



Confederation of Indian Industry



TRIPURA DRAFT AVGC-XR POLICY

RECOMMENDATION REPORT AVGC-XR SECTOR

With Special Focus on Video Games & Esports

A Submission to the Government of Tripura
on the Draft Tripura AVGC-XR Policy

Submitted by: Indian Digital Gaming Society (IDGS) & Confederation of Indian Industry

Stakeholder Consultation — 20 May 2026, Agartala, Tripura

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Industry Recommendations

On 20 May 2026, the Directorate of Information Technology (DIT), Government of Tripura, convened a high-level stakeholder consultation in Agartala on the Draft Tripura AVGC-XR Policy. The Confederation of Indian Industry (CII), in collaboration with the Indian Digital Gaming Society (IDGS), jointly facilitated and contributed to the consultation by bringing together a diverse panel of industry leaders, educators, designers, technologists, and entrepreneurs. As key representatives of India's digital gaming and creative technology ecosystem, IDGS played an important role in enabling industry participation and channeling sectoral insights to support the development of a forward-looking policy framework for AVGC-XR, digital gaming, and esports in the State.

The recommendations set out in this section represent the consolidated and synthesised inputs of all stakeholder participants. They have been organised thematically across seven strategic pillars, each grounded in specific inputs received from participants and aligned with the broader objectives of the Draft Policy. Where appropriate, direct attributions are provided to reflect the diversity of expert voices contributing to this submission.

Participating Stakeholders

The following stakeholders contributed their expert inputs at the consultation held on 20 May 2026:

Vishal Parekh | COO, CyberPowerPC

“Let the final product be well synced — infrastructure, software, curriculum, incubation centre, etc. This will help make it future-safe and ensure our next generation does not work on age-old technology while being expected to build world-class products.”

Indrajit Ghosh | Founder & Director, Eruditio Consultants / APCCI

“Tripura possesses the potential to emerge as a culturally distinctive and talent-driven AVGC destination for Northeast India and neighbouring ASEAN markets. The policy should focus strongly on industry-ready talent development, cultural IP creation, creator economy enablement, and industry-academia collaboration.”

Subhajit Sarkar | Director of Operations, John Hughes Institute

“Tripura has a bright future in the AVGC field. The state must develop skilled talent to create job opportunities for young people. If skilled talent is available, AVGC companies will want to explore Tripura — and setting up here will be cost-effective compared to Tier-1 or Tier-2 cities.”

Vijayakumar Anbalagan | Founder & CEO, The Overman Studio

“For the first time in history, technology is significantly reducing the cost of filmmaking. With AI, Blender, and Unreal Engine, India now has a major opportunity to create original IPs at scale. Policies should encourage startups working on the creation and ownership of Indian IPs across films, animation, games, and digital content.”

Austin Davis | Faculty, National Institute of Design

“Build a foundation-first curriculum before software specialisation. Students should first learn visual thinking, storytelling, observation, play, interaction, and design thinking. Policy should clearly distinguish between short-term software courses and deeper creative education pathways in animation, games, comics, and XR.”

Sumit Batheja | CEO, Ginger Games

“Deep focus and acceleration on public-private collaborative initiatives is needed. An AVGC Startup Investment Scheme must be rolled out to support local job creation, talent skilling, and increasing external stakeholder interest in the state.”

Dr. Paras Prakash | Director, Pan Tellisense Pvt Ltd

“We should adopt green practices across the AVGC-XR ecosystem from the very outset of policy implementation.”

Aditya Mani | Founder, YOLOgram Style Pvt Ltd

“The policy for an established hub like Maharashtra or Tamil Nadu must be very different from that for an emerging economy state like Tripura. Emerging economies lack industry and skill development presence. An AVGC policy for Tripura must therefore present a quicker, measurable ROI.”

Sashank Bhandaru | Founder, OutFox Gaming

“Suggested to take initiatives which transforms esports into a structured learning opportunity for schools, universities, and esports centers.”

Sanand Mitra | Founder, Sportech

“Tripura’s AVGC policy should anchor itself in sports rather than treat sports as a downstream consumer. The state holds an asset no competitor can replicate: nineteen tribal traditions carrying athletic forms, martial rituals and indigenous games that constitute globally novel, commercially uncontested game IP. Tribal archery alone is a franchise waiting to be built — no Indian studio has claimed it. Beyond IP, Tripura’s Bangladesh border makes it India’s natural AVGC export gateway into South Asia’s fastest-growing gaming markets. The policy prescription is therefore threefold: fund indigenous sports game IP development as a priority grant category, co-locate AVGC labs within existing SAI and tribal sports infrastructure and formally position the state as India’s eastern sports-gaming export hub.”

Richa Thakur | Project Head, VYUG Metaverse

“Tripura should not position itself as just another AVGC state in India. Instead, it should establish itself as “India’s Eastern Gateway for Creative-Tech and Cultural Exports” by leveraging its strategic geographic location, cultural richness, and proximity to Southeast Asian markets. The State can build a differentiated export-oriented AVGC ecosystem by focusing on ASEAN collaborations, cross-border storytelling and co-productions, development of indigenous IP rooted in local culture and heritage, regional language content ecosystems, and immersive tourism exports through gaming, animation, and XR experiences. This approach can position Tripura as a unique hub for creative innovation, cultural commerce, and international digital content exports.”

Chayandip Das | Project Head, Odd Planet

“Tripura has strong potential to emerge as a key hub for Animation, VFX, Gaming, Comics, and XR, driven by its young talent and growing creator ecosystem. The policy should focus on strengthening skill development, industry-academia collaboration, startup incubation, indigenous IP creation, and market access. Creating dedicated infrastructure, mentorship networks, and investment support can help build a sustainable AVGC-XR ecosystem and position Tripura as a competitive creative-tech destination in the region.”

Pillar 1: Integrated & Future-Ready Infrastructure

A recurring and emphatic message from the consultation panel is that Tripura's AVGC-XR infrastructure cannot be planned in silos. Vishal Parekh (CyberPowerPC) set the benchmark plainly: infrastructure, software, curriculum, and incubation must be synchronised from the outset if the state is to produce globally competitive talent and products. Subhajt Sarkar (John Hughes Institute) reinforced this by drawing a direct analogy to IT Parks, recommending dedicated land allocation and purpose-built physical facilities for gaming and animation studios.

Recommendation 1.1: Establish a Dedicated AVGC-XR Hub in Agartala

The Government of Tripura should allocate land and develop a purpose-built AVGC-XR Hub — equivalent in conception to an IT Park — where gaming studios, animation houses, XR labs, incubation facilities, and creative co-working spaces can co-locate. The hub should be designed to accommodate both large anchor tenants and micro-studios.

Recommendation 1.2: Synchronise Technology Infrastructure with Curriculum and Industry Needs

Hardware procurement, broadband provisioning, software licensing (including industry-standard tools such as Blender, Unreal Engine, Unity, and Adobe Suite), and curriculum design must be planned and upgraded in coordination. Technology refresh cycles should be tied to industry benchmarks, not government procurement calendars, to prevent the state's training infrastructure from becoming obsolete.

Recommendation 1.3: Ensure High-Speed, Low-Latency Connectivity

Esports and real-time game development require robust, low-latency internet infrastructure. The policy should commit to ensuring fibre-to-the-institution (FTTI) connectivity at all designated AVGC-XR training and incubation facilities, leveraging the North East BharatNet programme.

Recommendation 1.4: Embed Green Practices into Infrastructure Design

Following the recommendation of Dr. Paras Prakash (Pan Tellisense), the AVGC-XR Hub and all associated facilities should be designed to meet green building standards. Energy-efficient server rooms, renewable energy sourcing for high-compute workloads (rendering, game servers), and e-waste management protocols should be mandated from the outset.

Pillar 2: Talent Development & Industry-Aligned Education

The most extensively discussed theme across all stakeholder inputs is the critical importance of building a talent pipeline that is genuinely industry-ready — not merely academically certified. Indrajit Ghosh (Eruditio Consultants), Austin Davis (National Institute of Design), and Subhajit Sarkar (John Hughes Institute) each articulated, from different professional perspectives, the same fundamental challenge: that AVGC education across India has consistently produced graduates who require significant retraining before they can function productively within professional production environments. Tripura has the opportunity to design its talent ecosystem correctly from the beginning.

2A. Foundational Creative Education Over Tool Training

Austin Davis (NID) made a particularly important distinction that should anchor Tripura's curriculum policy: the difference between tool training (software courses) and creative education (the development of visual thinking, storytelling, play design, and human-centred design). The policy must explicitly prioritise the latter as the foundation upon which technical skills are built.

Recommendation 2.1: Establish a Foundation-First AVGC-XR Curriculum Framework

All AVGC-XR education programmes in Tripura — whether at ITIs, polytechnics, colleges, or universities — should require learners to complete a common foundational year covering visual literacy, narrative literacy, design thinking, composition, character development, world-building, and human behaviour before progressing to software specialisation.

Recommendation 2.2: Separate Software Certification from Creative Degree Pathways

The policy should fund and recognise two distinct tracks: short-term software and tool certification courses (3–6 months), and longer-form creative and design education programmes (1–3 years). Conflating the two has been the primary driver of graduate unemployment in other states.

Recommendation 2.3: Portfolio-Based Assessment

Assessment systems for AVGC-XR programmes should be built around portfolios, prototypes, game jams, and creative reasoning outputs — not conventional examination formats. The state's higher education board should be engaged to recognise portfolio credentials for admission and employment purposes.

2B. Early Exposure and Talent Discovery

Recommendation 2.4: Introduce AVGC-XR Awareness from Middle School

Classes 6–10 across Tripura schools should be exposed to animation, game design, comics, XR storytelling, and digital creativity through structured discovery workshops. These should not be software classes but play-based, project-based explorations of creative problem-solving.

Recommendation 2.5: Create Annual State-Level Talent Discovery Challenges

Tripura should host an annual student challenge spanning game design, animation, comics, digital storytelling, and cultural world-building. This serves twin purposes: identifying talented students early and generating a pipeline of culturally grounded content ideas rooted in Tripura’s indigenous heritage.

2C. Institutional Capacity & Integration

Recommendation 2.6: Integrate AVGC Modules into Existing Institutions

AVGC-relevant modules should be integrated into the curricula of existing universities, polytechnics, ITIs, and media institutions in Tripura. Subhajit Sarkar additionally recommends promoting the establishment of a dedicated university specialising in art and technology for media and entertainment — a long-term institutional anchor for the sector.

Recommendation 2.7: Establish AVGC Finishing Schools

Dedicated finishing school programmes — short intensive courses run by industry practitioners — should be established to bridge the gap between institutional education and professional employment. Eruditio Consultants, which has proposed contributing directly to this model, recommends these be hosted at or near the AVGC-XR Hub.

Recommendation 2.8: Faculty Development and Training-of-Trainers (ToT) Programmes

The quality of AVGC education is constrained by the availability of industry-experienced faculty. The policy should fund structured Faculty Development Programmes (FDPs) and Training-of-Trainers frameworks, enabling existing academic staff to be upskilled by industry professionals on a rolling basis.

Recommendation 2.9: Institutionalise Professors of Practice

Industry professionals should be permitted and incentivised to teach modules at Tripura’s educational institutions without being blocked by conventional academic eligibility requirements (such as PhD mandates). A state-level Professors of Practice framework should be created, drawing on the model being piloted at several national design and technology institutions.

Pillar 3: Indigenous IP Creation & Cultural Storytelling

Multiple stakeholders identified the creation of original, culturally grounded intellectual property as a defining opportunity — and one that distinguishes Tripura from generic AVGC hubs. Vijayakumar Anbalagan (The Overman Studio) and Austin Davis (NID) both articulated the unprecedented economic moment: AI and democratised production tools (Blender, Unreal Engine) have radically lowered the cost of IP creation, making it feasible for emerging-state studios to develop globally competitive original content for the first time. Tripura’s rich indigenous traditions, folklore, visual culture, and oral narratives represent an untapped reservoir of source material.

Recommendation 3.1: Establish a Tripura Cultural IP Lab

A state-supported Tripura Cultural IP Lab should be established, tasked with systematically documenting and converting local stories, myths, oral traditions, festivals, crafts, ecological knowledge, and visual culture into game concepts, animation pilots, comics, and XR heritage experiences. The Lab should operate as both a research institution and an incubator for IP development.

Recommendation 3.2: Support Early-Stage IP Development — Not Just Production

Funding mechanisms under the policy should explicitly support pre-production IP work: character development, world-building, narrative bibles, game design documents, and pitch deck creation. Most state funding schemes cover production costs but leave the IP ideation phase unfunded — the very stage where Tripura’s cultural distinctiveness can be most powerfully embedded.

Recommendation 3.3: Create Cultural Research Fellowships for AVGC-XR Creators

Young creators from Tripura should be supported through fellowships to undertake structured documentation of local stories, rituals, environments, craft traditions, and play practices. This material should be made available as a Creative Commons resource for game developers, animators, and comics creators within the state.

Recommendation 3.4: Develop a State-Backed IP Pitch Platform

Tripura should host an annual IP Pitch Event — potentially linked to the proposed AVGC-XR Hub — where local creators present game concepts, comic universes, animation pilots, XR heritage experiences, and children’s media ideas to investors, studios, and platform partners. This creates a market-facing pipeline for Tripura-origin IP.

Recommendation 3.5: Teach Transmedia Thinking in AVGC Programmes

Students and creators should be equipped to think of a single IP as capable of moving across games, comics, animation, merchandise, educational content, tourism

experiences, and immersive media. Transmedia IP strategy should be an explicit module in all advanced AVGC education tracks.

Pillar 4: Startup Ecosystem & Investment Climate

Sumit Batheja (Ginger Games) and Aditya Mani (YOLOgram Style) provided complementary but distinct perspectives on investment and startup policy. Batheja called for deep public-private collaboration and a dedicated startup investment scheme. Mani made a structurally important observation: policies calibrated for mature hubs like Maharashtra or Tamil Nadu are categorically wrong for emerging economies like Tripura. Tripura needs a policy that delivers measurable, near-term ROI rather than long-cycle institutional outcomes.

Recommendation 4.1: Launch an AVGC Startup Investment Scheme (ASIS)

A dedicated AVGC Startup Investment Scheme should be created with a defined corpus, offering seed grants, matching funds, and working capital support to early-stage AVGC-XR startups incorporated in or willing to relocate to Tripura. Eligibility criteria should be simple, disbursement timelines short, and reporting requirements proportionate to grant size.

Recommendation 4.2: Design an Emerging Economy Policy Model — Not a Replication

Following Aditya Mani's structural recommendation, the Draft Policy must resist the temptation to simply replicate the Maharashtra or Karnataka models. Tripura's policy should be calibrated for: shorter ROI cycles, lower minimum investment thresholds, lighter compliance requirements for micro-studios, and phased milestones that reward early, demonstrable traction.

Recommendation 4.3: Create Measurable KPIs Embedded in the Policy Itself

The policy should specify measurable, time-bound key performance indicators (KPIs) for each scheme — employment created, studios established, IP titles released, tournament events hosted, revenue generated — so that both the government and industry can evaluate what is working and course-correct within the first 12–18 months of implementation.

Recommendation 4.4: Accelerate Public-Private Collaborative Initiatives

Beyond financial incentives, the state should create structured co-investment and co-development vehicles with national industry partners. Sumit Batheja (Ginger Games) specifically recommended that this take the form of collaborative initiatives — not merely incentive-based attraction schemes — which bind industry partners as co-stakeholders in Tripura's AVGC-XR success.

Recommendation 4.5: Reduce Barriers to Entry for Micro-Studios

Given Tripura's cost advantage relative to Tier-1 cities — explicitly noted by Subhajit Sarkar — the policy should capitalise on this by removing procedural and compliance barriers for micro-studios (1–10 person teams). This includes simplified GST compliance pathways for gaming startups, streamlined IP registration support, and access to shared infrastructure at subsidised rates.

Pillar 5: Applied Gaming, XR, and Cross-Sector Integration

Austin Davis (NID) made a distinctive and forward-looking recommendation that goes beyond the conventional commercial gaming frame: the Draft Policy should position games and XR as tools for learning, training, social awareness, and behaviour change — not merely as entertainment products. This ‘applied gaming’ dimension opens pathways for Tripura’s AVGC-XR sector to serve government departments, public services, and social development objectives, generating revenue and employment even before the commercial gaming market matures.

Recommendation 5.1: Include Applied and Serious Games in the Policy Scope

The policy should explicitly include serious games, educational games, simulation-based training, and XR applications for non-entertainment purposes within its scope and eligibility criteria. This ensures that startups working on game-based solutions for health, education, agriculture, disaster preparedness, and governance can access AVGC-XR policy support.

Recommendation 5.2: Create Government-Backed Applied Games Challenges

State departments — Education, Health, Tourism, Tribal Welfare, Environment, and Skill Development — should be invited to commission game-based and XR-based solutions for their mandates. An annual Applied Games Challenge, administered through the DIT, can connect AVGC-XR startups with public sector briefs and provide a guaranteed first market for their products.

Recommendation 5.3: Develop XR-Based Cultural and Heritage Experiences

Tripura’s tourism, cultural heritage, and tribal welfare departments should collaborate with AVGC-XR creators to develop immersive XR experiences rooted in the state’s indigenous traditions. These serve both as commercial cultural products and as live portfolios showcasing Tripura-based studios’ capabilities to national and international buyers.

Recommendation 5.4: Build Cross-Departmental AVGC-XR Collaboration Mechanisms

A formal coordination mechanism should be established within the Government of Tripura to connect the Directorate of IT with departments of Education, Tourism, Culture, Skill Development, and Tribal Welfare — enabling game designers and XR developers to work on live public sector briefs as part of their studio or academic output.

Pillar 6: Responsible AI Integration in the AVGC-XR Ecosystem

Vijayakumar Anbalagan (The Overman Studio) and Austin Davis (NID) both pointed to AI as a structural shift in the economics of content creation — one that simultaneously democratises production and risks displacing human creative labour if not thoughtfully integrated into education and policy. The consensus position from the consultation panel is that AI should be treated as a creative collaborator, not a replacement for human skill, and that the policy should be explicit about this framing.

Recommendation 6.1: Teach AI as a Creative Collaborator in All AVGC-XR Programmes

AI-assisted creative workflows — prompt engineering, generative concept art, AI-assisted music composition, AI-driven animation previsualization — should be integrated into AVGC-XR curricula at all levels. However, AI training must be embedded within a broader creative education that prioritises original human judgment, cultural interpretation, and storytelling.

Recommendation 6.2: Prioritise Skills AI Cannot Easily Replicate

Austin Davis (NID) recommends that policy specifically protect and prioritise education in: imagination, empathy, cultural storytelling, humour, playfulness, ethics, and meaning-making — skills that remain fundamentally human and that distinguish culturally grounded IP from generic, AI-generated content.

Recommendation 6.3: Include AI Ethics and Digital Rights in Curricula

Students should be taught about authorship and attribution in AI-assisted work, bias in generative models, copyright and consent issues, cultural sensitivity in AI outputs, and the responsible use of generative tools for public-facing content.

Recommendation 6.4: Support AI-Enabled Small Studio Production Pipelines

The policy should actively support micro-studios in adopting AI tools to reduce production costs — precisely because this lowers the barrier to IP creation for Tripura-based startups. Grant schemes should include a line item for AI tool access and training, enabling studios to operate at global production standards with small teams.

Pillar 7: Positioning Tripura as a Northeast AVGC-XR Gateway

Several stakeholders noted Tripura’s distinctive advantages that are often overlooked in national AVGC-XR discussions: a high proportion of English-speaking youth (explicitly noted by Subhajit Sarkar on his first visit to the state), cost competitiveness relative to Tier-1 and Tier-2 cities, geographic proximity to ASEAN markets, and a rich cultural heritage that provides unique source material for original IP. Indrajit Ghosh (Eruditio Consultants) articulated the broadest strategic vision: Tripura as a culturally distinctive AVGC hub for Northeast India and a gateway for creative digital exports to ASEAN markets.

Recommendation 7.1: Develop a Northeast AVGC-XR Positioning Strategy

The policy should include an explicit market positioning strategy for Tripura within the broader Northeast India and ASEAN context — not merely as a recipient of national AVGC initiatives, but as a distinct creative hub with its own value proposition: cost efficiency, English-language capability, cultural distinctiveness, and ASEAN adjacency.

Recommendation 7.2: Host AVGC-XR Events, Seminars, and Game Jams in Tripura

Subhajit Sarkar recommends that the Government actively promote the hosting of AVGC events and seminars in Tripura, with speakers invited from studios across India. These serve not only to inspire local students but to signal to national industry that Tripura is a serious AVGC destination, building the awareness and network effects that attract studios and investment.

Recommendation 7.3: Create a Portfolio Showcase Platform for Northeast Talent

A state-supported online and live portfolio platform should be established to showcase the work of AVGC-XR graduates and creators from Tripura and the Northeast. National studios, publishers, and international buyers looking for regional talent should have a discoverable, curated entry point for Northeast India creative output.

Recommendation 7.4: Leverage ASEAN Market Connectivity for Digital Export

Tripura’s land border with Bangladesh and its proximity to Southeast Asia represent genuine export channels for digital content — games, animation, comics, and XR experiences. The policy should include provisions for export facilitation, international co-production agreements, and participation in ASEAN digital content markets, aligning with the Government of India’s Act East Policy.

Recommendation 7.5: Outreach Through National Career Counsellor Networks

Indrajit Ghosh (Eruditio Consultants / APCCI) has proposed leveraging a network of 500+ career counsellors across India to promote Tripura as an AVGC-XR education and career destination. The state should formalise such outreach partnerships to attract motivated learners from the Northeast and beyond to its emerging AVGC institutions.

Consolidated Recommendations at a Glance

The table below summarises the twenty-two recommendations prioritised across the seven pillars, mapped to implementation priority:

Rec. No.	Recommendation	Implementation Priority
1.1	Establish Dedicated AVGC-XR Hub	Short-Term
1.2	Synchronise Technology, Curriculum & Industry Needs	Immediate
1.3	Ensure High-Speed Connectivity at AVGC Facilities	Immediate
1.4	Embed Green Practices into Infrastructure Design	Short-Term
2.1	Foundation-First AVGC-XR Curriculum Framework	Immediate
2.4	AVGC-XR Awareness from Middle School	Short-Term
2.6	Integrate AVGC Modules into Existing Institutions	Short-Term
2.7	Establish AVGC Finishing Schools	Short-Term
2.8	Faculty Development & Training-of-Trainers	Immediate
2.9	Institutionalise Professors of Practice	Short-Term
3.1	Establish Tripura Cultural IP Lab	Short-Term
3.2	Fund Early-Stage IP Development	Immediate
3.4	State-Backed IP Pitch Platform	Medium-Term
4.1	Launch AVGC Startup Investment Scheme (ASIS)	Immediate
4.2	Design an Emerging Economy Policy Model	Immediate
4.3	Embed Measurable KPIs into the Policy	Immediate
5.1	Include Applied & Serious Games in Policy Scope	Immediate
5.2	Government-Backed Applied Games Challenges	Short-Term
6.1	Teach AI as Creative Collaborator	Short-Term
7.1	Northeast AVGC-XR Positioning Strategy	Short-Term
7.2	Host AVGC Events and Game Jams in Tripura	Immediate
7.4	Leverage ASEAN Market Connectivity	Medium-Term

Legend: **Immediate** (0–6 months) **Short-Term** (6–18 months) **Medium-Term** (18–36 months)

Closing Note from IDGS

The Indian Digital Gaming Society is grateful to the Directorate of Information Technology, Government of Tripura, for convening this consultation and for the Government's commitment — under the leadership of Chief Minister Prof. (Dr.) Manik Saha and IT Minister Shri Pranajit Singha Roy — to building a forward-looking AVGC-XR ecosystem in the state.

The recommendations in this section are offered in the spirit of constructive partnership. They reflect the collective intelligence of practitioners who have directly experienced the gap between policy intent and ecosystem outcomes in other states, and who see in Tripura's policy process a genuine opportunity to design something that works from the ground up — not inherited from a model built for a different context.

IDGS stands ready to support the Government of Tripura in translating these recommendations into actionable policy provisions, implementation frameworks, and industry partnership structures. We particularly urge the Government to prioritise recommendations that deliver measurable outcomes within the first six months — not to generate political visibility, but to create real credibility with the industry and talent communities that Tripura is serious about becoming an AVGC-XR destination.

Indian Digital Gaming Society (IDGS)

Submitted to: Directorate of Information Technology, Government of Tripura
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