

# 1 Condition of Cinema Halls and Their Management in West 2 Bengal: A Review.

## 3 Abstract

4The cinema exhibition sector in West Bengal has undergone significant transformation due to technological  
5advancements, the rise of multiplex culture, and the proliferation of Over-the-Top (OTT) platforms. This review  
6paper examines the condition of cinema halls—particularly single-screen theatres—and evaluates management  
7practices within the regional context. Drawing on recent industry reports and academic literature, the study identifies  
8infrastructural challenges, shifting consumer behavior, and policy gaps, while highlighting opportunities for revival  
9through innovation and strategic management. The findings suggest that sustainable growth depends on integrating  
10policy support with experience-driven business models.

11

12Keyword- Cinema Exhibition, Single Screen, Multiplex, West Bengal, Infrastructure

## 131. Introduction

14Cinema halls have historically played a significant role in the cultural landscape of West Bengal, particularly in  
15Kolkata, which has long been considered a hub of cinematic heritage. However, the emergence of multiplexes and  
16digital streaming platforms has transformed the exhibition ecosystem (Ganti, 2012; EY, 2024).

17In recent years, traditional cinema halls have faced declining footfall, outdated infrastructure, and financial  
18instability, raising concerns about their long-term sustainability.

## 192. Evolution of Cinema Infrastructure in West Bengal

20The cinema exhibition sector in West Bengal has evolved from a single-screen dominated model to a multiplex-  
21driven ecosystem.

22Single-screen theatres, once widespread across urban and rural areas, have experienced a steady decline due to  
23limited modernization and financial constraints (KPMG, 2023). In contrast, multiplexes have expanded in  
24metropolitan areas, offering enhanced viewing experiences and diversified revenue streams. However, this growth  
25remains uneven, with limited penetration in semi-urban and rural regions (FICCI-EY, 2024).

## 263. Current Condition of Cinema Halls

### 273.1 Decline of Single-Screen Theatres

28Single-screen cinemas in West Bengal are facing severe challenges, including:

- 29a. Rising operational and maintenance costs
- 30b. Low occupancy rates
- 31c. Competition from multiplexes and OTT platforms

32India has seen a consistent reduction in single-screen theatres, with regional markets experiencing the highest impact  
33(KPMG, 2023).

### 343.2 Uneven Multiplex Growth

35Multiplex growth is concentrated in Kolkata and nearby urban centers, creating disparities in access to cinema  
36infrastructure. This urban bias limits the reach of theatrical exhibition in smaller towns (FICCI-EY, 2024).

### **373.3 Impact of OTT Platforms**

38OTT platforms have significantly disrupted traditional cinema consumption patterns. Audiences increasingly prefer  
39on-demand and personalized viewing experiences, leading to reduced theatre attendance (PwC, 2024; Athique,  
402019).

### **414. Management Challenges in Cinema Halls**

#### **424.1 Financial Sustainability Issues**

43Cinema operators face rising costs related to electricity, staffing, and licensing, while revenues remain inconsistent.  
44Many single-screen theatres lack access to formal financing channels.

#### **454.2 Limited Business Model Innovation**

46Unlike multiplexes, most traditional cinema halls rely primarily on ticket sales. Multiplexes, in contrast, generate  
47revenue through food and beverages, advertising, and experiential offerings (EY, 2024).

#### **484.3 Customer Experience Gaps**

49Outdated infrastructure, lack of amenities, and poor maintenance negatively impact customer satisfaction and repeat  
50visits.

#### **514.4 Policy Implementation Challenges**

52Although government policies aim to support the cinema sector through subsidies and incentives, their effectiveness  
53is limited by bureaucratic inefficiencies and low awareness among stakeholders (Government of West Bengal, 2021).

### **545. Opportunities for Revival**

#### **555.1 Experience Economy Integration**

56Modern consumers seek immersive experiences rather than passive viewing. Incorporating cafés, live events, and  
57themed screenings can enhance engagement and footfall (Pine & Gilmore, 2019).

#### **585.2 Digital Transformation**

59Adoption of digital tools such as online ticketing, data analytics, and targeted marketing can improve operational  
60efficiency and customer engagement (PwC, 2024).

#### **615.3 Policy and Institutional Support**

62Strengthening public-private partnerships and simplifying policy implementation can accelerate infrastructure  
63modernization.

#### **645.4 Promotion of Regional Cinema**

65Encouraging Bengali film production and distribution through targeted incentives can boost local audience  
66engagement and industry growth.

### **676. Discussion**

68The cinema exhibition sector in West Bengal reflects broader structural changes in the global entertainment industry.  
69While multiplexes demonstrate adaptability and innovation, single-screen theatres highlight the consequences of  
70stagnant management practices.

71A critical gap exists between policy formulation and implementation. Additionally, the lack of integration between  
72cinema infrastructure and evolving consumer expectations has further contributed to the sector's decline.

### 737. Conclusion

74The condition of cinema halls in West Bengal underscores the urgent need for transformation in both management  
75practices and policy frameworks. While challenges such as declining footfall and OTT competition persist,  
76opportunities for revival lie in adopting innovative, experience-driven business models supported by effective  
77government policies.

78Sustainable growth will depend on repositioning cinema halls as multi-functional entertainment hubs that align with  
79contemporary consumer preferences.

### 808. References

81Athique, A. (2019). Digital media and society: An introduction. Polity Press.

82EY. (2024). Media and entertainment industry report 2024. Ernst & Young.

83Federation of Indian Chambers of Commerce & Industry (FICCI) & EY. (2024). Frames 2024: Media and  
84entertainment industry report.

85Ganti, T. (2012). Producing Bollywood: Inside the contemporary Hindi film industry. Duke University Press.

86Government of West Bengal. (2021). Policy framework for film and entertainment industry.

87KPMG. (2023). India's media and entertainment report 2023.

88Pine, B. J., & Gilmore, J. H. (2019). The experience economy: Competing for customer time, attention, and money  
89(Updated ed.). Harvard Business Review Press.

90PwC. (2024). Global entertainment and media outlook 2024–2028. PricewaterhouseCoopers.

91UNESCO. (2018). Creative economy report. United Nations Educational, Scientific and Cultural Organization.