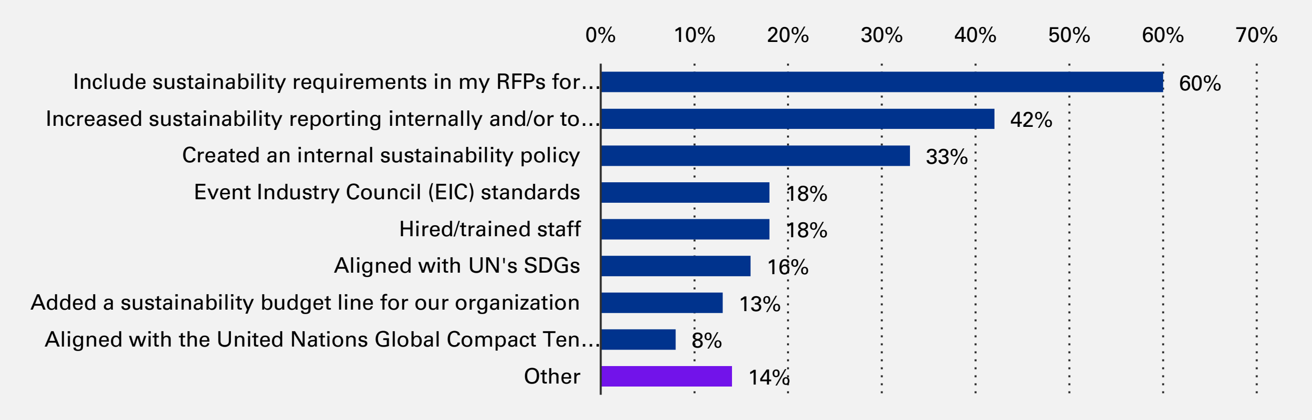


Main Barriers to Sustainable Business Travel, Worldwide (Oct 2024)



Source: Industry estimates

Leading Sustainable Practices Adopted in the Meetings Industry, Worldwide (Sept 2024)



Source: Industry estimates

101. Main Barriers for the Sustainable Travel Industry Worldwide, Statista consumer insights accessed on 07 July 2026
102. New Sustainable Practices in the Global Meetings Industry, Statista consumer insights accessed on 07 July 2026

Despite the growing emphasis on sustainability, organisations continue to face several challenges in implementing and scaling sustainable practices. According to a global survey of travel managers conducted in October 2024,[103] the three most significant barriers to adoption were the high cost of sustainable travel options, limited availability of sustainable alternatives, and difficulties in measuring and tracking sustainability-related data and outcomes.[104] These challenges highlight the gap between sustainability ambitions and practical implementation within the travel and events industry. Targeted policy interventions, financial incentives, standardised frameworks and greater investment in sustainable infrastructure are therefore required to accelerate adoption and reduce implementation barriers

These developments highlight a broader transformation within the global events industry, where sustainability is no longer viewed as a value-added initiative but as a core requirement for responsible event management and a critical component of the pathway towards net-zero emissions.

7.4. Live meets digital: OTT convergence and the new audience economy

OTT platforms, social media livestreams, and virtual participation formats have created a new audience economy that extends event reach well beyond venue capacity. For organisers, this represents both a commercial opportunity and a rights management complexity: digital audiences generate advertising, sponsorship, and content licensing revenues but require careful management of broadcast rights, streaming agreements, and IP clearances.

A related but distinct trend is which digital channels the events and meetings industry itself is turning to for audience engagement and promotion. Among meetings professionals surveyed globally, professional and B2B-oriented social media channels were the most widely newly adopted communication platforms as of late 2024 (48 per cent of respondents), followed by a range of consumer-oriented social networking, video-sharing, and short-form content platforms.[105] This skews toward B2B/professional-audience channels rather than mass-consumer platforms, highlighting the industry's focus on leveraging both professional and consumer-oriented channels to extend event reach and maintain post-event communication.[103]

In the Indian context, the visitor survey conducted provides a consumer-side equivalent of the B2B chart above. Social media is the single largest discovery channel for consumer event-goers (23.3 per cent), followed by word of mouth (21.4 per cent) and email or WhatsApp (16.5 per cent); dedicated ticketing/event platforms for a comparatively modest 7.8 per cent, online news or media for 4.9 per cent, and outdoor advertising for a negligible 0.4 per cent, with the remaining 25.7 per cent citing other channels. This confirms that peer-driven and social discovery, not paid advertising or platform browsing, is the dominant consumer acquisition channel for Indian events – a materially different picture from the B2B professional-network-driven discovery pattern above.

103. 101 Leading Obstacles for Adopting Sustainability Practices in the Travel Industry According to Travel Managers Worldwide as of October 2024, Statista, accessed on 21 July 2026
104. Leading obstacles for adopting sustainability practices in the travel industry, Statista, accessed on 03 July 2026
105. 10216. Leading Obstacles for Adopting Sustainability Practices in the Travel Industry According to Travel Managers Worldwide as of October 2024, Statista, accessed on 21 July 2026
106. Share of professionals in the meetings industry who newly adopted social media worldwide as of September 2024, by channel, Statista, accessed on 03 July 2026

The future of India's events and experiences industry will be shaped by four transformative forces:

Experiential Economy	**Technology-Enabled Event Delivery**
Workforce Transformation	**Sustainability-Led Growth**

Source: KPMG in India analysis 2026 based on industry best practices

The events industry is being transformed by growing demand for immersive experiences, supported by the rapid rise of experiential marketing and live events. Emerging technologies such as AI, immersive media, OTT platforms, and hybrid event models are reshaping how events are designed, delivered, and monetised. At the same time, the sector faces challenges related to workforce development, gig worker welfare, and the adoption of sustainable practices. These developments call for a sector policy agenda focused on regulatory efficiency, workforce capability, technology adoption and environmental performance.

Upcoming trends shaping the next decade: From event management to experience management

AI and Personalisation

44.8% organisers already use AI tools

Hybrid / livestreaming

Top two-year investment priority: 25.7%

Immersive XR

AR/VR experiences remain under-adopted but rising

Green events

70% visitors willing to pay 5–10% premium

Data & ticketing

Online ticketing and event platforms at 43.8%

Destination packaging

Events bundled with stays, retail and tourism circuits

Source: KPMG in India analysis 2026 based on primary survey

08

Roadmap for Government and industry

India’s events and experiences sector is already substantial in scale, now measurable with greater rigour than ever before, a powerful multiplier for tourism, increasingly capable of owning and exporting intellectual property, and well positioned for a technology- and sustainability-led decade ahead. The central question now is not whether the sector has potential, but what is preventing that potential from being fully realised and what policy actions can unlock it. This chapter therefore moves from diagnosis to action.

8.1. The Regulatory Landscape: Enablers, Gaps and Reform Priorities

Industry analyses consistently identify fragmented approvals and operational infrastructure constraints as the primary barriers to scaling India's events sector.[107] During the analysis, nine distinct, evidenced challenge categories emerge – seven operational and regulatory, and two structural gaps.

8.1.1. Regulatory fragmentation and multi-agency approvals

- **The problem.** An event organiser seeking to run a single large-format show currently faces separate approval processes across police, fire, municipal, pollution control, and (for ticketed events) entertainment tax authorities, with no single point of accountability for timeline or outcome.
- **Policy response already underway.** The 4th Meeting of the Live Event Development Cell (LEDC), held 30 April 2026, reflects the complexity organisers face in navigating multi-agency approvals.[108] A single-window clearance system has been developed on the India Cine Hub (ICH) portal,[109] and the "Model Executive Order for Streamlining Licensing and Permissions for Live Events in India, 2026" was circulated to States and Union Territories on 13 March 2026, targeting adoption by 31 May 2026.[110]
- **The gap that remains.** Model orders are not self-executing. The concert ecosystem remains unevenly structured across states, with disparate municipal and state regulations creating uncertainty in planning and execution.[111] A national model adopted unevenly is, in practice, still a fragmented system for any organiser running a multi-city tour.

8.1.2. Access to credit

- **The problem.** Event organisers – particularly small and mid-sized production houses – routinely struggle to raise working capital for large-format shows. Banks and financial institutions remain hesitant to finance event-based businesses, largely because events are perceived as high-risk, project-specific, and difficult to underwrite: there is no durable physical asset to offer as collateral, revenue is concentrated in a narrow window around the event date, and repayment depends on ticket sales or sponsorship inflows that are inherently uncertain. This is compounded by the sector’s long-standing lack of formal industry status, which leaves organisers unable to access the collateral-free credit lines, priority-sector lending, and lower-cost capital that similarly labour-intensive, formally recognised sectors receive.

107. Dhawan, Bulbul. Inside India’s Events and Meetings Aspirations. Skift, 27 May 2025, accessed on 09 July 2026
108. Live Events Development Cell (LEDC), Ministry of Information and Broadcasting (Government of India), 4th LEDC Meeting Minutes, 05 May 2026
109. Government Initiates Dialogue on Live Event and Concert Economy, Press Information Bureau (PIB), Government of India, accessed on 09 July 2026.
110. Model Executive Order for Streamlining Licensing and Permissions for Live Events in India, Ministry of Information and Broadcasting, March 2026
111. Does India Need a National Policy For Concerts and Events?, Outlook Respawn , accessed on 09 July 2026

- **Policy response already underway.** The live events sector's economic weight is increasingly being acknowledged at the policy level. Live events are among India's most labour-intensive service industries, employing people directly and indirectly across creative, technical, operational, and informal segments – a footprint industry bodies argue is too significant to leave unsupported. Industry advocacy through platforms such as CII has explicitly called for the government to integrate live entertainment into MSME schemes, cultural policies, and city development plans, alongside private-sector investment in venues and production infrastructure. Separately, the Live Event Development Cell has flagged several policy issues requiring inter-ministerial action, including access to finance, alongside visa facilitation, access to sports and heritage venues, music licensing, and late-night event permissions.
- **The gap that remains.** Advocacy and acknowledgment have not yet translated into a dedicated financing instrument or a formal industry/infrastructure classification for the sector. Until organisers can point to an official recognition of the live entertainment sector under MSME and creation of a specific NIC for the sector, ensuring better access to finance and until banks and NBFCs develop underwriting models suited to project-based, revenue-uncertain event businesses, access to affordable capital will remain a structural constraint – particularly for organisers seeking to scale beyond single-city, single-show operations.[112]

8.1.3. Limited Supply of Venues for organising events

- **The problem.** India has no formal norms governing the development or allocation of greenfield or brownfield venues for events and live entertainment. Land allocation by state governments continues to follow general-purpose procurement and allotment frameworks that make no specific provision for event infrastructure, so organisers are left dependent on ad hoc access to existing public assets – most commonly sports stadiums, community centres, and vacant lands on temporary lease - that were never designed for live-event use. Even where organisers work with stadium authorities to identify infrastructure that could support multi-purpose use, each show typically still requires infrastructure to be erected from scratch and dismantled afterward, rather than using a "plug-and-play" venue built for the purpose. The absence of mid-sized venues in the 15,000–30,000 capacity range compounds this, forcing organisers to choose between small indoor halls and massive stadiums with little flexibility in between. Consequently, even allocating a stadium for a single music event can require extensive procedural approvals, since the venue is being repurposed outside its original sanctioned use rather than allotted under any dedicated events-infrastructure norm.
- **Policy response already underway.** The LEDC has prepared a concept note on a Greenfield Venue Development Policy, and is seeking opinion from state governments, sports authorities, and industry stakeholders to encourage the creation of dedicated live-entertainment infrastructure / pre-approved venues[112] and has flagged access to sports and heritage venues as a policy issue requiring inter-ministerial action. At the state level, Assam's Concert Tourism Policy, launched in May 2025, represents an early step toward positioning a state as a dedicated destination for large-scale concerts, including investment in new arenas and infrastructure upgrades. Assam's government is building a new multipurpose stadium and rebuilding existing venues in Guwahati and Dibrugarh specifically to support this ambition.
- **The gap that remains.** A concept note and a single state policy do not amount to a national framework. Infrastructure deficits persist across Tier-2 and Tier-3 venues, which lack world-class facilities, professional technical support, and reliable logistics – and the LEDC's advocacy for infrastructure development has yet to translate into measurable capital investment. Until land allocation for event venues is formally recognised as a distinct category within state land-procurement norms – rather than treated as an exception negotiated venue-by-venue – organisers running multi-city tours will continue to face uneven, high-friction access to suitable venues, with each city presenting its own bespoke approval and infrastructure challenge.

112. Source: Minutes of 4th meeting of LEDC dated 30 Apr 2026

8.1.4. Waste management and sustainability compliance

- **The problem.** Large events can generate up to 2.5 kilograms of waste per attendee per day, spanning organic, plastic, sanitary, and construction debris.[113] This is an operational burden most organisers are not resourced or trained to manage at scale.
- **Regulatory tightening.** India's amended Plastic Waste Management Rules (2022, updated 2025) impose Extended Producer Responsibility targets, single-use plastic bans, and enhanced traceability requirements, expanding compliance obligations across the waste ecosystem.[114]
- **The commercial dimension.** This is not purely a compliance cost. Based on earlier section, sponsors and clients globally are already building sustainability requirements into RFPs (60 per cent of meetings-industry professionals surveyed), and Indian organisers who cannot demonstrate compliant waste management risk losing access to that sponsorship pool, not just facing regulatory penalties.

8.1.5. Accommodation and capacity constraints

- **The problem.** India's hotel sector faces a structural demand-supply imbalance, with new development concentrated in Tier 2 and Tier 3 cities where a significant share of projects remains in the pipeline rather than operational.[115]
- **How this bites in practice.** Ahead of Coldplay's January 2025 concerts in Navi Mumbai, luxury properties sold out as early as September 2024, budget rooms priced between INR3,000–6,000 were largely exhausted, and hotels within seven km of the venue recorded price increases exceeding three times pre-concert levels, with some properties pricing up to five times higher.[116]
- **Distinguishing two different problems.** This is a capacity constraint issue insufficient operational hotel supply relative to long-term demand. It is distinct from the event-driven pricing surges discussed in earlier section, where room rates increase sharply during a temporary demand spike. A city may have adequate overall hotel capacity yet still experience extreme price increases during a mega-event. Consequently, expanding hotel capacity and addressing event-period price inflation require different policy responses.

8.1.6. Urban mobility and last-mile connectivity

- **The problem.** Ground transportation for event attendees depends on a fragmented, strike-prone informal and semi-formal transit ecosystem.
- **Evidence of fragility.** The three-day suspension of taxi, auto-rickshaw, and commercial vehicle operations across Delhi-NCR in May 2026, led by over 68 transport unions under AIMTC and UFTA, caused widespread disruption to commuter movement.[117] This was not an isolated labour dispute: unions cited the lack of notified, effectively implemented minimum base fares under the Motor Vehicle Aggregator Guidelines, 2025 as the root cause.[118]
- **Why this is an events-sector problem, not just a transport one.** As given in the earlier section which shows aviation and rail volumes rise measurably around major events; a transport strike on an event weekend has an asymmetrically large impact on out-of-town and international attendees who have no alternative private transport.

113. Reducing Waste in Event Planning: Practical Strategies for Sustainable Event Management in Faridabad, Atlantis Press, accessed on 09 July 2026
114. India's 2025 Waste Rules: From Bins to Barcodes, Jota Machinery Academy, accessed on 09 July 2026
115. India Hotels Market – Industry Analysis and Forecast (2024–2030), Maximize Market Research, accessed on 09 July 2026.
116. Coldplay Concert 2025: Navi Mumbai Hotel Rates Surge Up to 5x Ahead of Much-Anticipated Event, Says Report, Business Today, accessed on 09 July 2026
117. Delhi-NCR Transport Strike: What's Behind The Drivers' Protest?, Outlook Business, accessed on 09 July 2026.
118. Why Uber, Ola, Rapido Taxi Drivers Have Called for a Nationwide Strike on February 7? ,India TV News, accessed on 09 July 2026

8.1.7. Taxation complexity: GST, local body levies and licensing fees

- **The problem.** GST has replaced State entertainment tax, but local body entertainment taxes and State-level fees, cesses and licensing charges sit outside it and remain unharmonised.
- **Scale of the distortion.** Since 1 July 2017 State entertainment tax has been subsumed into GST, and admission to events is taxed at a uniform national rate. What remains variable is the residual layer: Local Body Entertainment Tax, which municipalities and panchayats retain the constitutional power to levy, and which runs to roughly 10–25 per cent in States such as Maharashtra, alongside differing venue, police, fire and municipal licensing fees.[119]
- **Business consequence.** A multi-city tour organiser still faces materially different net economics city-to-city – not from GST, which is uniform, but from the residual local levies and fee structures layered on top of it, together with place-of-supply and input-tax-credit complexity across State registrations. The practical effect is that routing decisions can be shaped by the local cost wedge rather than by audience demand alone.

8.1.8. Unprecedented event, cancellation and crowd-safety risk

Case studies highlighted below expose a structural gap in how India's events ecosystem manages catastrophic disruption, and they point to two *different* fixes.

Case A: Financial exposure from late cancellation. The Kanye West (Ye) concert scheduled for Jawaharlal Nehru Stadium, New Delhi, was postponed once (29 March to 23 May 2026, citing geopolitical and regional tensions) before being cancelled outright on 15 May 2026, eight days before the rescheduled date, after organising entity received security directives from officials. The show was nearly sold out at ticket prices up to INR30,000.[120]

Root cause: major events are incurred before revenue is realised, so a late cancellation destroys revenue while sunk costs remain unrecoverable

Insurance gap: event cancellation insurance typically covers non-refundable costs, lost ticket revenue, and vendor obligations at one to three per cent of insured value, but coverage often falls short when cancellation stems from a government security directive, which can trigger force majeure exclusions.[121]

Legal exposure: where an artist cancels without clear contractual rights, organisers face added litigation risk with no standard industry protection.[122]

Case B: Enforcement failure, not risk-transfer failure. On 4 June 2025, Royal Challengers Bengaluru's victory parade went ahead without official police permission after a social media announcement caught officials off guard. The resulting stampede outside M. Chinnaswamy Stadium, built for 33,000–35,000 but overwhelmed by an estimated 3–5 lakh people, left 11 fans dead and 56 injured. An FIR was filed against RCB, the Karnataka State Cricket Association, and event manager; senior police officials were suspended; a Special Investigation Team, magisterial inquiry, and judicial commission were constituted.[123]

Root cause: an existing permission requirement was not followed, and no mechanism intervened before the event proceeded. This is a certification and enforcement gap, not a lack of regulation.

119. Entertainment Tax in India, Bank Bazaar accessed on 09 July 2026
120. New Delhi Show Called Off After Security Directives, India Today, 15 May 2026, accessed on 21 July 2026.
121. Annual Report 2024–25, NITI Aayog (Government of India)
122. Stories, Scales and Impact Unlocking India's Media and Entertainment Industry, March 2026, accessed on 09 July 2026
123. Female Representation Drops in Indian Media, Entertainment Sector: Report, Business Standard, accessed on 09 July 2026

8.1.9. Contract, freelance and platform workforce: social protection gaps

The events sector's dependence on contract and gig-based staffing creates significant labour cost flexibility for organisers but generates compliance obligations under evolving gig-worker legislation. Portable benefit structures, standardised engagement contracts, and mandatory insurance frameworks represent the priority regulatory developments for the sector's workforce management in the coming years.[124]

8.2. Coordinated action agenda for Government and industry

India's ambition to emerge among the top five global entertainment destinations by 2030 requires a deliberate, sustained nation-branding strategy. The country's comparatively modest score on global business and non-leisure travel competitiveness, itself evidence of the gap this ambition needs to close. The "Meet in India" and "Wed in India" campaigns are effective templates for destination marketing in specific categories; a complementary "Experience India" platform, coordinated between the Ministry of Tourism, Ministry of Information & Broadcasting and the private partners, could aggregate India's full events calendar, spanning the sub segments of the events, into a single global-facing proposition.

8.2.1 Central Government

Recommendation Area	Action / Recommendation
Operationalize the Single Window System	Fully operationalise the Single Window permission system with binding service-level timelines for clearances across all participating Ministries and Departments and publish a national dashboard tracking state-by-state adoption of the Model Executive Order.
State-Imposed Tax Review	Mandate a review of state-imposed entertainment taxes by the Finance Commission to formally assess GST consolidation feasibility.
Expand the Indian Institute of Creative Technologies (IICT) Mandate	Expand the IICT mandate to include a dedicated live-events and experience-design curriculum, building on existing AVGC-XR capabilities, with an expedited funding track for scarce skills and measures to improve certification standards.
Codify Event-Cancellation Risk Standards	Codify a standard event-cancellation risk framework by defining force-majeure treatment where cancellation follows a government security directive and establishing minimum disclosure standards for cancellation insurance terms sold to organisers.
National Events Workforce Census	Commission a national events-workforce census, jointly undertaken with NITI Aayog's existing gig-economy tracking initiatives, specifically capturing training and certification investment.
Sports and Culture Ministries	Create operational frameworks enabling the use of sports arenas and heritage venues for events and establish a list of pre-approved venues.
Ministry of Home Affairs	Introduce a dedicated Performer's Visa, enable group visa provisions for artists and crews, and simplify FRRO registration requirements.
Finance & MSME	Provide financial incentives and infrastructure funding for the live events sector while recognising live entertainment as an MSME category.
Department for Promotion of Industry and Internal Trade (DPIIT)	Develop a unified digital licensing platform to streamline copyright licensing and enable formal registration of event intellectual property (IP).

124. Aatmanirbhar Bharat's Workforce: New Labour Codes and the Quest for Gig Worker Social Security, The Economic Times Government, accessed on 09 July 2026

8.2.2 State Governments

Recommendation Area	Action / Recommendation
Anchor Event Destinations	Designate anchor event destinations within each state, backed by targeted venue infrastructure investment, calendar programming, and inbound tourism promotion.
State-Level Live Events Facilitation Cells	Establish state-level Live Events Facilitation Cells mirroring the central LEDC model, with a mandate to close the state-level adoption gap. These cells should address planning and execution uncertainties arising from disparate municipal and state regulations and support organisers running multi-city tours.
Pre-Event Crowd-Safety Certification	Mandate pre-event crowd-safety certification for gatherings above a defined attendance threshold, with certification legally tied to permission issuance. This would close the enforcement gap irrespective of an organiser's size or track record.
Film Festivals & Tourism Impact Measurement	Integrate government-organised film festivals into state tourism impact measurement frameworks, extending the destination-building role of these events beyond cultural metrics to include economic impact assessment.

8.2.3 industry bodies

Recommendation Area	Action / Recommendation
Professional Certification Standards	Adopt industry-wide professional certification standards for event management, production, and venue operations, referencing international frameworks such as International Federation of Exhibition and Event Services (IFES), International Association of Event Hosts (IAEH), and Professional Convention Management Association (PCMA) as a starting benchmark.
Sectoral Escrow and Insurance Mechanism	Create a sectoral escrow and insurance mechanism for large-scale event deposits, developed jointly with insurers to close coverage gaps highlighted by unprecedented event disruptions, specifically addressing force majeure exclusions and artist cancellations.
Annual Industry Economic Impact Survey	Establish an annual Industry Economic Impact Survey to address the limitations of one-off studies by creating a consistent, longitudinal evidence base on the sector's economic contribution, employment generation, investment flows, and regional impact.
Infrastructure and Mobility Working Group	Fund a dedicated infrastructure and mobility working group with state tourism boards and transport regulators to provide the industry with a formal channel for addressing accommodation-capacity and mobility constraints.
Ministry of Skill Development and Entrepreneurship	Integrate live entertainment skills into the NSQF (National Skills Qualifications Framework) and establish training, certification, and apprenticeship programs for industry professionals.

Annexures

9.1 Glossary of key terms

Term	Definition
AVGC-XR	Animation, Visual Effects, Gaming, Comics, and Extended Reality: a cluster of creative technology sectors recognised by the Government of India under the MIB AVGC-XR Task Force (2022) as strategic IP-creation industries.
CAGR	Compounded Annual Growth Rate
DII Framework	The Direct-Indirect-Induced economic impact modelling framework.
Event-Induced Tourism	Travel undertaken primarily or substantially as a consequence of attendance at an event, as distinguished from incidental event attendance during travel made for other purposes.
ESG	Environmental, social and governance considerations; in an events context covering carbon emissions, waste management, water use and sustainable procurement.
GVA	Gross Value Added: the value of goods and services produced in an economy or sector, net of intermediate consumption.
IICT	Indian Institute of Creative Technologies: national centre of excellence approved by the Government of India in Mumbai.
IP/ IPR	Intellectual property and intellectual property rights.
LEDC	Live Events Development Cell, established under the Ministry of Information and Broadcasting on 30 July 2025, coordinating policy across 10 Central Ministries, 9 States, and 17 industry bodies.
MICE	Meetings, Incentives, Conferences, and Exhibitions: the corporate and institutional segment of the events industry.
RevPAR	Revenue per Available Room: standard hospitality industry metric combining occupancy rate and average daily rate.
Tourism Multiplier	The ratio of total economic impact to initial visitor expenditure, capturing the cascading effect of tourism spending through an economy.
TSA	Tourism Satellite Account: the internationally recommended framework for measuring the economic contribution of tourism within national accounting standards.
VSA	Visitor Spend Attribution is the weighting methodology used in this report to net visitor spend by trip-attribution percentage. It is isolating spend that is genuinely event-induced from spend that would have occurred regardless of the event.

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