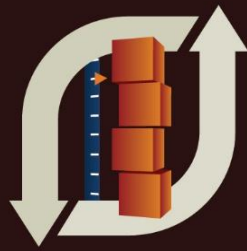


**ICICI Lombard**



# **CORPORATE INDIA RISK INDEX**

2024

Intelligence partner

FROST & SULLIVAN

**Navigating Risks, Powering India's Growth**

## **SECTOR REPORT 2024**

Media & Gaming



# Table of Contents

Preface	3
Executive Summary	4
Introduction	5
Bottom-Up Risk Assessment Approach	10
Defining the Risk Scale	12
India - Resilient Growth and Superior Risk Management	15
India Showcasing an Optimized Risk Handling	17
Media & Gaming Sector	20
Insights 2024	20
Media & Gaming Sector Risk Index 2024 Vs 2023	22
Key Highlights	23
ICICI LOMBARD: Key Solution Offerings	34
Bibliography	41

# Preface

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Corporate India Risk Index is primarily an academic exercise to understand the level of risk that companies are facing and also assist in developing a successful risk aversion plan, CIRI is a first-of-its-kind risk measurement tool to gauge the level of a company's risk exposure and preparedness. This Corporate risk comprises of various aspects of the business—spanning customer, competition, regulatory environment, business operations, technology finances, environmental factors etc. The impact of unprecedented events is significantly higher now.

This Index is a comprehensive framework that draws upon global risk management best practices and comprises of 32 risk elements across 6 broad dimensions. The Risk Index is based on the principles of Lean and Six Sigma that qualify business processes by measuring effectiveness and efficiency.

ICICI Lombard's Corporate India Risk Index provides a crucial tool for assessing and addressing risks, fostering resilience and adaptability in the ever-evolving global landscape. In the current climate of increasing macroeconomic uncertainties, it is essential for corporates to prioritize robust risk management. We believe that a proactive approach to risk management not only fortifies individual businesses but also contributes significantly to India's overall economic growth and stability.

# Executive Summary

In 2024, the media and gaming sector encountered a range of significant challenges, with regulatory scrutiny being one of the most prominent risks. Governments globally introduced stricter data privacy and content moderation regulations, placing considerable pressure on companies to allocate resources towards compliance. While major players within the industry responded by enhancing their regulatory affairs teams and implementing advanced content filtering technologies, smaller companies faced difficulties due to high compliance costs. Economic volatility also impacted the sector, with inflation and interest rate fluctuations affecting consumer spending, leading to a rise in subscription churn for gaming companies and declining advertising revenues for traditional media outlets. In response, businesses diversified their revenue streams, introducing tiered subscription models and expanding into adjacent entertainment sectors to reduce dependence on a single income source.

Additionally, supply chain disruptions and component shortages continued to affect hardware-dependent segments of the industry, particularly next-generation consoles and VR/AR devices. These challenges resulted in delayed product launches and limited availability during key sales periods. Companies mitigated these issues by securing longer-term supplier contracts, increasing component inventories, and redesigning products to use more readily available components. Another critical risk was talent retention, particularly in the context of AI-enhanced content creation. The demand for specialized technical talent, especially in machine learning and graphics programming, intensified competition within the sector. Leading companies addressed this issue by offering expanded remote work options, equity-based compensation packages, and investing in upskilling programs. Several major studios even established dedicated AI research divisions to attract top talent and stay ahead in technological advancements.

Despite these risks, the media and gaming sector demonstrated resilience through innovation, strategic diversification, and proactive risk management. By adapting to new regulatory environments, mitigating supply chain issues, and enhancing talent acquisition strategies, the industry is positioned to navigate the evolving landscape and continue its growth in 2024 and beyond.



# Introduction

ICICI Lombard Corporate India Risk Index is a one of its kind, unified, credible, standardized corporate Risk Index that spans over the country level, the industry level, and the company level. The index has a comprehensive sector coverage.

Aerospace and Defence, Agriculture and Food Processing, Automotive and Ancillary, BFSI, Biotech & Life sciences, Chemicals and Petrochemicals, Education Skill Development, Energy, FMCG, Healthcare Delivery, Infra and Realty, IT/ITES, Manufacturing, Media and

Gaming, Metals and Mining, New Age & Startup, Pharmaceuticals, Telecom and Communication Technology, Tourism and Hospitality, Transportation and Logistics.

The impact is identified across key business risk (internal and external) under the following 'Strategic Risk Areas', The ICICI Lombard Corporate India Risk Index Framework comprises of 32 risk elements across 6 broad dimensions.



## Market and Economic Risk

Corporate Risks arising due to market and economy related factors, such as internal or external political uncertainty, global slowdown, taxation-regulatory changes etc. Market and economy related risks are also identified as 'Systematic Risks', we have further classified the risks into below mentioned categories.

- **Inflation:** Inflation is the general increase in prices within the economy. The rising prices for businesses could result in bigger production spending and a fall in profitability. The companies should be attentive, acute, and responsive to changes in inflation to efficiently manage the prices of final products.
- **Taxation:** In a large democracy like India, complexity of multiple taxes (multiple taxes like GST, custom duties, central excise duty, etc.) is a major concern. The changing legislations, increased scrutiny by tax authorities and increasing public attention are together resulting in tax risks for organizations. There is, thus an increasing urgency for firms to manage their tax affairs efficiently to minimize tax risks.

- **Regulatory Risks:** Regulatory risk is the risk of changes in regulations and laws that might affect an industry or businesses. The regulatory changes can pertain to tariffs and trade policies, business laws pertaining to employment, minimum wage laws, financial regulation, Foreign Direct Investment etc.
- **Foreign Exchange Risk:** The exchange rate plays an important role for firms who export goods and import raw materials. The fluctuations in foreign exchange will have great impacts on the prices of traded goods. For example, if the currency depreciates (devaluation), the exporting firms will benefit. However, the firms importing raw materials will face higher costs on imports. The firms need to hedge their exposure to foreign exchange risks to insulate themselves from the impact from forex changes.
- **Geo-political Tension:** Geopolitical risk means the political and economic risks that are a potential threat to the financial and operational stability of companies.
- **Competitive risk:** Competitive risk is the risk associated with the fact that there are multiple companies competing in the market, each seeking to obtain the highest position and consumer ratings, to gain maximum benefits for themselves. The companies devise different strategies to garner a higher market share and acquire customers from competitors. Any failure in managing the competitive stand could lead to losses in business, thereby making marketing and competition a major risk in market.

## Technology Risk

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Technology risks are also identified as information technology related risks which may arise due to failure of any installed hardware or software system, spam, viruses or any malicious attack. Also delay/over/under adoption of trending disruptive technologies can lead to technology related risks. We have classified the risks in below mentioned categories.

- **Innovation Risk / Obsolete Technology:** Innovation is the key to success in all the industries. Risk of redundancy and losing out to competition on account of poor R&D is a major concern.
- **Intellectual Property risk:** Dependence on trade secrets and unpatented proprietary know-how.
- **Disruptive Technologies:** These will fundamentally alter the financial prospects of the industry.
- **Data Compromise:** Hardware failure refers to malfunctions within the electronic circuits or electromechanical components (disks, tapes) of a computer system; Software failure refers to an operating system crash. Such failures lead to stoppage of entire computer or operating systems creating substantial losses to business.

# Operational and Physical Risk

Risk of losses caused due to faulty or failed processes, systems or human resource related inefficiencies are classified as operational and physical risks. We have classified Operational & Physical risks in below mentioned categories.

- **Critical Infrastructure Failure / Machine Breakdown:** Industries with a heavy dependence on machinery consider any rise in machinery breakdowns a hindrance to their businesses operations. An untimely equipment breakdown can bring businesses to a standstill or be the root cause for fires and explosions. Mostly, human errors and deferred maintenances are the major reasons for such breakdowns. The companies should actively invest in timely maintenance of all machineries.
- **Business Continuity / Sustainability:** Non adoption of Business Continuity/ Sustainability Plans and Lack of Internal Control tools would result in: Failure of businesses, Brand Equity / Loss of reputation, Financial Loss, Business model Failure, Ineffective engagement/communication with stakeholders, Losses in productivity, Lack of opportunity monitoring.
- **Supply chain risk:** Raw Material unavailability and Heavy Dependence on Global Supply Chains / Supplier concentration risk. Unavailability of raw materials owing to disruption in the supply chain or heavy dependency on one source (company/country) which is unable to supply owing to some geo- political tensions, fires, or any other incidents. Transportation is one of the key activities for companies making it an important risk to mitigate. The loss of goods in transit and spillage is one of the major concerns as it accounts for a sizeable loss of revenue to companies.
- **Commodity Price Risk - Volatility in prices of raw materials:** The fluctuations in raw material prices creating a margin pressure / top-line pressure in the scenario of rising input costs.
- **Portfolio Risk:** Loss of key customers, Customer concentration - Key customers accounting for a larger share of revenue, Over-dependence on suppliers, Business Model Risk: Transformative changes in business model, Tail Risks: Ability to overcome or manage extreme worst-case scenarios.
- **Environmental Hazard Risk:** Any environmental hazard having the potential to affect the surrounding environment.
- **Workplace Accident:** Fire and Explosion Hazards, Containment Incidents, Workplace Injuries
- **Human Resource:** Key person risk: This risk occurs when a business or business unit becomes heavily reliant on a key individual. Talent acquisition and retention - The companies require a highly skilled labor force for R&D as well as continuous production. Accessing skilled resources and expertise on an on-going basis is one of the major challenges; moreover, retention of trained staff is imperative. Labor shortages, Union Strikes & Industrial Actions, Employee

health, safety, and security (SHE/Sustainability risk).

- **Financial Risk:** Financial Reporting Risk: Material misstatement of Financial Statements, whether due to fraud or error. Interest rates and equity prices: Interest rate risk arising out of working capital borrowings at variable rates. Equity price fluctuations affect the Company's income or the value of its holdings of financial instruments. Liquidity Risk (Credit Risk / Receivables).
- **Breaches of law (local/ international):** Voluntary/ involuntary breaches of law can lead to costly lawsuits.

## Crime & Security Risk

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Cybersecurity risks relate to the loss of confidentiality, integrity, or availability of information, data, or information (or control) systems and reflect the potential adverse impacts to organizational operations. These attacks can cause major financial losses, reputational harm, and a loss of client trust. Regarding cybersecurity, the BFSI industry in India has several difficulties, including difficult-to-secure legacy systems, a shortage of qualified cybersecurity personnel, and the requirement for ongoing system and network monitoring. There is a significant investment in cybersecurity tools like network monitoring, endpoint security, access control, and threat intelligence. Many organizations are also implementing cutting-edge technology like artificial intelligence and machine learning to strengthen their security posture.

We have classified Crime & Security risks in below mentioned categories.

- **Cyber Crimes:** Data Theft, Spam, scams and phishing, Hacking, Malwares and Viruses, Piracy, Fraud, Corruption, Malicious attacks
- **Counterfeiting:** Counterfeiting of goods/services leads to loss of revenues, profits and ultimately affects the brand equity
- **Threat to Women Security**
- **Terrorism:** Un-lawful use of violence and intimidation, especially against civilians, in the pursuit of political aims.

## Natural Hazard Risk

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A natural hazard is the threat of an event that will likely have a negative impact. A natural disaster is the negative impact following an actual occurrence of natural hazard if it significantly harms a community. Due to India's geographical structure, it is one of the most disaster-prone countries in the world. Natural hazards like floods, earthquakes, landslides, and cyclones are common risks faced by India. The situation has worsened due to rise in GHG emissions, loss of biodiversity, deforestation, and degradation of environment. Natural disasters hamper the day-to-day



operations of corporates, and it is important for them to understand that such risks cannot go unheeded. Over the years, Indian corporates have learnt to mitigate such risks by diversifying their supply chains, having multiple logistics partners, diversified geographical presence and multiple vendors.

- **Pandemic and other global epidemic diseases:** Risk to business owing to disruptions caused by global pandemic scale events like the COVID-19 pandemic

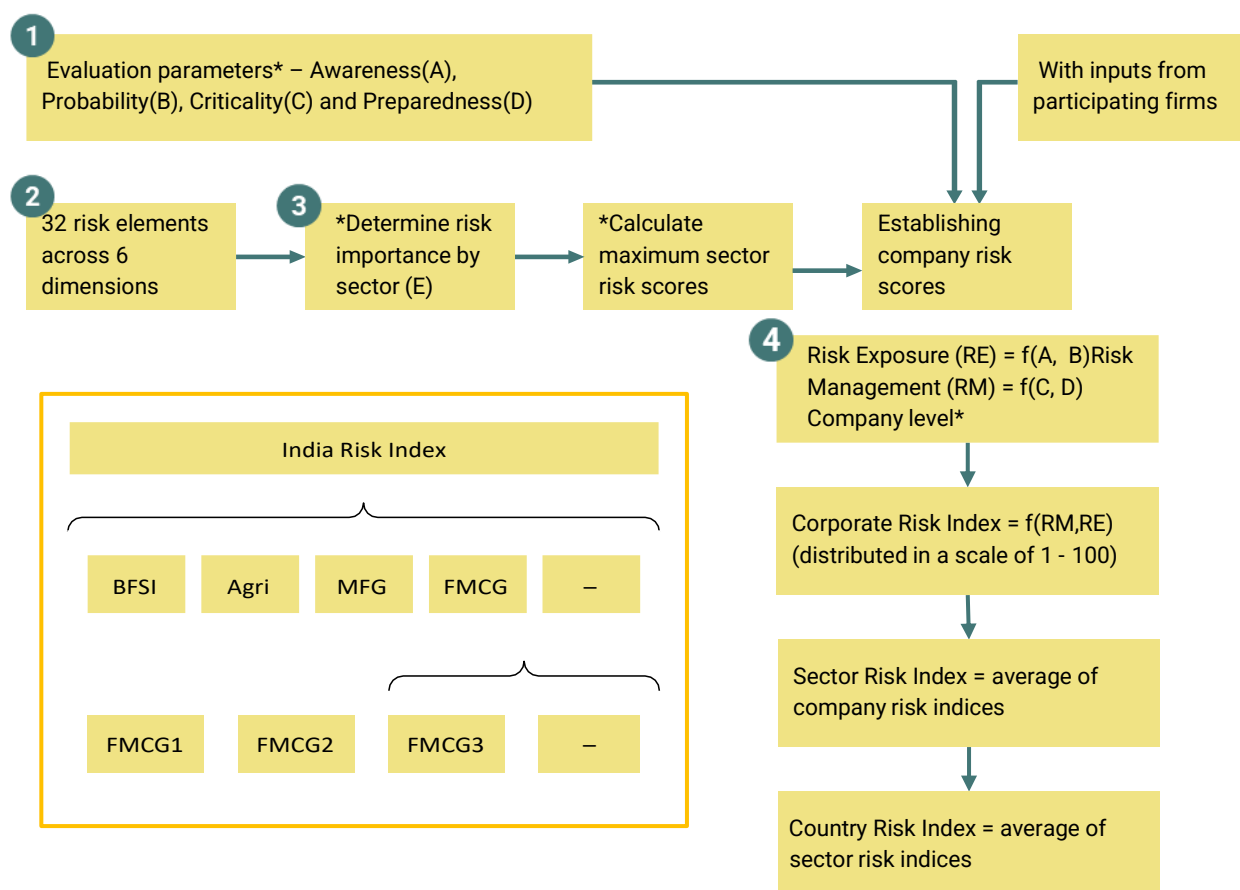
## Strategic Risk

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Strategic risk is the risk of undesirable outcomes of business decisions which may impact a company. Strategic risk is often a major factor in determining a company's worth, particularly observable if the company experiences a sharp decline in a short period of time. Several factors, such as unethical or unlawful activities, poor customer service, product recalls, data breaches, or unfavorable media coverage, can lead to strategic risk. An organization's reputation can be severely harmed by a single negative incident, such as a high-profile data breach or fraud scandal, resulting in a loss of clients, income, and market share.

- **Resource scarcity / Misutilization / Overall Utilization:** Difficulties in acquisition of land, water, fuel, or other resources for operations of business.
- **Public Sentiment:** Current events playing out in the public scene can change the public sentiment.
- **Delay in execution of projects:** Delays in execution of projects can surge in the capex.
- **Increased number of recalls and quality audits:** Impacts both the brand equity and increased operational expenses.
- **Failed / Hostile Mergers & Acquisitions:** High dependence on inorganic growth.

# Bottom-Up Risk Assessment Approach



**Figure 1: Risk Assessment Approach**

- 1. Evaluation Parameters\*:** The index maps the risks faced by any enterprise basis of Awareness, Probability, Criticality and Preparedness against the defined Risk elements. The evaluation Parameters are defined as:
  - Awareness - Level of awareness of potential risk affecting the firm.
  - Probability - Likelihood of risk to affect the business goals of the firm adversely.
  - Criticality - Level of impact of the identified risk on the success of business goals.
  - Preparedness - Risk handling practices/ mechanisms already in place to handle the risk.
- 2. Determining Risk Importance\*:** Importance/Impact of individual risk element is established against individual sector based on the published corporate risk reports, in depth sector

understanding by F&S team and SMEs.

3. **Calculating Maximum Sector Risk Score:** Weighted Sum of all risk elements based on their importance to the respective sector.
4. **Company Level\*:** All the Risk Index scores for companies in a sector are averaged to represent the sector; and sectors average to India. Risk Exposure is defined as the function of corporate's Risk Awareness and Probability of risk occurrence. Risk Management is defined as the function of an enterprise risk preparedness and criticality risk impact assessment.

# Defining the Risk Scale

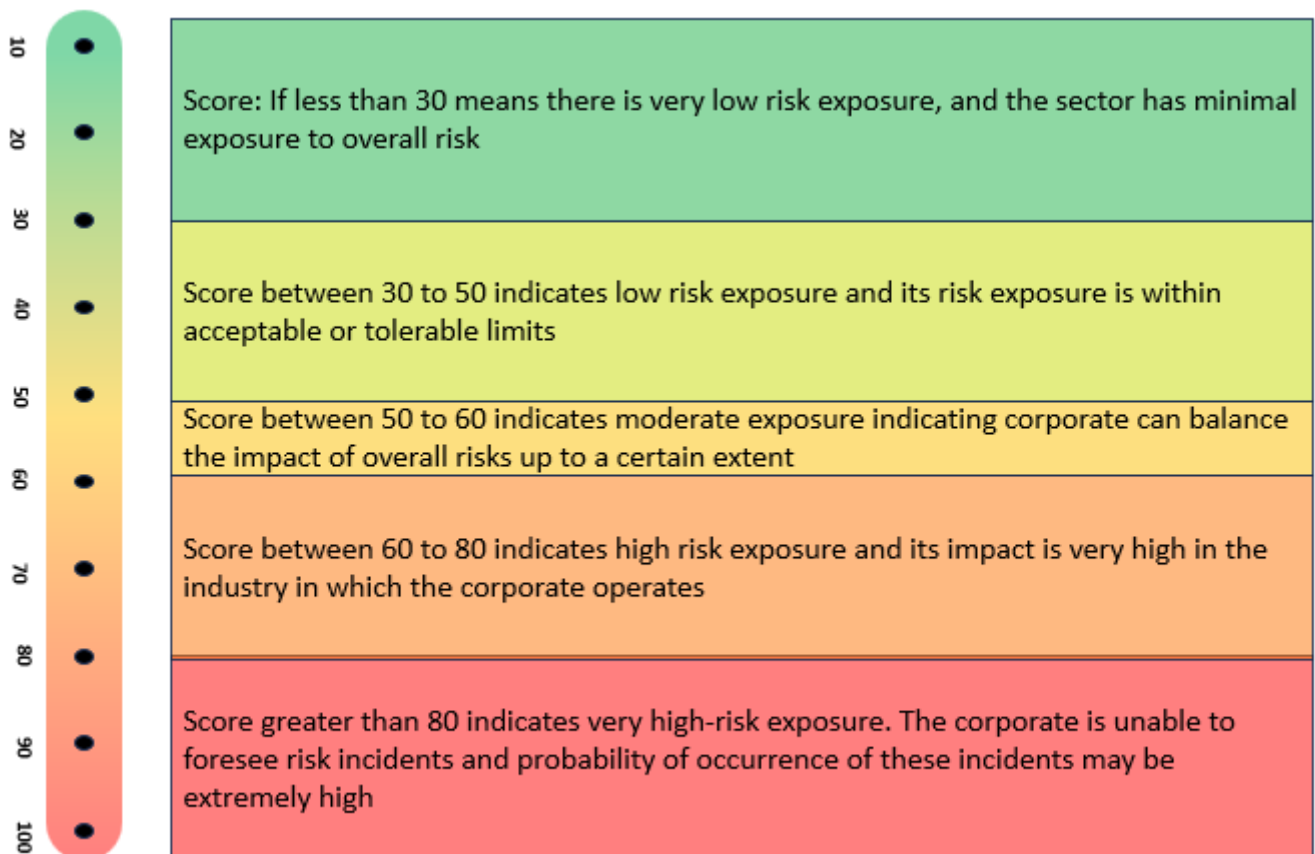
We have selected 20 sectors to understand the current stand of our country today in terms of risk. Risk for various sectors is measured on the risk exposure scale and risk management scale.

## A. ICICI Lombard Corporate Risk Exposure – Scale

**Risk Exposure:** The impact of any internal, external or strategic occurrence on the financial performance of an organization is defined as the corporate risk exposure.

Risk has traditionally been seen as something to be avoided – with the belief that if behavior is risky, it's not something a business should pursue. But the very nature of business is to take risks to attain growth. Risk can be a creator of value and can play a unique role in driving business performance.

Let's look at the risk exposure scale.

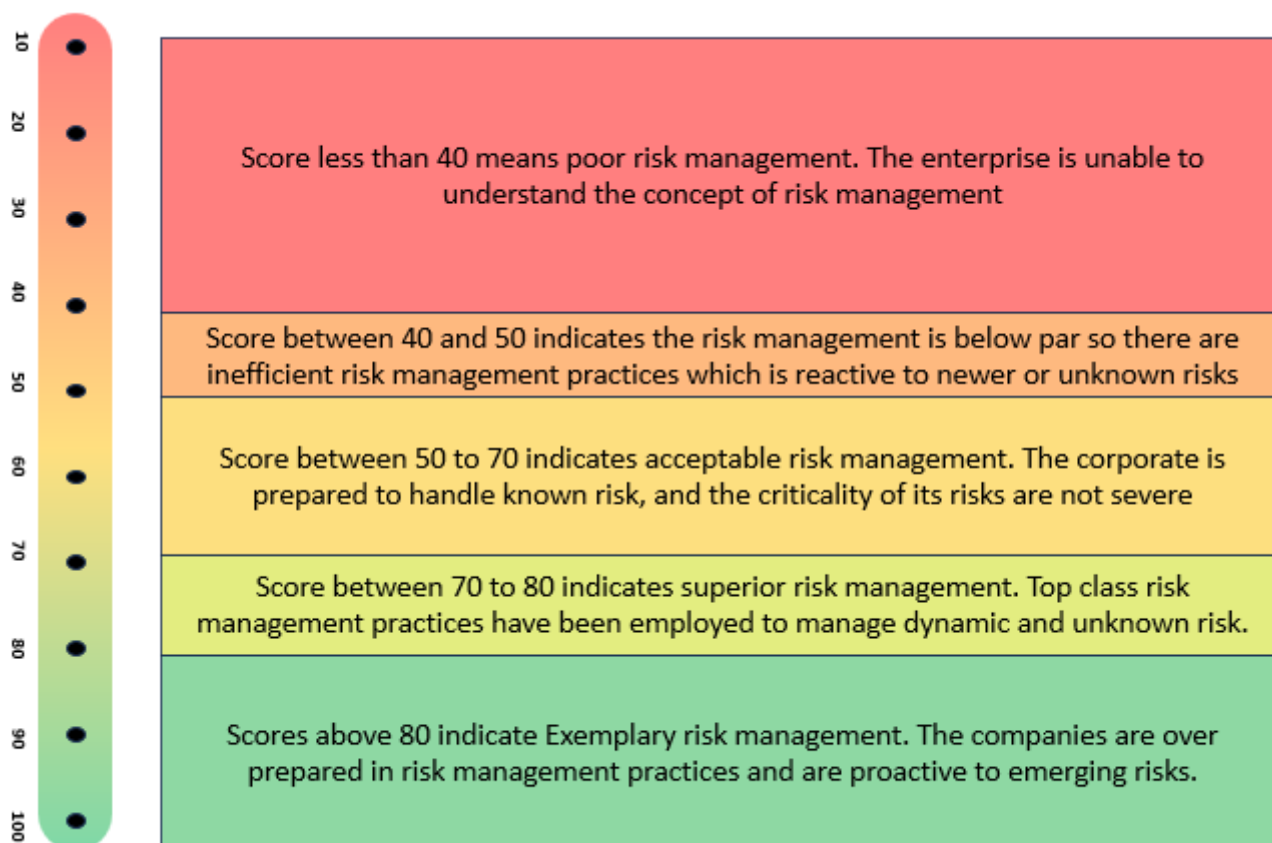


## B. ICICI Lombard Corporate Risk Management – Scale

**Risk Management:** Identification, Evaluation and Prioritization of corporate risks followed by well- coordinated steps to minimize the occurrence of uncertainties in the foreseeable future is defined as the Corporate Risk Management.

The risk management scale works in the opposite to that of the risk exposure scale.

Let's look at the risk management scale.

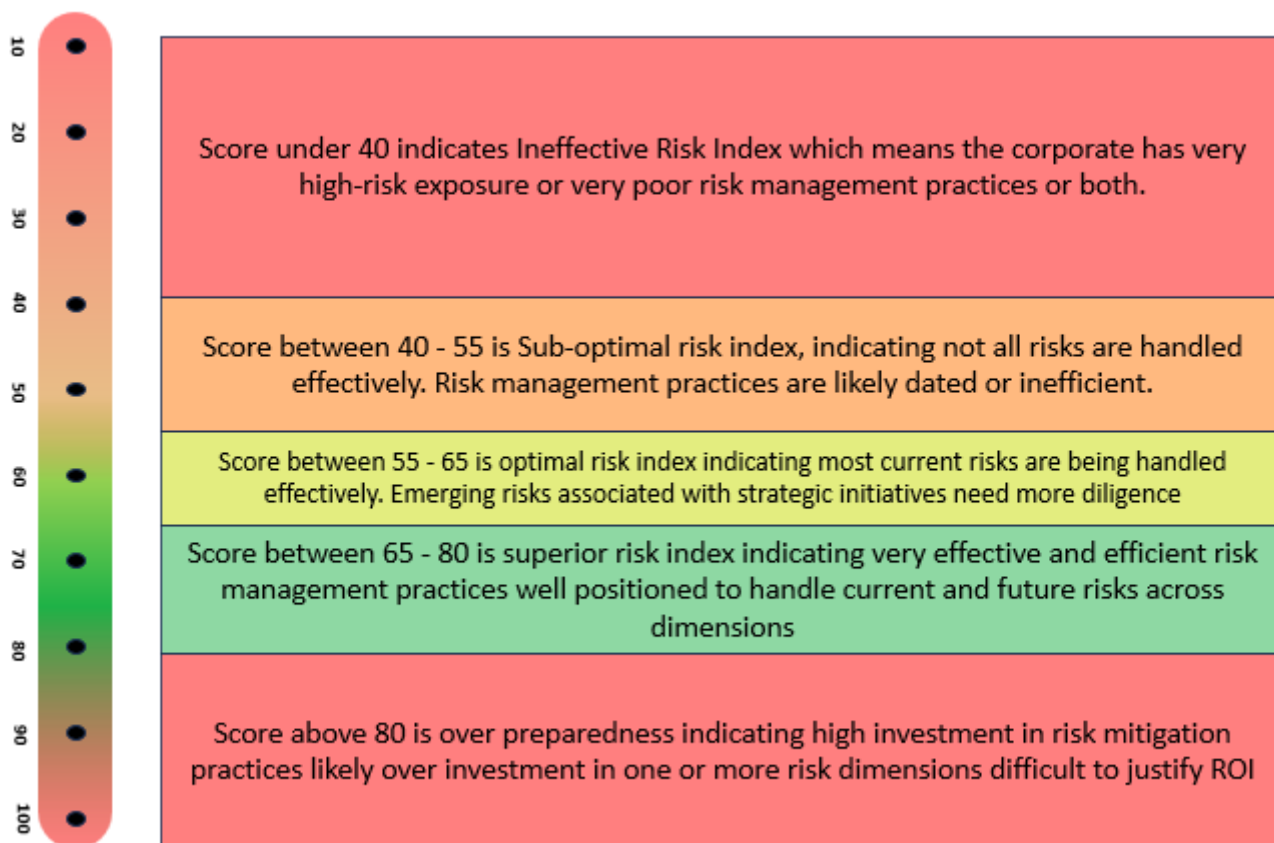




### c. ICICI Lombard Corporate Risk Index – Scale

**Risk Index:** Risk Index is a measurement tool to gauge the level of Risk Exposure against Risk Preparedness. The score intends to give companies/Sector/Country access to an extensive and quantifiable metrics of risk management.

Let's look at the risk Index scale.



# India - Resilient Growth and Superior Risk Management

In 2024, India's diverse sectors demonstrated significant growth and resilience, leveraging technological advancements, strategic reforms, and proactive risk management to navigate an evolving economic landscape. Despite global challenges, industries embraced innovation, digital transformation, and sustainable practices, positioning themselves for long-term success.

In this year, the integration of Artificial Intelligence (AI) across various sectors presented both significant opportunities and risks. While AI-driven innovations enhanced productivity, decision-making, and customer engagement, the adoption also raised concerns around data privacy, cybersecurity, and workforce displacement. India navigated these risks by implementing robust data protection regulations and promoting AI ethics in the development and deployment of technology. Additionally, the government and private sector invested in reskilling programs, ensuring the workforce was equipped to adapt to the evolving digital landscape. AI's strategic implementation across sectors like BFSI, healthcare, and manufacturing helped India enhance operational efficiency while balancing the challenges posed by rapid technological transformation. The Aerospace & Defence sector saw substantial advancements as India attracted global aerospace companies seeking to strengthen supply chains. Local firms expanded their capabilities, particularly in the growing private space sector, driving both revenue growth and global competitiveness. The Agri & Food Processing sector turned to precision farming and AI-driven analytics to enhance productivity, while renewable energy solutions like solar-powered cold storage reduced post-harvest losses, improving sustainability and efficiency.

In the Automotive sector, the shift toward electric vehicles (EVs) gained momentum, supported by government schemes aimed at promoting EV adoption. Major manufacturers expanded their EV portfolios, addressing both sustainability goals and evolving consumer demands. The BFSI sector continued its digital transformation, with AI integration enhancing fraud detection and compliance, further improving security and efficiency.

The Biotech & Lifesciences sector experienced accelerated growth, particularly in genomics and vaccine development, with India solidifying its role as a global leader in pharmaceutical manufacturing. The sector's innovation, supported by public and private investments, enhanced healthcare technology and medical devices. In Chemicals & Petrochemicals, India attracted significant investments to meet rising demand, driven by growing consumption from its expanding middle class, while the Education sector embraced AI and digital learning platforms, expanding access to quality education and equipping the workforce for future demands in emerging technologies.

The Energy sector made substantial progress towards sustainability, with a focus on renewable

energy, including ultra-mega solar parks and offshore wind projects. These initiatives were supported by favorable government policies and decreasing costs of clean energy technologies. The FMCG sector adapted to inflationary pressures by shifting focus towards premium products and e-commerce platforms, which were increasingly driving sales, particularly in rural markets.

In Healthcare, there was significant growth fueled by digital innovations such as telemedicine and AI-driven diagnostics, which helped improve access and efficiency in healthcare delivery. India also continued to strengthen its position as a global hub for medical tourism, offering competitive treatment options. The Real Estate sector benefitted from increased demand in affordable housing and infrastructure development, with commercial real estate seeing steady growth and an emphasis on sustainable building practices.

The IT sector continued to thrive despite global challenges, driven by demand for cloud services, cybersecurity solutions, and AI technologies. Tier 2 and 3 cities emerged as new tech hubs, with government support enhancing regional tech expansion. The Pharmaceutical sector saw an uptick in exports and domestic manufacturing, with reduced dependence on imports and new product launches in global markets bolstering its growth. In Manufacturing, India focused on boosting production through initiatives like the Production-Linked Incentive schemes, especially in electronics and EV manufacturing, which also contributed to job creation and supply chain resilience. The "China + 1" strategy adopted by global firms has played a pivotal role in shaping India's manufacturing sector. While it has increased risk exposure, it has also driven companies to invest in more sophisticated, globally relevant risk management practices, strengthening the sector's resilience and positioning India as a key player in global supply chains.

Media & Entertainment saw continued growth, with OTT platforms gaining popularity, especially in regional content. The Gaming industry also flourished, becoming a key revenue generator as mobile gaming gained dominance. In Steel and Mining, investments in decarbonization and digitalization allowed the sectors to reduce environmental impact and enhance operational efficiency. Startups saw substantial funding despite global slowdowns, with SaaS, fintech, and D2C brands leading the charge in innovation and market expansion.

The Telecom sector expanded 5G coverage and rural internet penetration, narrowing the digital divide and improving connectivity across the country. The Tourism & Hospitality sector rebounded strongly, attracting both domestic and international visitors, with eco-conscious travelers opting for sustainable tourism options and luxury experiences. Finally, the Logistics sector benefited from advancements in automation and multimodal connectivity, reducing costs and improving efficiency, while the government's National Logistics Policy streamlined operations, cutting transit times and enhancing cross-sector integration.

In summary, 2024 saw India's sectors display resilience and adaptability, addressing emerging risks through innovation, digital adoption, and sustainability initiatives. The country's ongoing focus on risk management, technological advancement, and strategic reforms has positioned its economy for continued growth and transformation, paving the way for India to solidify its place as a global economic leader.

# India Showcasing an Optimized Risk Handling



**Figure 2: Corporate India Risk Index 2024**

A score of 65 on the Corporate Risk Index indicates optimal handling of risk by the Indian companies. In 2024, India faced significant market, economy, and operational risks across various sectors, highlighting areas for improvement in the coming years. The year was further complicated by global events such as the ongoing Israel-Palestine conflict, which led to geopolitical instability and fluctuations in global oil prices. The rise of recession fears in major economies like the United States and Europe disrupted supply chains and created demand uncertainties, impacting Indian exports and manufacturing. Investor sentiment in India remains flat in 2024, reflecting the cautious behavior of Angel and VC investors globally. This persistent challenge, which has carried over from 2023, highlights ongoing risks in the market and underscores the uncertainty that continues to affect investment decisions in the country.

Additionally, India's national elections increased risk exposure, with political uncertainty and policy shifts potentially affecting business operations, investor confidence, and sectoral reforms. These global and domestic challenges underscored the need for stronger risk management

frameworks and adaptive strategies across India's industries to navigate future uncertainties effectively.

In response to the heightened risks in 2024, companies across India have increasingly focused on strengthening their risk management frameworks. With the backdrop of global uncertainties, such as geopolitical conflicts and economic slowdowns, alongside domestic challenges like the national elections, businesses have prioritized proactive risk identification, mitigation strategies, and resilience-building measures. This shift reflects a broader trend of embedding risk management into corporate strategy, with an emphasis on agility, digital transformation, and sustainability.

As a result, sectoral risk indices have remained within the superior and optimal risk index range, demonstrating that most industries in India have effectively managed the challenges they faced. Through a combination of technological innovations, regulatory compliance, and strategic planning, sectors have been able to maintain stability and navigate both internal and external risks. This disciplined approach to risk management has ensured that, despite various pressures, India's sectors remained well-positioned for sustainable growth and continued progress in 2024.

**Below is a broader categorization of sectors in terms of risk index:**



**Figure 3: Corporate India Risk Index 2024 Sector Score**



**Superior Risk Index**

Superior risk handling was found in nine industrial sectors: Pharmaceuticals, Healthcare Delivery, Automotive & Ancillary, Manufacturing, Metals & Mining, Telecom & Communication, BFSI, Tourism & Hospitality, and Transportation & Logistics.

**Optimal Risk Index**

Optimal risk handling was found in 11 industrial sectors: Media & Gaming, FMCG, Infra & Realty, Agriculture & Food processing, Biotech & Lifesciences, IT ITES, Energy, New Age & Startup, Aerospace & Defence, Chemicals & Petrochemicals and Education & Skill Development.

# Media & Gaming Sector Insights 2024

The media and gaming sector in India has emerged as a dynamic force in the country's digital economy, contributing significantly to employment, entertainment, and technological advancements. Spanning television, film, print, digital media, and the rapidly expanding gaming industry, the sector has witnessed exponential growth driven by increased internet penetration, rising disposable incomes, and evolving consumer preferences. In 2023, the Indian media and entertainment industry was valued at approximately \$30 billion, with a projected Compound Annual Growth Rate (CAGR) of 10.5%, potentially reaching \$55 billion by 2030. The gaming industry, in particular, has experienced unprecedented expansion, growing at a CAGR of 28-30%, with revenues expected to surpass \$8.5 billion by 2027, positioning India as one of the fastest-growing gaming markets globally.

The sector's growth is being fueled by multiple factors. The proliferation of Over-the-Top (OTT) streaming platforms, digital advertising, and online gaming has reshaped content consumption patterns. India, with over 750 million internet users, is experiencing a paradigm shift from traditional television to digital-first content. The country's OTT market is projected to reach \$7 billion by 2030, with platforms such as Netflix, Amazon Prime Video, and Disney+ Hotstar competing aggressively for market share. The rise of vernacular content and hyper-localized storytelling has further expanded audience engagement, particularly in Tier 2 and Tier 3 cities.

Gaming, a key growth driver, is witnessing remarkable traction. India had over 450 million gamers in 2023, with mobile gaming accounting for nearly 90% of the segment's revenue. The rise of cloud gaming, esports, and blockchain-based play-to-earn models has revolutionized the industry. The esports sector alone is expected to reach a market size of \$140 million by 2025, with increasing participation in competitive gaming tournaments and sponsorships. The integration of artificial intelligence (AI) and augmented reality (AR) in gaming experiences is enhancing user engagement, fostering innovation in game development. Government initiatives such as the AVGC (Animation, Visual Effects, Gaming, and Comics) promotion task force and incentives for local game developers are strengthening the domestic ecosystem.

Digital transformation is reshaping content creation and distribution. Artificial intelligence, data analytics, and cloud computing are enabling personalized content recommendations and immersive experiences for consumers. Subscription-based models and ad-supported streaming

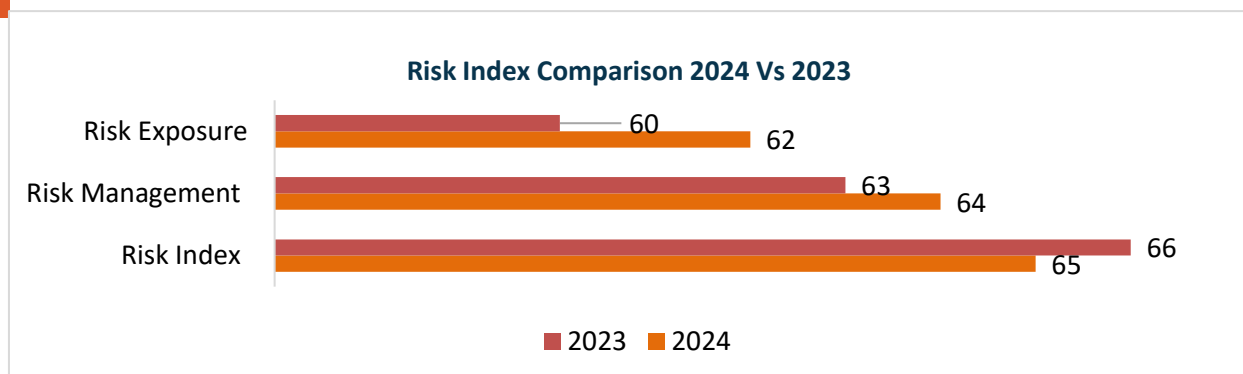
are evolving to accommodate shifting viewer preferences. Social media platforms and short-video applications like YouTube Shorts and Instagram Reels are redefining content monetization strategies, providing new revenue streams for digital creators. The increasing adoption of blockchain technology in media rights management is also addressing challenges related to piracy and intellectual property protection.

Despite strong growth prospects, the sector faces significant challenges. The shortage of skilled professionals in visual effects (VFX) and gaming development has led to project delays, impacting film production and game launches. Over-reliance on international studios for high-end post-production work has highlighted the need for stronger domestic talent pipelines. Additionally, regulatory uncertainties in data protection and content moderation pose risks to digital platforms. The debate over gaming regulations, particularly concerning real-money gaming and microtransactions, has raised concerns about ethical monetization practices and user protection. Cybersecurity threats and misinformation campaigns continue to undermine digital media credibility, necessitating stringent fact-checking and compliance measures.

Opportunities for expansion remain robust. The convergence of media, gaming, and emerging technologies such as virtual reality (VR) and AI-driven storytelling is unlocking new avenues for growth. The increasing investment in gaming infrastructure, including dedicated esports arenas and game development hubs, is poised to enhance India's global competitiveness. The rise of metaverse-based experiences is expected to further blur the lines between gaming and social interaction, creating novel business models for content creators and technology firms alike. Additionally, international collaborations between Indian production houses and global studios are opening doors for cross-border content syndication and co-productions, expanding market reach.

The future of India's media and gaming industry is set for sustained growth, driven by digital innovations, evolving consumer behaviors, and supportive government policies. While challenges such as regulatory scrutiny, talent shortages, and content saturation persist, the sector's adaptability and technological advancements will shape a resilient and competitive landscape. Companies that invest in cutting-edge technologies, audience-driven content strategies, and skill development will be well-positioned to thrive in this rapidly evolving ecosystem. As digital entertainment continues to redefine engagement, India stands at the forefront of a transformative era in media and gaming, shaping the next wave of interactive and immersive experiences for global audiences.

# Media & Gaming Sector Risk



## Index 2024 Vs 2023

*Figure 4: Detailed Comparative Analysis 2024 Vs. 2023*

### Media & Gaming Sector Risk Index 2024 Vs 2023

The overall Risk Index for the sector decreased from 66 to 65 in 2024. The sector witnessed an increase in risk exposure and an increase in risk management.

### Media & Gaming Sector Risk Exposure 2024 Vs 2023

The increase in risk exposure was primarily driven by heightened regulatory scrutiny, economic volatility, and supply chain disruptions. Stricter data privacy regulations and content moderation requirements from governments around the world placed additional burdens on companies, especially with rising compliance costs. Additionally, economic uncertainty, including inflation and fluctuating interest rates, impacted consumer discretionary spending, resulting in higher subscription churn rates and declining advertising revenues. Supply chain issues, particularly component shortages, continued to affect hardware-dependent segments of the sector, leading to delays in product launches and limiting availability during key sales periods.

### Media & Gaming Sector Risk Management 2024 Vs 2023

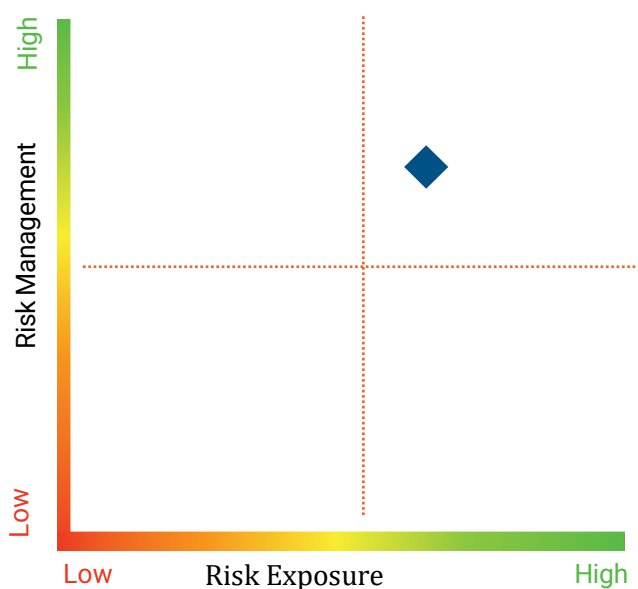
the increase in risk management was a direct response to increase in risk. Companies across the sector took proactive measures to address the growing risks. They invested heavily in regulatory compliance and advanced content moderation technologies to manage the new regulatory landscape. To mitigate the impact of economic volatility, media and gaming companies diversified their revenue streams, implementing tiered subscription models and expanding into adjacent entertainment markets. In the face of supply chain disruptions, companies secured longer-term contracts with suppliers, increased inventories, and redesigned products to better utilize available components.

# Key Highlights

## Risk Dimension Analysis: Market and Economy

**Risk Exposure Score: 65**

**Risk Management Score: 67**



### Inflation

- Advertising costs surged by in 2024, as digital platforms like Google and Meta increased ad rates, impacting small and mid-sized media firms that rely heavily on programmatic advertising revenue.
- Rising production costs in Bollywood and regional cinema due to inflation-driven wage hikes for actors, technicians, and VFX artists led to budget overruns, affecting profitability for studios.
- Gaming hardware costs increased by due to global semiconductor shortages, making gaming consoles and high-end PCs more expensive, slowing market expansion for AAA gaming titles in India.

- OTT subscription fees saw marginal increases in 2023, with platforms like Netflix and Disney+ Hotstar adjusting prices to offset higher content acquisition and localization costs.

### Competitive Risk

- OTT platform competition intensified in 2023, with aggressive free content strategy disrupting the market and forcing rivals like Netflix and Amazon Prime to adjust pricing and exclusive content strategies.
- YouTube Shorts and Instagram Reels gained massive traction, reducing viewership for traditional streaming platforms and affecting ad revenue for long-form content creators.
- Esports gained mainstream popularity, competing with traditional media for younger audiences, leading broadcasters to invest in gaming content to retain engagement.
- Indian gaming startups struggled to compete with global giants, as Tencent, Epic Games, and

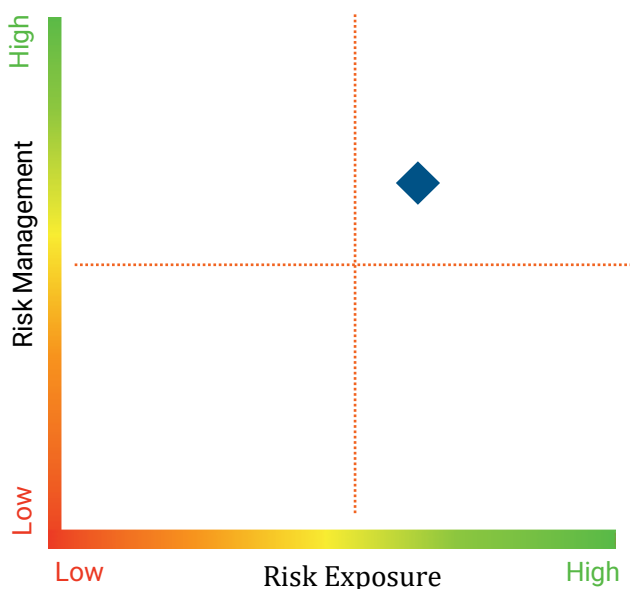


Microsoft expanded their presence through acquisitions and local partnerships

## Risk Dimension Analysis: Technology

**Risk Exposure Score: 63**

**Risk Management Score: 64**



### Innovation Risk / Obsolete Technology

- The rise of AI-generated content challenged traditional media production, with deepfake technology and AI-assisted filmmaking reducing the need for manual post-production work.
- Cloud gaming adoption in India lagged due to poor internet infrastructure, making platforms like NVIDIA GeForce Now and Xbox Cloud Gaming less viable compared to console and PC gaming.
- Traditional broadcasters struggled to adapt to interactive media, as younger audiences

preferred gamified experiences over passive content consumption, forcing companies to rethink content strategies.

- Print media suffered from technological obsolescence, with declining newspaper readership forcing publishers to shift to digital-only models, leading to job losses in traditional journalism.

### Intellectual Property Risk

- Increased copyright infringement cases in the gaming sector saw multiple Indian developers accused of cloning international games, leading to legal actions from global publishers.
- AI-generated content raised concerns over intellectual property ownership, as media houses debated whether AI-assisted scripts, art, and videos should receive traditional copyright protections.
- Unauthorized use of film and gaming soundtracks surged, with smaller content creators using copyrighted music and assets in YouTube and Twitch streams, leading to stricter takedown policies.
- Misinformation campaigns using deepfake videos grew, raising concerns about fake news in media and the potential misuse of AI-generated celebrity likenesses in gaming and advertising.

### Disruptive Technology

- The rise of generative AI tools like ChatGPT and Midjourney disrupted content creation, reducing dependency on human writers, designers, and editors in media production.

- Blockchain-based gaming and NFTs saw a decline in 2023, as regulatory uncertainty and falling crypto market values led to reduced interest in Web3-based gaming models.
- Virtual reality (VR) gaming adoption remained slow in India, with high hardware costs and limited content availability preventing mass adoption despite global growth in the sector.
- 5G rollout accelerated media consumption habits, enabling faster streaming and cloud gaming, but also increasing competition between traditional TV, gaming, and OTT platforms

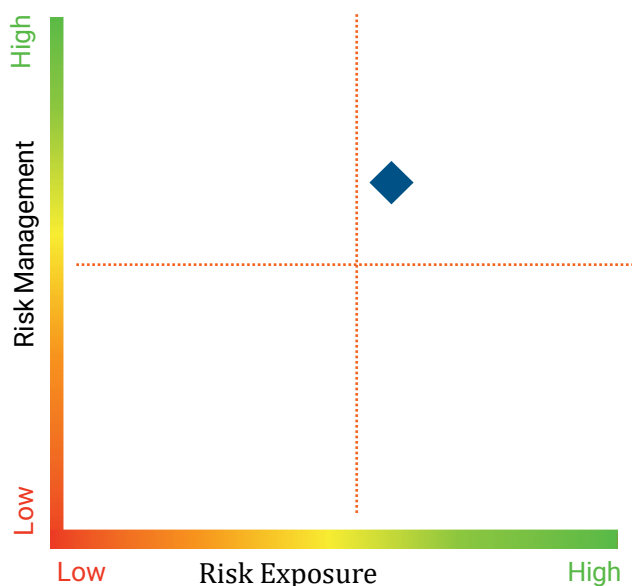
### **Data Compromises**

- Major data breaches hit Indian streaming platforms, with reports of user credentials and payment details being leaked on the dark web due to weak cybersecurity measures.
- Gaming companies faced increased hacking threats, as esports tournaments and online gaming platforms became targets for cheating software, account theft, and ransomware attacks.
- OTT platforms struggled with password sharing, leading to revenue losses as unauthorized users accessed premium content without subscribing, prompting stricter login policies.
- Personalized content recommendations raised privacy concerns, with users expressing discomfort over excessive data tracking by AI-driven algorithms used by YouTube, Netflix, and gaming platforms.

# Risk Dimension Analysis: Operational and Physical

**Risk Exposure Score: 61**

**Risk Management Score: 65**



## Supply Chain Risk

- Delays in gaming hardware imports affected console sales in India, as global semiconductor shortages slowed PlayStation and Xbox availability.
- Film and TV production suffered setbacks due to delays in procuring VFX and animation software licenses, as supply chain disruptions affected software firms.
- Gaming accessory manufacturers faced raw material shortages, increasing the cost of controllers, GPUs, and VR headsets, affecting gaming adoption rates.
- Physical media distribution for movies declined sharply, as Blu-ray and DVD manufacturing faced logistical hurdles, accelerating the shift to digital-only releases.

## Commodity Price Risk - Volatility in prices of raw materials

- Increased printing costs due to rising paper prices hurt newspaper and magazine publishers, leading to reduced print circulation and higher subscription fees.
- Higher costs of lithium and rare-earth metals impacted gaming console production, making high-end devices more expensive for Indian consumers.
- Fluctuations in LED panel prices increased the cost of production for media houses, affecting investments in new broadcast equipment and studio setups.
- Rising fuel prices led to higher logistics costs for cinema and ad production teams, increasing the overall budget for outdoor shoots and location-based filming.

## Portfolio Risk

- OTT platforms struggled with declining subscriber retention, forcing companies to diversify their content strategies by including live sports, regional programming, and ad-supported tiers to balance revenue streams.

- Gaming companies faced challenges in monetizing new game genres, as Indian consumers preferred free-to-play (F2P) models, making it difficult for premium and subscription-based games to succeed.
- Traditional TV broadcasters expanded digital offerings but faced hurdles in user adoption, as younger audiences migrated to on-demand streaming, impacting the viability of linear television portfolios.
- Media conglomerates like Zee-Sony restructured content portfolios post-merger, adjusting their focus between theatrical, OTT, and TV segments to reduce overexposure in any single domain.

### **Environmental Hazard Risk**

- Extreme heat waves in India disrupted outdoor film and ad shoots in 2023, increasing health risks for production crews and causing multiple delays in major projects.
- Rising power consumption by data centers hosting gaming and media content led to concerns over carbon footprints, forcing cloud providers and gaming companies to adopt greener energy solutions.
- Unpredictable monsoon patterns affected cinema footfalls in key regions, with prolonged rains discouraging audiences from visiting theaters, impacting box office revenues.
- E-waste from outdated gaming consoles and streaming devices increased significantly, as rapid hardware advancements led to faster device turnover, raising sustainability concerns in the industry.

### **Workplace Accident**

- Several on-set accidents in the Indian film industry in 2023 raised concerns about workplace safety, prompting calls for stricter enforcement of stunt safety protocols.
- Live event mishaps, including stage collapses at music festivals and esports tournaments, led to injuries and highlighted the need for better structural planning and crowd control measures.
- Broadcasting staff in newsrooms faced health hazards due to prolonged exposure to studio lighting and equipment, prompting organizations to improve ergonomics and working conditions.
- Gaming development studios reported increased cases of burnout and mental health issues, as aggressive deadlines and "crunch culture" persisted in the industry, affecting long-term employee well-being..

### **Human Resource**

- Mass layoffs in global tech firms affected India's media and gaming workforce, with companies like Meta and Microsoft cutting down gaming and metaverse teams, leading to uncertainty in emerging technologies.
- High attrition rates in the VFX and animation industry made it difficult for Indian studios to retain skilled professionals, as talent sought better opportunities in international markets.
- AI automation reduced job opportunities in traditional content creation, with AI-generated art, video editing, and scriptwriting tools replacing entry-level media professionals.

- The gaming sector faced a shortage of specialized developers, as competition from IT and fintech industries lured skilled programmers away with better compensation packages..

### **Financial Risk**

- VC funding in Indian gaming startups declined by over 30% in 2023, as investors became cautious due to regulatory uncertainties around real-money gaming and taxation policies.
- Rising production costs for OTT content squeezed profit margins, forcing platforms to cut back on original productions and rely more on syndicated or acquired content.
- Indian multiplex operators struggled financially, as moviegoers preferred OTT over theatrical releases, leading to lower box office revenues for mid-budget films.
- Gaming studios faced increased dependency on international publishers for funding, making them vulnerable to foreign investment fluctuations and shifting global gaming trends.

### **Breaches of law (local/ international)**

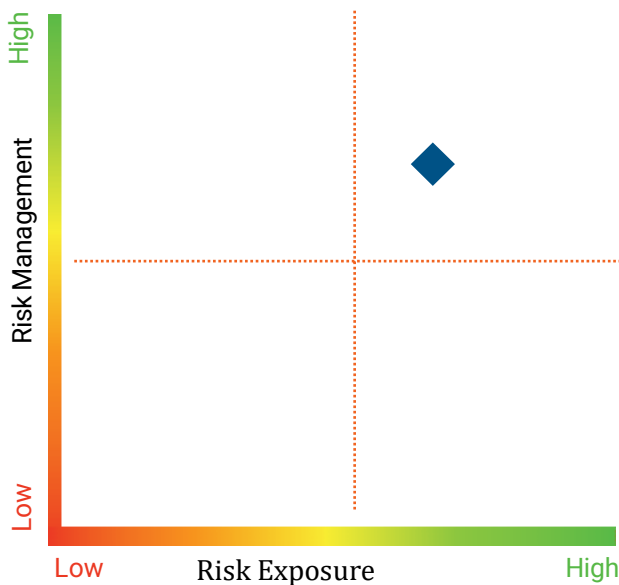
- Several online gaming companies faced legal scrutiny in 2023 due to non-compliance with India's new online gaming taxation policies, leading to penalties and operational restrictions.
- OTT platforms encountered censorship challenges, as stricter content regulations under the IT Rules, 2023, resulted in the removal or modification of politically sensitive content.
- Piracy remained a major issue for the Indian film industry, with leaked versions of blockbuster movies appearing on torrent sites within hours of theatrical release, impacting revenue.
- Global data protection laws like the EU's GDPR affected Indian gaming firms, forcing companies to implement stricter user data policies when serving international audiences.



# Risk Dimension Analysis: Crime and Security

**Risk Exposure Score: 60**

**Risk Management Score: 59**



## Cyber-crimes

■ The Indian gaming industry saw a rise in cheating software and hacks, leading to security vulnerabilities in popular multiplayer games like BGMI and Valorant, forcing companies to invest in anti-cheat mechanisms.

■ Streaming platforms and news websites faced increased phishing attacks, with fraudulent websites mimicking popular OTT services to steal user credentials and payment details.

■ Ransomware attacks on Indian media companies surged, as hackers targeted news

portals and entertainment websites, demanding cryptocurrency payments to restore access to critical data.

- Cybercriminals exploited deepfake technology to spread fake news, with AI-generated videos misrepresenting public figures, causing reputational damage and legal complications for digital platforms..

## Counterfeiting

- Pirated gaming consoles and accessories flooded Indian e-commerce platforms, with counterfeit PlayStation and Xbox controllers being sold at lower prices, leading to consumer complaints.
- Unauthorized merchandise based on popular Indian films and OTT shows appeared in markets, violating copyright laws and impacting revenue for official brand licensors.
- Fake subscription offers for OTT platforms increased, with scammers selling unauthorized access to streaming services at discounted rates, causing financial losses to legitimate providers.
- Cloned mobile games resembling popular international titles were published on Indian app stores, misleading users and violating intellectual property rights of original developers.

## Threat to Women Security

- Instances of harassment in online gaming communities remained a concern, with female gamers reporting abusive behavior, stalking, and doxxing on platforms like Discord and Twitch.
- Female journalists and content creators faced cyber threats, with targeted trolling campaigns aimed at silencing voices critical of political and social issues in media.
- Concerns over safety in film and television production units increased, leading to calls for stricter

workplace policies after allegations of misconduct on sets.

- AI-generated deepfake pornography featuring female celebrities saw a rise, leading to legal debates over consent and stricter content moderation policies by social media platforms.

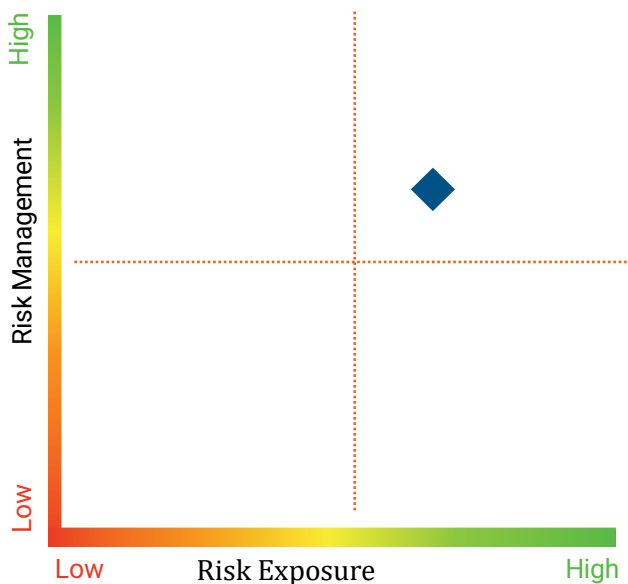
### **Terrorism**

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# Risk Dimension Analysis: Natural Hazard and Event

**Risk Exposure Score: 56**

**Risk Management Score: 58**



**Natural Hazards like flood, drought, famine, earthquake, landslide etc**

- Heavy rains and floods in Mumbai and Chennai disrupted film productions, leading to shooting delays and financial losses for production houses.

- Cyclones in the eastern coast impacted media broadcasting infrastructure, causing temporary shutdowns of regional news channels and radio stations.

- Extreme weather events delayed logistics for gaming hardware imports, as storms and port disruptions slowed the supply chain for consoles and gaming PCs.

- Heatwaves led to increased power outages, affecting server uptime for cloud gaming and video streaming platforms, forcing companies to invest in better cooling systems.

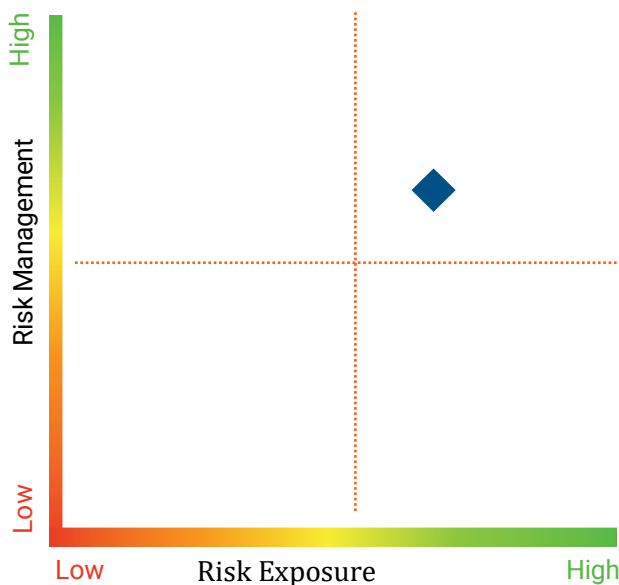
## Pandemic and other Global Epidemic Diseases

- The post-COVID slowdown in cinema footfalls persisted, with audiences preferring OTT content over theatres, impacting box office revenues for mid-budget films.
- Gaming companies continued to adjust post-pandemic work models, with major studios like Ubisoft and EA implementing hybrid work structures to maintain productivity while reducing costs.
- Esports events saw fluctuating attendance rates, as lingering concerns over public gatherings led organizers to adopt hybrid formats, affecting sponsorship revenues.
- International film production collaborations faced disruptions, with visa and travel restrictions in some regions delaying global co-productions involving Indian filmmakers.

# Risk Dimension Analysis: Strategic Risk

**Risk Exposure Score: 63**

**Risk Management Score: 64**



## Resource scarcity / Misutilization / Overall Utilization

- Shortages of skilled VFX professionals slowed film production, as increased demand for CGI-heavy movies and web series outpaced available talent, delaying post-production timelines.

- Gaming studios faced a crunch in game developers, with high attrition rates and rising competition from international companies offering better pay and remote work options.

- Over-utilization of data centers led to downtime for cloud gaming services, as demand for high-performance computing in India

outpaced infrastructure expansion, affecting platforms like Google Stadia and Xbox Cloud Gaming.

- OTT platforms struggled with rising content acquisition costs, as bidding wars for exclusive streaming rights inflated prices, forcing smaller platforms to scale down content investments..

## Public Sentiments

- Backlash against paywall content models increased, with Indian audiences expressing dissatisfaction over multiple OTT subscriptions, leading to rising demand for bundled or ad-supported options.
- Gaming companies faced criticism over microtransactions and loot boxes, with public outcry against "pay-to-win" mechanics forcing developers to introduce fairer monetization strategies.
- Misinformation campaigns targeted news media credibility, as fake news allegations against digital news platforms eroded audience trust, affecting ad revenues.
- Bollywood's disconnect with audience preferences led to box office failures, with several high-budget films underperforming due to negative pre-release sentiment and social media boycotts.

## Delay in Execution of Projects

- Major Bollywood film releases faced postponements, with post-production delays due to CGI bottlenecks and last-minute reshoots affecting schedules.
- Gaming studios encountered project delays, as remote work policies and talent shortages slowed game development timelines, impacting planned launch dates.

- OTT content production suffered setbacks, with script revisions and censorship concerns leading to delays in web series releases.
- Construction of new film studios and production hubs stalled, as financing issues and regulatory approvals delayed infrastructure expansion in Mumbai and Hyderabad.

### **Increased Number of Recalls and Quality Audits**

- OTT platforms faced stricter content audits, with regulatory authorities flagging web series and films for compliance violations, leading to delayed releases or content takedowns.
- Gaming companies issued multiple patches and updates, as player complaints regarding bugs, security issues, and unfair gameplay mechanics forced frequent quality reviews.
- Print media outlets saw increased scrutiny over editorial accuracy, with fact-checking bodies issuing advisories against misleading headlines and misreported news.
- Merchandise based on films and games faced product recalls, particularly in cases of counterfeit or defective collectibles being sold through e-commerce platforms.

### **Failed / Hostile Mergers & Acquisitions**

- Media conglomerates faced hurdles in proposed mergers, as regulatory bodies intervened to prevent monopolistic control in India's entertainment sector.
- Esports startups struggled to attract acquisition deals, with larger gaming firms hesitant to invest due to unpredictable revenue models and changing gaming regulations.
- Failed negotiations between Indian and international production houses led to the shelving of joint projects, affecting global expansion plans for local studios.
- Hostile takeover attempts in the news media space raised concerns, with certain digital media firms facing aggressive buyout efforts from politically influenced investors.

# ICICI LOMBARD: Key Solution Offerings

## Property

Evaluation of various risks to understand areas for improvement, such as fire preparedness, electrical safety, safety & emergency preparedness, maintenance and house-keeping, etc. By evaluating risks, we can identify potential hazards and advise on mitigating risks.

- **Property Loss Prevention:** We believe users should carry out detail risk visit followed by benchmarking of the industry good practices (Industry Risk Profiling). For instance, industries such as chemicals & petrochemicals impose a major challenge in manufacturing due to inherent risk. We recommend solutions for “Low Focus - High Loss Areas. This can help in minimizing severity losses. All the risk recommendations are grouped into four different segments based on cost-impact matrix and the priority is decided accordingly. Key decision makers at user’s end can ensure to get recommendations implemented.
- **Comprehensive Risk Assessment (CRA):** A Comprehensive Risk Assessment is a systematic approach to electrical safety specially designed for industries to evaluate potential hazards and recommend improvements, coupled with savings. It is an important tool for identifying risks, severity of hazards and avoid incidents arising out of electrical faults.
- **Electrical Risk Assessment (ERA):** An Electrical Risk Assessment is a basic solutions focused towards electrical safety designed to evaluate potential hazards and recommend improvements. Majority of fires in India are caused due to electrical installations. Ensuring safety of electrical installations of industrial unit or organization is critical to reduce risk and ensure safety compliance with Safety Standards and Regulation. ERA is an important tool which have 6 inbuilt solutions such as Electrical Audit & Thermography, etc.
- **Fire Hydrant IoT:** Fire Hydrant IoT: Fire hydrant IOT (ILGIC Patented Solution) is an automated device for monitoring key parameters such as Hydrant and Sprinkler line pressure, Main and Jockey pump on-off status, Firewater tank level. These can be interpreted to provide intelligence on unauthorized usage of water and leakage, effectively saving water. This information pertaining to breach of above-mentioned parameters is notified through dashboard & email alerts. Monitoring of such system is essential as these fire fighting systems are lifeline during any emergency.
- **Temperature & Humidity IoT:** Provides end-to-end plug & play ambient temperature and humidity monitoring Solution to manage temperature and humidity-controlled environment more efficiently. It generates - Automated reports (historical trends for different locations etc.). Intelligent Alerts - SMS & emails is sent to the concerned (one or multiple) stakeholders in case



any anomaly.

- **Electrical IoT:** Electrical IoT is a patented solution (ILGIC Patented Solution) to avoid any instances of short circuiting due to abnormal voltage & current conditions. These are mainly built for application in warehouses. This solution has been created as these locations are having huge stocks with lesser manpower during emergencies mainly during non-business hours. The device automatically cuts off power in case of abnormality & restarts back when situation is normal.
- **Ultrasound technology for Gas Leak Detection:** Use of ultrasound technology for leak detection in process lines. The methodology recommends a non-destructive way of avoiding losses with no downtime. The main objective is to identify the leakages in all pressurized systems including pipelines by using ultrasound technology and tag them for rectification. It also includes listing leaks with individual CFM losses and cost savings possible.
- **Fire Mitigation Solutions:** Solutions have been designed based on their specific needs, keeping in mind the level of awareness and complexity of the location. These best-in-class solutions which are installed at correct locations.
- **Renewable Solutions:** In line with our philosophy of recommending business solutions, we recommend efficiency measurements for wind and solar power generating assets. Drones are used to provide high accuracy and quick reach which is not possible through any traditional methodology. User get to know about the low performing module and ways to improve the same within the entire solar plant with latlong identification. We recommend advanced drone-based technology for inspection of wind turbines and solar PV modules.

## Marine

In the dynamic realm of marine insurance, cargo faces a myriad of risks, from unpredictable weather conditions to unforeseen accidents, safeguarding against potential challenges at sea and in surface transportation / INLAND movement is paramount.

- **MLCE (Marine loss control engineering):** Frequent occurring losses due to Peril such as accident, wet damage, theft, non-delivery, pilferage, hijack of consignments, mishandling shall be examined with ground inspections, to determine root cause analysis with MIS, claim assessment reports collectively in the form of logistics audit.
- **MWS (Marine warranty surveys):** Our inhouse practices of condition survey prior risk inception & post risk inceptions helps our customers to have an independent risk management of the high value / ODC (over dimensional cargo) movements conducted by the Insured so that reliance over logistics service provider is supervised with Insured's nominated risk assessment team having a worldwide presence with a supervised network. Not only marine cargo, but HULL insurance risk exposures are surveyed for risk assessment and risk management.
- **Technical engagements:** Uncertainty of the risk associated with the transit can be concluded

with marine experts. Assessing vessel's condition for SEA transit as a full chartered load on behalf of the Insured, Risk assessment of cargo from packing, handling, lifting, securing, transit and final delivery methodology shall be discussed with the logistics team. Vessel selection, stowage and securing methods can be jointly discussed with the User's logistics team for a safe transit, dispatch and delivery coverage after assessing the risk on desktop with a virtual or F2F engagement and / or a ground visit.

- **Transit Telematics:** With the government's constant agenda of upgrading to digitalized operations by introducing ULIP and NITI Aayog mode of operations, not having a visibility of transit will hamper your logistics operations. IOT and SAAS (software as a service) based products incorporating the design of a cost efficiency and loss mitigation system can help enhance delivery with safe operation. Additionally, a 24\*7 risk control is recommended to effectively monitor and mitigate theft / pilferage prone dispatches to ensure a safe transit delivery. Be it a temperature-controlled cargo, expensive cargo in transit or liquid bulk cargo in lorry tankers, it is essential to mitigate the risk and losses that might occur due to accidents caused by fatigue, unexplained conditions, or theft. We have case studies of successful recovery of stolen goods with our telematics services.

## Liability

The growing adoption of technology in organizations has not only led to crucial data being stored and processed on digital platforms but also facilitated the automation of operations, thereby enhancing business efficiency. However, this shift also amplifies cyber risk, exposing sensitive information to potential threats and rendering organizations vulnerable to financial losses, reputational damage, and legal liabilities. As organizations delve deeper into the digital realm, fortifying cybersecurity measures becomes imperative to safeguard operational integrity and protect critical data from unauthorized access or breaches.

- **Phishing Simulation:** Experience cutting-edge phishing simulation tests to fortify your organization's defenses against cyber threats. You can enable phishing attack simulations to educate your employees on identifying and handling potential risks. Through engaging and interactive scenarios, you can raise awareness and equip your team with the necessary skills to detect and thwart phishing attempts.
- **Awareness Campaigns:** With Cyber Awareness Campaigns, you can go beyond just educating organizations about cybersecurity. The campaigns are meticulously designed to empower your team with essential best practices, insights into global incident trends and a comprehensive understanding of potential risks. Interactive designs help you captivate and engage your employees, fostering a cyber-aware culture within your organization. Customized campaigns can perfectly align with your unique needs and requirements and stay informed and vigilant.
- **Incident Response and Readiness:** A bespoke service that fortifies organizations with robust processes and clear communication channels for proficient cyber-incident management. This

recommendation not only trims down the incident response time but also facilitates prompt, accurate action within the crucial initial hours. By meticulously assessing your organization's incident response policies and sculpting response systems in alignment with global industry benchmarks, this ensures you are thoroughly prepared to tackle the evolving digital threat landscape.

- **CXO's Session:** CXO's Session service provides immersive training sessions, personalized coaching & interactive discussions to empower your CXOs with cybersecurity knowledge that aligns with your business objectives. The subject matter experts recommend strategic guidance and in-depth insights into the ever-evolving threat landscape, translating technical jargon into practical language. Regular cybersecurity forums facilitate peer-to-peer learning and benchmarking against industry standards. CXO- focused approach ensures a cyber-aware leadership team that drives your organization's success securely into the future.
- **Weekly Threat Intelligence Bulletin:** Stay ahead of cyber threats with the Weekly Threat Intelligence Bulletin. We meticulously curate this comprehensive bulletin, providing timely insights on emerging threats, vulnerabilities, and attack trends. Delivered directly to your inbox, it recommends proactive advantage by promptly identifying potential risks. With continuous updates and ongoing support, you can confidently adapt your Defence strategies to combat the most sophisticated threats. It enables you to make informed decisions and protect your organization from emerging threats with Weekly Threat Intelligence Bulletin.
- **Email Security:** Safeguard your organization's communication channels with the Email Security solutions. We recommend robust measures to protect against phishing, malware & other email-borne threats. The advanced email filtering and authentication technologies prevent malicious emails from reaching your users inbox. Implementing encryption protocols to ensure the confidentiality of sensitive data in transit is a good idea. With real-time monitoring and threat intelligence, email security measures provide proactive Defence, detecting and blocking suspicious activities promptly. You can protect your organization's reputation and sensitive information with comprehensive Email Security measures, ensuring a secure and reliable email environment.
- **Agent-less Patching:** Agent-less patching platform for companies and MSMEs who want a rapid solution to distribute critical security updates and vulnerability fixes without causing system downtime. The patching platform not only assists with patch deployment, but it also enables your system administrator in understanding the patches, Adjustments & impact of the patches on the system. Before applying the patch, the software generates a warning if the system requires downtime or a reboot. You can experience a hassle-free patching process with the platform recommending enhanced security for your organization.
- **EDR/MDR Services:** Elevate your organization's cybersecurity capabilities with the Endpoint Detection and Response (EDR) and Managed Detection and Response (MDR) services. These advanced solutions provide continuous monitoring, rapid threat detection & effective incident response, safeguarding your digital assets in real-time. With EDR, proactively detect and

respond to threats at the endpoint level, while MDR service offers 24/7 monitoring and expert support. You can strengthen defenses against the most sophisticated cyber-attacks with EDR/MDR services, ensuring a resilient and secure digital environment.

- **All-in-one Operating System:** All-in-One Operating System is a true game-changing platform that provides a fortified desktop environment to foster secure collaboration and centrally managed cybersecurity resilience. Inbuilt endpoint security serves as a vigilant guard, blocking potential dangers. Effortless IT management provides with a user-friendly interface, leading to significant cost savings in IT infrastructure. It provides in-built end-point security, automated updates and patches along with extensive device reports. Organizations can unlock a secure and prosperous future by embracing the All-in-One Operating System in their IT infrastructure.
- **Cyber Risk Management & Compliance Dashboard:** Gain a clear understanding of your organization's cyber risk exposure with Cyber Risk Management & Compliance Dashboard. This powerful tool assesses your risk posture, quantifies potential financial Impact & evaluates compliance with industry standards and regulations. Armed with this information you can make informed decisions to prioritize cybersecurity investments and ensure compliance with relevant laws and regulations. The intuitive dashboard provides a comprehensive view of your cybersecurity performance enabling data-driven decision-making. This solution enables organizations to stay ahead of threats and ensure a resilient cybersecurity posture.
- **Security Score Card:** Track your organization's cybersecurity performance with a dynamic Security Score Card solution. This comprehensive rating provides a clear overview of your security posture, highlighting areas that require attention and improvement. It empowers data-driven decisions, allowing you to focus on strengthening key areas. Identify potential risks and compliance gaps with industry standards and regulations. With actionable insights, you can prioritize cybersecurity investments effectively, ensuring a robust and resilient Defence against cyber threats. This Security Score Card solution can be your strategic tool to proactively elevate your cybersecurity posture.
- **VAPT:** Enhance your organization's cybersecurity defenses with the Vulnerability Assessment and Penetration Testing (VAPT) service. Skilled professionals conduct rigorous assessments, simulating real-world attacks to identify potential vulnerabilities in your digital infrastructure. With detailed insights, you can fortify your defenses and proactively address weak points before malicious actors exploit them. This service goes beyond identifying vulnerabilities, you also get actionable recommendations to mitigate risks effectively. Organizations can be one step ahead of cyber threats, ensuring the security and resilience of your critical assets with the comprehensive VAPT service.

## Engineering

In engineering risk management, it's vital to adopt a holistic approach that extends beyond immediate concerns to proactively tackle potential risks and uncertainties. Drawing upon

considerable expertise in claims handling and risk evaluation, a robust and customized protection strategy can be ensured.

Construction endeavors face a myriad of risks such as floods, cyclones, impact damage, fires, theft, and collapse. However, the adverse effects of these risks can be mitigated through the implementation of extensive loss prevention measures specifically tailored for engineering projects.

- **Engineering Loss Prevention Exercise (ELP):** To effectively manage losses in Engineering Risk, fostering a culture of loss prevention is crucial. It's widely acknowledged that each construction project is distinct, presenting specific challenges related to geography, geology, occupancy, and construction methodology, which in turn result in unique associated risks. To cater this challenge a specific risk management framework which deals about the unique requirement of each project could be created for the loss prevention with reference to some parameters of distinctive research and industries best practices.
- **Drone Solutions for Linear Projects:** In recent years, the construction industry has undergone significant changes due to the introduction of drone-based construction solutions. These cutting-edge technologies are transforming the planning, design, and execution of construction projects. A major benefit of drone technology in construction is its capacity to conduct aerial surveys, providing extensive coverage and detail. Drones, equipped with advanced cameras and sensors, can rapidly capture precise images and data, offering project managers valuable insights into site conditions. This data can facilitate project planning, cost estimation and design optimization by providing a comprehensive understanding of the project's parameters.
- **CPM - Fleet & Fuel Management:** An advanced GPS-equipped sensor is available to precisely measure direct fuel consumption, evaluate engine efficiency, and detect potential tampering of diesel engines in both mobile vehicles and stationary machinery. This solution enables real-time alerts for service reminders and critical health issues, facilitating prompt resolutions and enhanced utilization. Additionally, it offers valuable insights into machinery and equipment performance through comprehensive analyses, resulting in optimized inventory usage and increased efficiency.

## Health

We highly recommend exploring proactive and preventive healthcare solutions, which can make a significant difference in maintaining good health. Recognizing that majority of in-patient department (IPD) admissions could be prevented with timely interventions and regular healthcare, it is important to focus on health, not just during illness.

- **Pioneering Digital Platform:** We recommend exploring digital health innovations offered by industry leaders, which provide cutting edge health solutions through the IL TakeCare (ILTC) app. Our platform has transformed the way health services are delivered by introducing a fully digital and cashless Outpatient Department (OPD) and Wellness Program.



- **Health Advisory Services:** We recommend a suite of health advisory services on the IL TakeCare app. Users can access health risk assessments, diet and exercise trackers, health parameter tracking and trends and sleep, meditation & hydration reminders. In addition, the platform recommends a feature to upload health records up to 1GB, and provides informative health blogs.
- **IL TakeCare App:** IL TakeCare app is a One-Stop-Solution for users with insurance needs. This robust user engagement is a testament to the high-value features that the app provides. Unique to the app is the innovative self-health assessment feature, which includes Face scan technology that can measure blood pressure, heart rate, cardiac variance, and SpO2 levels. The platform provides seamless teleconsultations with medical practitioners and specialists, and even recommends access to mental wellness experts to the insured. The facility for cashless OPD services and the efficient claim settlement process further enhance user experience. By encapsulating a wide range of state-of-the-art health services and solutions, the IL TakeCare platform revolutionizes corporate health management and serves as a comprehensive digital health solution.





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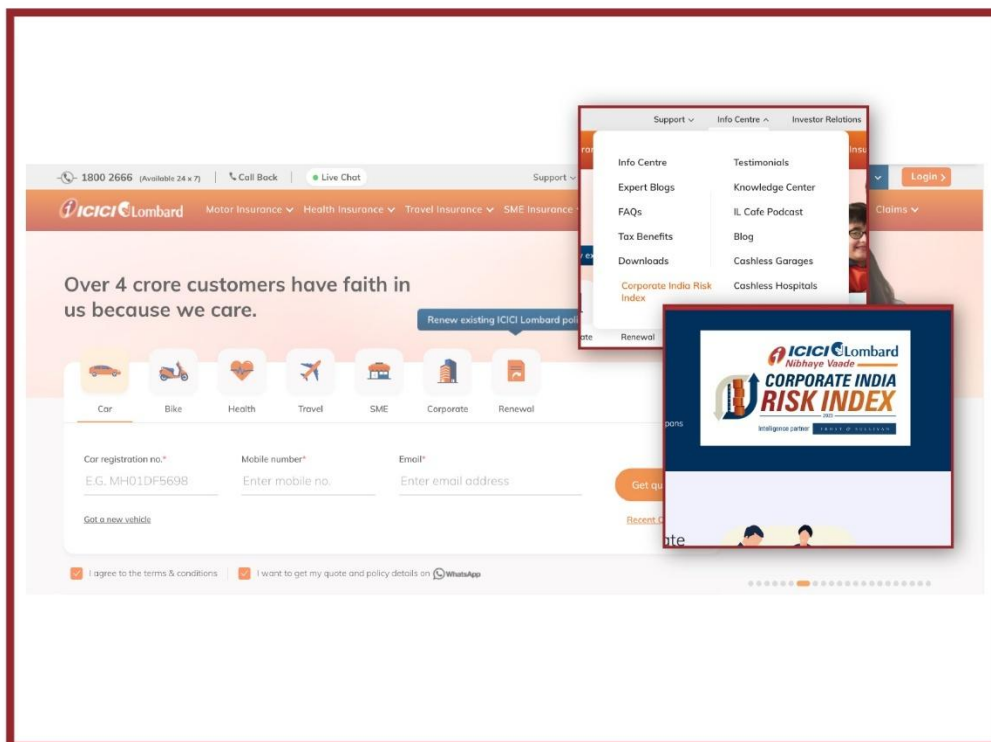
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