

**Govt. of India
Ministry of Tourism
(IT Division)**

Transport Bhawan
1, Parliament Street,
New Delhi
Tel. 011-23311237

File No. IT-5/1/2019

Dated: 20.01.2022

Subject : - Request for proposal for Selection of Brand Strategy and Design Agency for Incredible India Digital Platform.

I am directed to attach the RFP document bearing reference no. IT-5/1/2019 dated 20.01.2022 regarding ' Selection of Brand Strategy and Design Agency for Incredible India Digital Platform'.

The interested bidding agencies go through the details and the procedures mentioned in the said RFP documents. Important dates are also given in the RFP document. Corrigendum/ Amendments/ clarifications in respect of this RFP, if any, will be posted on websites – www.tourism.gov.in/https://eprocure.gov.in/eprocure/app only. Therefore interested bidding agencies may keep checking the above mentioned websites for such details.



(Pankaj Kumar Devrani)
Under Secretary to Govt. of India

Encl: As Stated.

To

All interested bidding agencies

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1. Disclaimer

- 1.1 The purpose of this RFP is to provide interested parties with the information that may be useful to them in the formulation of their Bids. The information contained in this RFP has been provided to the best of knowledge of Ministry of Tourism (MoT) and in good faith. However, the information may not be complete and accurate in all respects and may not be exhaustive. This RFP includes statements which reflect various assumptions and assessments arrived at by the MoT in relation to the project.
- 1.2 While reasonable care has been taken in providing information in this RFP, the Bidders are advised not to rely solely on this information only but also carry out their independent due diligence and risk assessments before submitting their response to this RFP. Further, the Bidders are advised to conduct their own analysis of the information contained in this RFP, carry out their own investigations about the project, the regulatory regime which applies thereto and all matters pertaining to the MoT and to seek their own professional advice on the legal, financial, and regulatory consequences of entering into an agreement or arrangement relating to this RFP.
- 1.3 This RFP includes statements, which reflect various assumptions and assessments arrived at, by the MoT in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require. This RFP may not be appropriate for all persons, and it is not possible for the MoT, its officers, employees, advisors, or consultants to consider the investment objectives, financial situation and particular needs of each party who reads or uses this RFP.
- 1.4 The information contained in this RFP is subject to update, expansion, revision, and amendment prior to the last day of submission of the Bids at the sole discretion of the MoT. In case any major revisions to this RFP are made by the MoT within seven days preceding the last date of submission of the Bids, the MoT may, at its discretion, provide reasonable additional time to the Bidders to respond to this RFP. Neither the MoT nor any of its officers, employees, advisors nor consultants undertakes to provide any Bidder with access to any additional information or to update the information in this RFP.
- 1.5 The MoT, its officers, employees, advisors, or consultants make no representation or warranty and shall have no liability of any nature to any person including any Bidder or Vendor under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost, or expense which may arise from or be incurred or suffered on account of anything contained in this RFP.

- 1.6 The issue of this RFP does not imply that the MoT is bound to select or appoint a Bidder for the Project and the MoT reserves the right to reject all or any of the Bidder or Bids without assigning any reason whatsoever.
- 1.7 The Bidders shall bear all costs associated with or relating to the preparation and submission of its Bid including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the MoT or any other costs incurred in connection with or relating to its Bid. All such costs and expenses will remain with the Bidder and the MoT shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by a Bidder in preparation or submission of the Bid, regardless of the conduct or outcome of the Bidding Process.

2. Fact Sheet

#.	Item	Description
1.	Name of the Client	Ministry of Tourism
2.	Bid Securing Declaration	Bidders shall submit, along with their Proposals, a signed 'Bid securing declaration' accepting that if the Bidder withdraws or modifies the bids during period of validity, or if the Bidder is awarded the contract and they fail to sign the contract, the Bidder will be suspended for a period of one year from being eligible to submit Bids/Proposals for contracts with MoT. The format is available in Annexure A Format 3 .
3.	Tender Inviting Authority	The Secretary, Ministry of Tourism, Government of India
4.	Title of the RFP	RFP for Selection of Brand Strategy & Design Agency for Incredible India Digital Platform
5.	Method of Selection	The method of selection is Technical Score Cut-off followed by Quality and Cost Based Selection (QCBS)
6.	Availability of RFP Documents	RFP documents shall be available on the Central Public Procurement Portal and MoT website (URL: http://eprocure.gov.in) & https://tourism.gov.in/ respectively.
7.	Date of RFP issue	20.01.2022 (Thursday)
8.	Last date for Submission of Pre-Bid Queries	All the queries should be received on or before 28.01.2022 (Friday) 17:00 hours, through email only with subject line as follows:

		<p>“RFP for appointment of” Pre-Bid Queries _<Bidder’s Name>”.</p> <p>The queries should be submitted as per the Format 11 prescribed in Annexure A of this RFP.</p> <p>The Pre-Bid queries to be sent to the following Email ID:(Pankaj.devrani@gov.in)</p>
9.	Pre-Bid Workshop & Conference Time, Date, & Venue	<p>Date- 31.01.2022 (Monday)</p> <p>Time- 11:00 Hrs</p> <p>Venue: - Manthan, First Floor, Ministry of Tourism (MoT), Transport Bhawan, 1, Parliament Street, New Delhi 110 001.</p> <p>Under the current circumstances, department may choose to organize the meeting virtually. The link for the meeting shall be displayed on Central Public Procurement Portal (URL: https://eprocure.gov.in/eprocure/app)</p>
10.	Last date and time for Bid submission (on or before)	<p>Date & Time: - 10.02.2022 (Thursday) 15:00 Hrs</p> <p>Proposals shall be uploaded in the format and mode as provided for in the Central Public Procurement Portal. No Bids shall be submitted in hard copy to MoT.</p> <p>Portal (URL: https://eprocure.gov.in/eprocure/app) for this RFP and shall be digitally signed by the authorized signatory of the Bidder.</p>
11.	Technical Bid Opening	Date & Time- 11.02.2022 (Friday)16:00 Hrs

		<p>Venue: - Manthan, First Floor, Ministry of Tourism (MoT), Transport Bhawan, 1, Parliament Street,</p> <p>New Delhi 110 001</p>
12.	Date for Technical Presentation by Bidders	<p>Date & Time- To be intimated later to the shortlisted bidders.</p> <p>Venue: Manthan, First Floor, Ministry of Tourism (MoT), Transport Bhawan, 1, Parliament Street, New Delhi 110 001.</p> <p>If changed, this may be done online or through a physical meeting. To be intimated later.</p>
13.	Commercial Bid Opening	<p>The date of opening of commercial bids will be informed separately to successful bidders after technical evaluation of bids and only those bids will be opened which are technically qualified.</p>
14.	Language of Bid Submission	<p>Proposals should be submitted in English only.</p>
15.	Term period of services	<p>The term period of services shall be valid for a period of 2 years from the Effective date of Agreement, which may be further extended by MoT for up to the period of 1 year on the same terms and conditions.</p>
16.	Currency	<p>Currency in which the Bidders may quote the price and will receive payment is INR only.</p>
17.	Name and Address for Communication and seeking clarifications	<p>Name: Pankaj Kumar Devrani, Under Secretary to the Government of India, Ministry of</p>

		Tourism (IT Division), Transport Bhawan, New Delhi- 110 001. Email ID: Pankaj Devrani <pankaj.devrani@gov.in>
19.	Joint ventures and consortiums	Joint ventures and consortiums of companies will not be allowed.

3. Notice Inviting Tender

- 3.1 The Ministry of Tourism (MoT), Government of India, having its Office at Transport Bhawan, Ministry of Tourism, Transport Bhawan, 1 - Parliament Street, New Delhi, 110001, invites Bids against this RFP for “Selection of Brand Strategy & Design Agency for Incredible India Digital Platform” from eligible Bidders.
- 3.2 Interested Bidders are advised to study this RFP document carefully before submitting their Bids in response to this RFP document. Submission of a Bid in response to this RFP shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions, and implications.
- 3.3 The RFP document is available on the Central Procurement Portal (CPP) and can be downloaded by interested Bidders. Any subsequent corrigenda / clarifications shall be uploaded on the CPP Portal: <https://eprocure.gov.in/eprocure/app>. The time, date and venue details related to the pre-bid conference and bid submission are mentioned in the Fact Sheet contained in the RFP. Any changes in the same shall be uploaded on the portal. The bids shall have to be uploaded electronically on the CPP Portal, with valid digital signatures before the Bids submission deadline. MoT reserves the right to accept or reject any or all the bids and terminate the RFP process at any stage at its own discretion without assigning any reasons or incurring any liability thereof.
- 3.4 Bids that are received after the last date and will not be considered in this RFP process. MoT takes no responsibility for issues faced by bidders on the CPP portal for uploading of bids or corruption of files on the CPP portal. The Bids shall be evaluated in accordance with the qualification and evaluation criteria to shortlist Bidders as prescribed in the RFP document.

3.5 Details of the appointed officer:

Pankaj Devrani

The Under Secretary to the Government of India, Ministry of Tourism,

Transport Bhawan, New Delhi- 110 001

4. Structure of RFP

4.1 This Request for Proposal document consists of the following:

Clauses	
Clause 1	Disclaimer
Clause 2	Fact Sheet
Clause 3	Notice Inviting Bidder
Clause 4	Structure of RFP
Clause 5	Introduction to Incredible India Digital Platform
Clause 6	Instructions to Bidder
Clause 7	Evaluation Criterion
Clause 8	Scope of Work and Deliverables
Clause 9	Payment Terms and Conditions
Clause 10	Allocation of Core Team, Regional SPOCs & Non-Core Team Resources
Clause 11	Appointment of Bidder
Clause 12	Exit Management

Clause 13	SLA & Penalties
Clause 14	Fraud & Corrupt Practices
Clause 15	Conflict of Interest
Annexures	
Annexure A	Pre-Qualification and Technical Bid Templates
Format 1	Compliance Sheet for Pre-Qualification Proposal
Format 2	Particulars of the Bidder
Format 2.1	Financial of the Bidder
Format 3	Format for Bid Securing Declaration
Format 4	Compliance Sheet for Technical Proposal
Format 5	Cover Letter for Technical Proposal
Format 6	Project Citation Format
Format 7	Technical Presentation
Format 8	Team Composition
Format 9	Curriculum Vitae (CV) of Key Personnel
Format 10	Letter of No Deviation
Format 11	Format for Pre-Bid Queries
Format 12	Deliverable Implementation Format
Format 13	Team Deployment (Core & Non-Core)

Annexure B	Commercial Bid Templates
Format 14	Cover Letter for Commercial Proposal
Format 15	Commercial Proposal
Annexure C	Template Performance Bank Guarantee
Annexure D	Format of Letter of Intent
Annexure E	Self-Declaration Non Blacklisted format
Annexure F	Experiences
Annexure G	Language for Translation
Annexure H	Brand Field Energies
Annexure I	Out of Pocket Expenses
Appendices	
Appendix 1	Draft Master Service Agreement
Appendix 2	Incredible India Digital Platform Strategy & Vision Document
Appendix 3	Incredible India Digital Platform Benchmarking Reference Document
Appendix 4	Guidelines for Creative Execution
Appendix 5	Indicative Execution Plan

5. Introduction to Incredible India Digital Platform

5.1 Incredible India Digital Platform

- 5.1.1 India is one of the best countries in terms of richness and diversity of tourism destinations and products. India has many world heritage sites, home to the cultural heritage of Hinduism, Buddhism, Jainism, Sikhism, Christianity, and Islam. Innumerable monuments, exquisitely carved temples, stupas, forts, and palaces are dotted all over the country. The natural beauty of the country is equally varied. India has diversity in geographical features like spectacular mountain ranges, meandering rivers, and miles of dense forests and many more.
- 5.1.2 Ministry of Tourism envisions to revamp its incredible India digital platform (includes Incredible India website, mobile apps, modules deployed in Adobe cloud, any other digital asset utilized to engage with visitors) to make it one of the top tourism portals in the world. It is envisaged to revamp the platform into a tourist centric one stop digital platform, which will provide the tourists with information and services all through their journey from dreaming, planning, booking, visiting, and returning. It is further envisaged to integrate the information and services from various State Governments, Destinations and other hospitality, travel & tourism stakeholders.
- 5.1.3 Ministry of Tourism has held extensive deliberations to revamp the portal and make it one of the top tourism portals in the world. The Ministry has benchmarked best country tourism portals, like USA, Switzerland, Singapore etc. for features and studied best practices for developing a world class platform (Refer to **Appendix 3: Incredible India Digital Platform Benchmarking References Document**) and basis this prepared a strategy document (Refer to **Appendix 2: Incredible India Digital Platform Strategy & Vision Document**) for the Incredible India digital platform, which revolves around the vision of transforming Incredible India digital platform as focal point for information, experiences, and services for tourists across the world thereby increasing visitor satisfaction & make India as a preferred destination.

5.2 Brief on Roles and Responsibilities of Implementation Partners

- 5.2.1 As a part of strategy and roadmap, MOT has envisioned to engage four implementation partners for revamping the Incredible India digital platform. The following are the four implementation partners:
- (i). Brand Strategy and Design Agency
 - (ii). Production Agency
 - (iii). System Integrator Agency
 - (iv). Project Management Unit

5.2.2 Brand Strategy & Design Agency – Lead Implementation Partner

- (i). Brand Strategy and Design Agency shall play a pivotal role in driving the multi-faceted strategy for the Incredible India digital platform as per the vision laid down by the Ministry of Tourism. As a lead agency, it shall draft overall branding and experience strategy, deliver content to enhance the digital platform. In addition to this, it shall provide guidance and support to System Integrator and Production Agency and work together to achieve project milestones.
- (ii). The agency shall be responsible and accountable for planning, designing, and monitoring all campaigns executed during the period of engagement and shall also coordinate with internal and external stakeholders for managing the digital marketing initiatives.
- (iii). The Incredible India digital platform envisages an integrated and holistic approach to showcase Indian tourism, destination, products and other offerings including lesser known destinations and undiscovered facets of Indian tourism across the length and breadth of the country in a scalable and sustainable manner, to increase the footfalls of both the international and domestic tourists.
- (iv). This agency shall also provide content for Incredible India digital platform which shall include the following:
 - (a). **Content Creation:** Drafting content for the website and other Social Media platforms, newsletters, banners, Mobile App, and other related deliverables
 - (b). **Content Presentation:** The agency shall be responsible for translating content in multiple languages from India and abroad to target global audience, draft experience strategy, define brand guidelines, repurpose existing content
 - (c). **Content Structure:** Design UI/UX in minimum clicks (3-4) for complete user journey on the platform, create theme-based content, define structure to granular level in terms of attractions or destinations e.g., State level, city level, district level, place level.
 - (d). **Content Collaboration:** Content shall also be sourced via collaborations with states, industry bodies, travel writers, editors, content producers, freelance writers, brand writers, influencers, photographers, etc.

- (e). **Personalisation:** Create content as part of demographic / behavioural trends to push to different target groups and create customised key messages
- (f). CRM based content management, ORM, SEO, industry partnerships, etc.
- (g). Any other support which may be required to achieve the vision of Incredible India digital platform as one stop solution for information, services and outreach.

5.2.3 Production Agency

The Production agency shall work closely with Brand Strategy & Design Agency, the lead implementation partner, and Incredible India campaign. MoT has a rich repository of images and videos which will be repurposed by Brand Strategy and Design agency. In addition the production agency will create new media assets including videos (films), stills (photographs) and other technology based media assets for the purpose of brand building of Incredible India. The Production agency will provide new content in coordination with Brand Strategy and Design agency and shall perform the broad responsibilities as highlighted below:

- (i). Providing new images and videos to enrich the portal
- (ii). Perform moderation of images and videos
- (iii). Editing and post-processing of images and videos
- (iv). Creation of immersive and 360-degree videos/images
- (v). Have Pan India network for capturing images and videos in far-fetched destinations/monuments/attractions.

5.2.4 System Integrator Agency

System Integrator Agency will play a vital role in maintaining, revamping, and providing technical support to the Incredible India digital platform. This agency shall keep the platform updated with support from the above two agencies and in line with the design strategy defined by the lead Brand Strategy and Design Agency. The broad responsibilities are highlighted as follows.

- (i). Website and native mobile apps revamping & integration of services/features

- (ii). Operations & Maintenance of the Incredible India digital platform (website and mobile app)
- (iii). Content management, aggregation, and update
- (iv). User engagement using Adobe tools such as Adobe Analytics, Target, Campaign and AEM

5.2.5 Program Management Unit (PMU)

PMU will be responsible for translating the vision of the Incredible India digital platform to all the agencies as action items and then overseeing the execution of the strategy that has resulted from the vision and benchmarking exercise conducted. It shall liaison with three agencies and the Ministry for executing the vision of the Incredible India digital platform. The broad responsibilities are highlighted as follows:

- (i). Project monitoring and contract management including stakeholder management.
- (ii). Assistance in the procurement process (Creation of RFPs, Bid Process Management, etc.)
- (iii). Assistance in preparation of presentations (status reviews, vision, plan, requirements, etc.)
- (iv). Conducting meetings, reviews and doing other necessary communications for smooth functioning of the project.
- (v). Responsible for onboarding of all agencies and getting approvals from Ministry
- (vi). Defining SOPs for hassle-free functioning of platform and operations of three agencies altogether. This will be done in collaboration with the above-mentioned agencies.

6. Instruction to Bidders

6.1 General

6.1.1 While every effort has been made to provide comprehensive and accurate background information and requirement & specifications, bidders must form their conclusion about the solution needed to meet the requirements. Bidders may consult their legal before submitting response to this RFP.

- 6.1.2 All information supplied by the Bidders may be treated as contractually binding on the bidders, on the successful award of the assignment by the MoT based on this RFP.
- 6.1.3 No commitment of any kind, contractual or otherwise shall exist unless and until a formal written contract has been executed by or on behalf of the MoT. Any notification of the preferred Bidders status by the MoT shall not give rise to any enforceable rights by the Bidder. MoT may cancel this public procurement at any time prior to a formal written contract is executed by or on behalf of the MoT.
- 6.1.4 This RFP supersedes and replaces any previous public procurement documentation and communications, and Bidder should place no reliance on such communications.

6.2 Due Diligence by Bidders

- 6.2.1 Bidders may prior to submitting their Proposals, examine the requirements at their own expense and obtain and ascertain for themselves, at their own responsibility and other information necessary for preparing their Proposals.
- 6.2.2 Bidders shall be deemed to have full knowledge of the requirements of the work. MoT will not accept any responsibility or liability for any errors, omissions, inaccuracies, or errors of judgment with respect to information or materials provided by MoT in this RFP Document or otherwise, with respect to this Project. Although such information and materials are to the best of MoT's belief, however, their verification is the sole responsibility of Bidder.
- 6.2.3 Neither MoT, nor their employees make any representation or warranty as to the accuracy, reliability or completeness of the information provided nor will have any liability to any bidder which may arise from or be incurred or suffered in connection with anything contained in this RFP and the award of the work or otherwise arising in any way from the selection process.

6.3 Compliant Proposals/ Completeness of Responses

Failure to comply with the requirements of this paragraph may render the Proposal non-compliant and Proposal may be rejected. Bidder must:

- (i). Include documentation specified in this RFP.
- (ii). Follow the format of this RFP and respond to each element in the order as set out in this RFP
- (iii). Comply with all requirements as set out within this RFP.

6.4 Code of Integrity

6.4.1 No official of a procuring entity or a bidder shall act in contravention of these codes which includes prohibition of:

- (i). Making an offer, solicitation or acceptance of a bribe, reward or gift or any material benefit, either directly or indirectly, in exchange for an unfair advantage in the procurement process or to otherwise influence the procurement process.
- (ii). Any omission or misrepresentation that may mislead or attempt to mislead so that financial or other benefits may be obtained, or an obligation avoided.
- (iii). Any collusion bid rigging or anticompetitive behaviour that may impair the transparency, fairness, and progress of the procurement process.
- (iv). Improper use of information provided by the procuring entity to the bidder with an intent to gain unfair advantage in the procurement process or for personal gain.
- (v). Any financial or business transaction between the bidder and any official of the procuring entity related to the tender or execution process of contract, which can affect the decision of the procuring entity directly or indirectly.
- (vi). Any coercion or any threat to impair the harm, directly or indirectly, any party or its property to influence the procurement process.
- (vii). Obstruction of any investigation or auditing of a procurement process.
- (viii). Making false declarations or providing false information for participation in a tender process to secure a contract.

6.4.2 Disclosure by the Bidder

- (i). Disclosure by the bidder of any transgression made in respect of the provision of sub-clause 6.4.1. with any entity in any country during the last three years or of being debarred by any other procuring entity.
- (ii). In case of any reported violations, the procuring entity, after giving a reasonable opportunity of being heard, concludes that a bidder or prospective bidder has contravened the code of integrity, may take appropriate measures.

6.5 Pre-Bid Meeting and Clarifications

6.5.1 Pre-Bid Conference

- (i). The Bidders will have to ensure that their queries for Pre-Bid meeting should be sent as per details in the Fact Sheet.
- (ii). The queries should necessarily be submitted in the format mentioned in **Annexure A Format 11: Pre-bid queries format** .
- (iii). MoT shall not be responsible for ensuring that the Bidder's queries have been received by them. Any request for clarification posts the indicated date and time may not be entertained by the MoT.

6.5.2 Responses to Pre-Bid Queries and Issue of Corrigendum

- (i). The MoT will endeavour to provide a timely response to all queries. However, MoT makes no representation or warranty as to the completeness or accuracy of any response made in good faith, nor does MoT undertake to answer all the queries that have been posted by the Bidders.
- (ii). At any time prior to the last date for receipt of bid, MoT may, for any reason, whether at its initiative or in response to a clarification requested by a prospective Bidder, modify the RFP document by Corrigendum.
- (iii). The Corrigendum (if any) and clarification to the queries from all Bidders will be posted on the MoT website (www.tourism.gov.in) and e-Procure portal <https://eprocure.gov.in>. Any such Corrigendum shall be deemed to be incorporated in this RFP.
- (iv). To provide prospective Bidders reasonable time for taking the Corrigendum into account, MoT may, at its discretion, extend the last date for the receipt of the Proposals.

6.6 Key Requirements of the Bid

6.6.1 Bid Securing Declaration

Bidders shall submit, along with their Proposals, a signed 'Bid securing declaration' accepting that if the Bidder withdraws or modifies the bids during the period of validity, or if the Bidder is awarded the contract and they fail to sign the contract, the Bidder will be suspended for a period of one year from being eligible to submit Bids/

Proposals for contracts with MoT. **(Refer Annexure A Format 3: Format of Bid Security Declaration)**

6.6.2 Submission of Bids

- (i). Bidders should submit their responses to the RFP as per the procedure specified in the e-Procurement portal (URL: <https://eprocure.gov.in>) being used for this purpose. Generally, the items to be uploaded on the relevant sections/folders on the portal would include all the related documents mentioned in this RFP, such as:
 - (a). Bid securing declaration **(Annexure A Format 3: Format of Bid Security Declaration)**
 - (b). Pre-qualification response with Compliance sheet for Prequalification **(Annexure A Format 11: Pre-bid queries format)**
 - (c). Technical Proposal with the Cover Letter for Technical Proposal **(Annexure A Format 5: Covering Letter for Technical Proposal)**
 - (d). Commercial proposal with the Cover letter for Commercial proposal **(Annexure B Format 14 & Format 15)**
 - (e). Additional certifications/documents e.g., Power of Attorney, CA certificates on turnover, etc.
- (ii). However, each of the above documents must be uploaded in the format specified for this purpose and as per the specified folder structure in the portal.
- (iii). The bidder must ensure that the bid is digitally signed by the Authorized Signatory of the bidding firm and has been duly submitted within the submission timelines. The MoT will in no case be responsible if the bid is not submitted online within the specified timelines.
- (iv). All the pages of the Proposal document must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bidder's Proposal.
- (v). Please note that prices should not be indicated in the pre-qualification proposal or technical proposal but should only be indicated in the commercial proposal.

- (vi). All the pages of the Proposal must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bidder's Proposal.

6.6.3 Bidders Authorized Signatory

The proposal should be accompanied by an appropriate board resolution or power of attorney in the name of an authorised signatory of the Bidder stating that he/she is authorised to execute documents and to undertake any activity associated with the Bidder's Proposal.

6.7 Preparation and Submission of Proposals

6.7.1 Proposal Preparation Cost

The Bidder shall be responsible for all costs incurred in connection with participation in the RFP process, including, but not limited to, costs incurred in the conduct of informative and other diligence activities, participation in meetings/ discussions/ presentations, preparation of the proposal, in providing any additional information required by MoT to facilitate the evaluation process, and in negotiating a definitive contract or all such activities related to the bid process. MoT will in no event be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

6.7.2 Language

The Proposal should be filled by the Bidder in English language only. If any supporting documents submitted are in any language other than English, translation of the same in the English language is to be duly attested by the Bidders. For purposes of Proposal evaluation, the English translation shall govern.

6.7.3 Venue and Deadline for Submission of Proposals

Bidders should submit their responses to the RFP as per the procedure specified in the e-Procurement portal (URL: <https://eprocure.gov.in>). Any proposal submitted on the portal after the deadline will not be accepted and hence shall be automatically rejected. MoT shall not be responsible for any delay in the submission of the documents.

6.8 No Deviations

The Bidder shall be required to provide a declaration for no deviation to the contents of the RFP document in the format prescribed in **Format 10: Letter for No Deviation**

6.9 Evaluation Process

- 6.9.1 The Evaluation Committee constituted by the MoT shall evaluate the responses to the RFP and all supporting documents/documentary evidence. The inability of a Bidder to submit required supporting documents/documentary evidence within a reasonable time provided to it may lead to the Bidder's Proposal being declared non-responsive.
- 6.9.2 The decision of the Evaluation Committee in the evaluation of responses to the RFP shall be final. No correspondence will be entertained outside the process of negotiation/ discussion with the Evaluation Committee.
- 6.9.3 The Evaluation Committee may ask for meetings with the Bidders to seek clarifications on their proposals.
- 6.9.4 The Evaluation Committee reserves the right to reject any or all Proposals based on any deviations contained in them.
- 6.9.5 Each of the responses shall be evaluated as per the criteria and requirements specified in this RFP.

6.10 Proposal Evaluation

6.10.1 Initial Proposal Scrutiny

Initial Proposal scrutiny will be held to confirm that Proposals do not suffer from the infirmities detailed below. Proposals will be treated as non-responsive if a Proposal is found to have been:

- (i). Submitted in a manner not conforming with the manner specified in the RFP document
- (ii). Submitted without appropriate Bid Security Declaration as prescribed herein
- (iii). Received without the appropriate power of attorney
- (iv). Containing subjective/incomplete information
- (v). Submitted without the documents requested
- (vi). Non-compliant with any of the clauses stipulated in the RFP
- (vii). Having lesser than the prescribed validity period.

6.10.2 Pre-qualification Scrutiny

MoT will prepare a list of all the responsive Bidders, who comply with all the pre-qualification criteria of the RFP. The bids that do not qualify basis on the pre-qualification criteria will be rejected. All pre-qualified bids will then be considered for further evaluation by the evaluation committee according to the evaluation process defined in this RFP document.

6.10.3 Technical Qualification Scrutiny

MoT will then prepare a list of all the pre-qualified Bidder for Technical Qualification. The bids that do not qualify basis on the technical criteria will not be invited for Technical Presentation. All technical qualified bids will then be considered for further commercial evaluation by the evaluation committee.

6.11 Bid Opening

The Proposals submitted up to 15:00 on 10.02.2022 will be opened at 16:00 on 11.02.2022 by the Nodal Officer or any other officer authorized by MoT, in the presence of the Bidder's representatives who may be present at the time of opening (physically or virtually as decided).

6.12 Bid Validity

The offer submitted by the Bidders should be valid for a minimum period of 90 days from the last date of submission of the Proposal.

7. Evaluation Criteria

7.1 Method and Terms of Selection

7.1.1 MoT shall evaluate the responses to this RFP and evaluate the bidders on a "best value bid" basis by using the **Quality and Cost Based Selection (QCBS) method**. Except for the public opening of bids, information related to the examination, clarification, evaluation and comparison of bids and recommendations concerning the award of contract shall not be disclosed to any Bidder or any person not officially concerned with such process.

7.1.2 Each bid will be assigned a score out of a maximum of 100 marks. The technical bid will comprise 70 marks whereas the commercial bid will be 30 marks out of 100. Only the bids scoring 70 percent (or more) in each section and a minimum of 70 marks out of 100 as per the technical criterion, will qualify for the commercial evaluation stage.

Failing to secure minimum marks in technical criteria shall lead to technical rejection of the bid.

7.1.3 If there is only one valid Bid, MoT reserves the right to evaluate the single Bid or take recourse to re-tendering.

7.1.4 MoT reserves the right to accept or reject any Bid and/or cancel or annul the entire tender process and reject all the bids at any time prior to award of contract, without thereby incurring any liability whatsoever to the affected Bidder(s) and without informing the grounds of rejection/annulling.

7.2 Pre-Qualification Evaluation Criteria

The Pre-Qualification documents shall be submitted along with the Pre-qualification Compliance Sheet (**Refer Annexure A Format 1: Compliance Sheet for Pre-Qualification Proposal**). MoT reserves the right to check/validate the authenticity of the information provided in the Pre-qualification evaluation criteria and requisite support must be provided by the bidder. The following table enlists the pre-qualification criteria for this RFP:

#	Eligibility Criteria	Supported documents to be Submitted
1.	<p>Legal Entity</p> <p>The Bidder must be:</p> <p>a. Incorporated and registered in India under the Indian Companies Act 1956/2013 or LLP registered under LLP Act, 2008</p> <p>b. Shall be in operation in India for minimum five (5) years.</p>	<p>Certificate of Incorporation /Copy of Registration Certificate(s)/Copy of GST registration</p> <p>AND</p> <p>Bidder General information as per Annexure A Format 2: Particulars of the Bidder, to be included for the Bidder</p>
2.	<p>Office in Delhi NCR</p> <p>The Bidder shall have an office in Delhi / NCR</p>	<p>Copy of Electricity/ telephone bill in the name of Bidder OR Lease agreements or Certificate from Company Secretary</p>

3.	<p>Annual Turnover</p> <p>The Bidder must have an annual turnover of minimum INR 50 crore per year during the last three financial years ending 31st March 2021.</p>	<p>a. Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2020 – 2021, 2019 – 2020, 2018 – 2019</p> <p>b. Details be provided in Annexure A Format 2.1: Financials of the Bidder</p> <p>c. The details should be certified by the Statutory Auditor of the Company or Company Secretary</p>
4.	<p>Headcount</p> <p>At least 100 manpower working in related fields like Branding, Marketing, Content Writing, UI/UX designers etc.</p>	<p>Certificate from HR indicating the number of brand strategy experts /communication experts/ content designers/ social media experts on the full-time rolls of the Bidder.</p>
5.	<p>Resources</p> <p>Profiles proposed for Core Team should meet experience & minimum requirement criteria as mentioned in Clause 10.2</p>	<p>CVs of core team as per Annexure A Format 9: Curriculum Vitae (CV) of Key Personnel</p>
6.	<p>Similar Work Experience</p> <p>The Bidder should have handled at least 3 projects involving similar services*, with a project fee of at least INR 1 crore, per project, in the last 3 financial years (2020-21, 2019-20, 2018-19)</p>	<p>a. List of the 3 clients should be provided along with the nature of services provided with particular emphasis of brand strategy, website content management.</p> <p>b. Use the format provided in Annexure A Format 6: Project Citation Format</p> <p>AND</p>

		<ul style="list-style-type: none"> a. Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR b. Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR c. Copy of client certificate as documentary proof for the stated criteria and project status, OR d. Certificate by the Company Secretary of the bidder for the stated criteria and project status.
7.	<p>AEM Certified</p> <p>The bidder should be Adobe certified Bronze Partner Certification or above and should have worked on at least one project on AEM or have managed Adobe Campaigns.</p>	<ul style="list-style-type: none"> a. Copy of valid certificates duly authenticated by the authorized signatory. <p>And</p> <ul style="list-style-type: none"> a. Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR b. Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR c. Copy of client certificate as documentary proof for the stated criteria and project status

8.	<p>Not Blacklisted</p> <p>The Bidder should not have been blacklisted by (Central Govt./State Govt. / Centre/State PSUs/ Autonomous Body) on the bid submission date.</p>	<p>a. Self-declaration from the bidder in company letter head, signed by authorized signatory as per Annexure E: Self-declaration - Not Blacklisted Format</p> <p>b. This needs to be submitted for the Bidder</p>
9.	<p>Positive Net Worth</p> <p>The Firm shall have positive net worth of as on 31st March 2020.</p>	<p>Net-worth certificate from chartered accountant needs to be enclosed as per Details be provided in Annexure A Format 2.1: Financials of the Bidder</p>

*Similar services enlist (not limited to) brand /360-degree marketing strategy, planning and execution and covering areas such as creative development, and implementation across Below the Line (BTL), digital & social media marketing, & media planning along with local and foreign language translations of content among others.

7.3 Technical Evaluation Criteria

7.3.1 Technical Bid Details

The evaluation criteria for technical bid are given as below:

#	Criteria	Particulars	Documentary Evidence	Max. Marks
1.	Average Annual turnover for the last three financial years (2018-19, 2019-20 & 2020-21)	Annual turnover during the last three financial years ending 31 st March 2021.	a. Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2020 – 2021, 2019 – 2020, 2018 – 2019	20

		<u>Refer to the below table 7.3.2.1 for further details.</u>	<ul style="list-style-type: none"> b. Details be provided in Annexure A Format 2.1: Financials of the Bidder c. The details should be certified by the Statutory Auditor of the Company or Company Secretary 	
2.	Experience in Brand Consultancy projects for any Tourism or similar industry (like Airline, Hospitality, Travel aggregators, etc.) in last five years.	<p>Each tourism related project will get 5 marks. A maximum of 4 projects can be submitted.</p> <p>OR</p> <p>Each similar industry related project will get 4 marks. A maximum of 5 projects can be submitted.</p> <p><i>(In case, bidder is citing a combination from above two categories, the maximum marks allotted will be 20 only)</i></p> <p><u>Refer to the below table 7.3.2.2 for further details.</u></p> <p>AND</p>	<ul style="list-style-type: none"> a. List of all the clients should be provided along with the nature of services provided with particular emphasis of brand strategy, website content management, online reputation management. b. Use the format provided in Annexure A Format 6: Project Citation Format <p>AND</p> <ul style="list-style-type: none"> a. Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR b. Copy of Work Order and Self Certificate of Completion certified 	30

		<p>Bidder should have worked with at least among five Top 100 brands across the globe in last five financial years.</p> <p><i>(Refer to the below table 7.3.2.2 for further details.)</i></p>	<p>by the Statutory Auditor or the Company Secretary, OR</p> <p>c. Copy of client certificate as documentary proof for the stated criteria and project status.</p>	
3.	Resources	<p>Assessment of Profiles proposed for Core Team:</p> <p>a. Team Leader</p> <p>b. Brand Strategy Consultant</p> <p>c. Creative Head</p> <p>d. Content Head / Copywriter</p> <p><i>Refer to the table 7.3.2.3 below</i></p>	<p>a. Resume of the profiles. HR should also certify that details provided in the resume are correct.</p> <p>b. Relevant project citations with roles played in every project.</p> <p>(Refer to Annexure A Format 9: Curriculum Viate (CV) of Key Personnel)</p>	20
4.	Technical Proposal	<p>The Technical Proposal shall cover the following:</p> <p>1. Understanding of scope of work</p> <p>2. Creating brand strategy for</p>	<p>Bidder to submit detailed technical proposal covering:</p> <p>a. Understanding of scope of work</p> <p>b. Creating brand strategy for</p>	30

		Incredible India Digital Platform 3. Approach & Methodology 4. Sample communication strategy, creative execution 5. Implementation plan & team deployment. <u>Refer to the Clause 7.3.2.4 below</u>	Incredible India Digital Platform c. Approach & Methodology d. Sample communication strategy, creative execution e. Implementation plan & team deployment	
Total				100

7.3.1.1 Technical Bid Criteria 1: Average Annual Turnover

The marks will be awarded as per the following table:

#	Average Annual Turnover	Maximum Marks
1.	50 Cr to 75 Cr	10 Marks
2.	75 Cr to 100 Cr	15 Marks
3.	100 Cr +	20 Marks

7.3.1.2 Technical Bid Criteria 2: Experience in Brand Consultancy

The marks will be awarded brand management projects for any Tourism or Similar industry (like Airline, Hospitality, Travel aggregators, etc.) in the last five years as per following table:

#	Criteria	Particulars	Max. Marks
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1.	Brand Consultancy projects handled in for any Tourism or similar industries.	<p>For Tourism-related project:</p> <p>Each project shall be assessed on following parameters:</p> <ol style="list-style-type: none"> 1. Scope of Services & impact (2 marks) 2. Sample asset made (1 marks {0.5 mark for Audio visual & 0.5 mark for creatives}) 3. Order Value without GST (2 marks) <ol style="list-style-type: none"> a. <1 Crore: 1 Mark b. >= 1 Crore: 2 Marks <p>For similar industries (Airline, Hospitality, Travel Aggregators, Accommodation, MICE) related project:</p> <p>Each project shall be assessed on following parameters:</p> <ol style="list-style-type: none"> 1. Scope of Service and Impact (1 mark) 2. Sample assets made (1 mark) {0.5 mark for AV and 0.5 mark for creatives} 3. Order Value without GST (2 marks) <ol style="list-style-type: none"> a. <1 Crore: 1 Mark b. >= 1 Crore: 2 Marks 	20
2.	Experience of working with	The bidder should have worked with at least top 5 brands across the world	10

	top brands across the globe.	<p>based on the Best Global Brands - 2021 ratings in the last 5 years. The bidder can refer to Interbrand.com or Fortune 500 and present a list of brands they have worked with from the top 100 list from either of the website mentioned above.</p> <p>a) 5 projects: 5 marks</p> <p>b) 6 projects: 6 marks</p> <p>c) 7 projects: 7 marks</p> <p>d) 8 projects: 8 marks</p> <p>e) 9 projects: 9 marks</p> <p>f) 10 projects: 10 marks</p>	
Total Score			30

7.3.1.3 Technical Bid Criteria 3: Evaluation of the CVs for resources proposed for the Core Team.

The detailed evaluation of the proposed resources and project experience relevance on previous assignments to be provided as per **Annexure A Format 9**.

#	Resources	Scoring pattern
1.	Team Leader	<p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 12 years of experience</p> <p>a. 12-15 years: 2 Marks</p> <p>b. 15+ years: 3 marks</p>

		<p>(ii). Total no. of projects with at least Rs. 1 crore project value in 360-degree marketing strategy, planning and execution covering areas such as marketing strategy, creative development, and implementation across Below the Line (BTL), Digital & Social media marketing, & media planning in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 3 projects: 1 Mark</p> <p>b. More than 3 projects: 2 Marks</p>
2.	Brand Strategy Lead	<p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 10 years of experience</p> <p>a. 10 – 12 years: 2 Marks</p> <p>b. 12+ years: 3 Marks</p> <p>(ii). Total no. of projects with at least Rs. 1 crore project value in 360-degree marketing or Brand Building or Brand Consultancy in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 3 projects: 1 Mark</p> <p>b. More than 3 projects: 2 Marks</p>
3.	Creative Head	<p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 10 years of experience</p> <p>a. 10-12 years: 2 Marks</p>

		<p>b. 12+ years: 3 marks</p> <p>(ii). Total no. of projects where the Creative Head should have managed the entire campaigns, providing strong leadership and direction throughout all stages of a project, including the management of a wider team of creatives, designers, videographers, and animators with at least Rs. 1 crore project value in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 3 projects: 1 Mark</p> <p>b. More than 3 projects: 2 Marks</p>
4.	Content Head	<p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 7 years of experience</p> <p>a. 12-15 years: 2 Marks</p> <p>b. 15+ years: 3 marks</p> <p>(ii). Total no. of projects with at least Rs. 1 crore project value in Content Writing/Content Management in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 3 projects: 1 Mark</p> <p>b. More than 3 projects: 2 Marks</p>

7.3.1.4 **Technical Bid Criteria 4:** Components of Technical Presentation

Core team shall be responsible for a detailed technical presentation as well as showcasing their own experience in relevant projects as mentioned in their CVs. The evaluation of the technical proposal shall include:

#	Particulars	Max Marks
1.	Understanding of scope of work	5 Marks
2.	Creating brand strategy for Incredible India Digital Platform	5 Marks
3.	Approach & Methodology	5 Marks
4.	Implementation plan & team deployment. Refer Annexure A Format 12: Deliverable Implementation Format and Annexure A Format 13: Team Deployment	5 Marks
5.	Sample communication strategy, creative execution, as explained in Appendix 4: Guidelines for Creative Execution	10 Marks

7.4 Commercial Evaluation

- 7.4.1 The commercial bids for the technically qualified bidders shall be opened on the notified date and time and reviewed to determine whether the commercial bids are substantially responsive.
- 7.4.2 The bid price will exclude all taxes and levies and shall be in Indian Rupees and mentioned separately.
- 7.4.3 Bids that are not as per Commercial format or are conditional bids shall be liable to be disqualification at MoT.
- 7.4.4 Each bidder will be given a Normalized Score as per below mentioned formula:
 Normalized Commercial Score of a Bidder = {Lowest Total Contract Value/ Bidders Total Contract Value} X 100 (adjusted to 2 decimals)

7.5 Final and Combined Score Calculation

- 7.5.1 The final score will be calculated through the Quality and Cost based selection method with the following weightage:

- (i). Technical: 70 Marks
- (ii). Commercial: 30 Marks
- (iii). Final Score = (0.70* Technical Score) + (0.30* Normalized Commercial Score)

7.5.2 The bidder with the highest Final Score shall be treated as the Successful Bidder.

7.5.3 In the event the Final scores are 'tied', the bidder securing the highest technical score will be adjudicated as the Best Value Bidder for the award of the project.

8. Scope of Work and Deliverables

8.1 Overview of the Scope

The objective of appointing Brand Strategy and Design agency is for Planning, Designing, and Implementation Support Services for Branding and Positioning of Incredible India Platform. In line with benchmarking report (**Refer to Appendix 3: Incredible India Digital Platform Benchmarking References Document**), the bidder has to deliver the following:

- (i). Define Brand and Communication Strategy in the digital space for an effective showcase of 'Incredible India' for the tourism seeker
- (ii). Create; Present; Structure and Collaborate for personalised tourism experience
- (iii). Based on the Analytics, upgrade and update the Content and Themes
- (iv). Be the content custodian for platform-specific approach
- (v). Lead Campaigns & Content with System Integrator and Production Bidder

8.2 Detailed Scope of Work

The Brand Strategy and Design Agency will be responsible and must ensure the following broad scope of work. The agency has to ensure that Incredible India should become one of the best tourism portal across the globe. The scope has been defined keeping in tandem with all the objectives of marketing and promoting Incredible India Digital Platform as a portal for all national and international tourists. The indicative scope of work for the Bidder are provided as below:

8.2.1 As-Is Analysis

The Bidder shall assess and review the Incredible India Brand, the need for rehashing the brand, current website and mobile app, content and overall media library of images and videos as a part of the Inception Report.

- (i). The Bidder shall review the brand strategy, website, mobile app, and social media of Incredible India along with other key State Tourism as current status report.
- (ii). The status report shall present the understanding of the brand position in the tourism sector. The As-Is study shall include the analysis done and understanding of current infrastructure in terms of repository of images, videos and content on the website.

8.2.2 Brand Strategy

It shall entail drafting vision, brand architecture and other elements of the brand framework to create positioning of Incredible India across the globe. The bidder may add more elements to brand architecture to supplement the vision defined. The details are mentioned as below:

- (i). A Vision Statement for Incredible India over the next 10 years to make it World's best platform for tourism.
- (ii). The mission statement and overall strategy with timelines to accomplish the 360-degree Implementation / Execution Plan.
- (iii). Mapping of the Brand Field Energies as per the model (refer **Annexure H: Brand Field Energies**). The bidder however is free to choose the framework of their choice covering all the aspects proposed in the vision statement. **(Refer Appendix 2: Incredible India Digital Platform Strategy & Vision Document)**
- (iv). Creating a robust brand guideline in consonance with user interface and user experience particular to navigation; a visual appeal that pleases senses. Understand the requirement of different source markets – for example, the look and feel as well as the content should look different for different audiences across the globe and not a standard one for everyone.
- (v). Brand narratives could range from traditional to more innovative /social experiments and immersive forms of campaigns/media strategies to create a unique value proposition for its evolved new age traveller. These may be

based on principles listed in the execution plan. **(Refer Appendix 5: Indicative Execution Plan)**

- (vi). Maximize demand for existing popular destinations and take initiatives for promoting the not so popular destinations.
- (vii). Formulation of plans for newer tourism avenues and newer dimensions to existing tourism opportunities.
- (viii). As a part of brand strategy, the bidder shall prepare a roadmap for 24 months including various experiences basis a user's interest, demographics, a reason to travel, etc. for higher engagement and increasing awareness on India and its destinations **(Refer Appendix 3: Incredible India Digital Platform Benchmarking References Document)**

8.2.3 Communication Rollout Plan

Develop the communication plan based on long-term and short-term objectives for website, mobile app, and social media.

- (i). Develop a global brand communication plan for creating awareness about Incredible India (website and mobile app) amongst the identified key stakeholders and public.
- (ii). Campaign calendar based on destinations /experience /states /places /different target markets for every quarter panned across a year to mapping the vision statement.
- (iii). Conceptualize and develop promotional strategy across the website and all channels.
- (iv). The bidder shall submit Communication Plan for information and key messages dissemination on the website, mobile app, and social media.
- (v). Define key messages catering to different personas suitable for different markets in India and abroad.

8.2.4 UI/UX Strategy

The objective is to simplify the journey of visitors and provide desired information in minimum possible clicks. The bidder shall design screens/ maps to cater to different personas as identified in brand strategy.

- (i). Develop the design and guide the System Integrator with the look and feel of the portal. Bidder shall be responsible for UI/UX design of the website and mobile application (Android & iOS users). The engagement should be such that the user should reach the desired information in a maximum of 3 clicks.
- (ii). To create a positive user experience by making the website simple for visitors to find information, elevate the level of engagement, increase the level of repeat visits, drive sign-ups and downloads for newsletters and other promotional content, and increase overall site traffic.
- (iii). Create custom graphics for end-to-end User Experience.
- (iv). Create interaction models, user task flows, screen designs and UI details that promote ease of use and optimize task flows.
- (v). In the proposed redesign, all pain points and challenges gathered from stakeholders shall be addressed and documented.
- (vi). Use of appealing colour scheme mapped to brand guidelines
- (vii). Define user journey on the website and mobile app. Below (not limited to) are the indicative journeys:

- (a) Destination Journey (Region – State – City – Attractions)

- (b) Experience Journey (Topics + City):

An “Experience” will be a mix of the emotions that a tourist encounters by visiting any location based on the possibilities they are seeking. It could be considered as a personal experience that combines both tangible and intangible aspects. The tangible ones like the physical infrastructure of the location; and intangible ones such as a touch of serenity, nostalgia, tranquillity, and relaxation among others. Each experience will be a combination of filters that will be created in tandem with features like Seasons, Outdoor activities, Choice of adventure and more mapped with the choice of cities one is exploring to travel. For more details refer to **Annexure F: Experiences**.

- (c) Trips Journey (Itinerary)

Trips Journey will be a section with defined filters of Experience (Category & Sub-category), Regions (State & City) and Trip Length (1-2 Days, 3-4

Days, 5-6 Days, 7-13 Days, 14+ Days). Each Filter will lead to a detailed description of Experience + Selected State or City + Trip Length.

(d) Separate Interfaces (Default, MICE, Medical Tourism)

Incredible India will be a default website for tourists and visitors. Similarly, visitors looking for MICE or Medical Tourism that have distinct requirements will have dedicated interfaces and user journeys. Their user journey will be separately filtered and carved for their specific purpose based on the user requirement. They will have dedicated user content for every interface. Refer to the Meetings tab of the myswitzerland.com website for a better understanding.

8.2.5 Design

This shall include creating a website layout, banners and other related elements for the Incredible India website and mobile app.

- (i). Define experience roadmap laid out in Brand Strategy.
- (ii). Create page layout and define line items for every web page.
- (iii). Define call to action to meet information requirements for various types of travellers (e.g.: business traveller, domestic tourists, international tourists)
- (iv). Create the website banners and other collaterals based on the UI/UX Strategy defined above for website promotions.
- (v). Template Creation: Create templates for pages, inner pages, footers, headers, etc.

8.2.6 Content Structure

The content strategy shall have all elements required including the structure, content drafts for the website, customised content for different personas, translation in Indian and Foreign languages to narrate Incredible India brand story and engage visitors.

8.2.6.1 Content for website and mobile app

- (i). The bidder shall be responsible for drafting rich and engaging content as per the defined strategy and layout for the Website and Mobile App. The content shall be copyright-free and with necessary permissions (wherever applicable).

- (ii). The content sourced from influencers shall be mapped by the bidder to the respective experience section/webpage.
- (iii). The bidder shall manage content for the revamped as well as the existing website and mobile app.
- (iv). The bidder shall be responsible for the creation and addition of new textual, photo and video content regularly throughout the engagement duration for various sections of the website, to keep the content refreshed. The bidder is expected to periodically come up with creative enhancements on the portal to enhance the engagement level with the target user segments.

8.2.6.2 Content flow

- (i). Content Flow (Refer to, **Appendix 2: Incredible India Digital Platform Strategy & Vision Document**, for detailed information on the structure of State Pages)
- (ii). Define the contents of the Homepage (Header Menu, Footer Menu and Main page)
- (iii). With reference to the benchmarked study, the bidder needs to create a roadmap to add experiences for engaging the visitors on the website with reference to the Experience roadmap created as a part of Brand Strategy.
- (iv). Define the structure of Destinations. To identify popular destinations in the State along with attractions. Follow the structure as follows: Destinations → Region → State → City → Featured Attraction
- (v). Define the layout of experiences using different themes (refer to Annexure F: Experiences, for an indicative list of experiences): Experience → Filter → Topic + City → Detailed experiences
- (vi). The bidder will be responsible for creating a topic-wise filter. (E.g., Culture, Food, Lifestyle, Outdoor, etc.) – **Refer to Appendix 3: Incredible India Digital Platform Benchmarking References Document**
- (vii). Create content for trips & itineraries and categorize them for easy search
- (viii). List down the events and festivals based on the following: Region-wise, Culture-wise, Season-wise.

8.2.6.3 Translation

- (i). The Bidder shall provide translation of content in 13 vernacular languages. **Refer Annexure G: Languages for Translation**, for Indian Languages.
- (ii). The Bidder shall provide the translation facility from English to 11 Foreign languages. **Refer Annexure G: Languages for Translation**, for Foreign Languages.

8.2.6.4 Content Personalization

- (i). To facilitate content personalization into three broad categories: (a) Basic Personalization, (b) Advanced Personalization, (c) Hyper-Personalization. Refer to **Appendix 2: Incredible India Digital Platform Strategy & Vision Document**, for more details.
- (ii). For Content Personalization, Adobe tools, such as Adobe Analytics, Target and AEM, shall be used, in coordination with the System Integrator agency, for running marketing campaigns and for implementing analytics capabilities on the Incredible India portal for catering needs of travellers across the globe planning to visit India. The personalisation shall lead to the preparation of content suitable for key international markets to engage them on the website and deliver information as per their reason to travel.

8.2.6.5 Content Presentation

- (i). Create a device-agnostic content presentation and structuring, maintaining the visual hierarchy.

8.2.6.6 Newsletters & Emailers

- (i). Newsletters: The bidder will be responsible for gathering information, compiling, and designing a monthly newsletter for Incredible India.
- (ii). Emailers: The bidder shall design emailers, on month-on-month basis in accordance with the campaign and promotions planned.

8.2.6.7 AR Content & Other Interventions

- (i). AR Content: Provide content for images/videos to be used for augmented reality-based interactive 360-degree image/video to create an immersive environment that can be used to know more about the destinations/attractions.

- (ii). Other Interventions: The bidder shall also be responsible for drafting content (not limited to) for WhatsApp, SMS, Telegram, Share Chat, etc. in line with campaigns planned for the month.

8.2.7 Campaign Planning & Implementation

The bidder shall be required to plan, create campaigns, and disseminate information for marketing and promoting Incredible India as a brand, tourism-related events and state boards via different narratives using creatives and mini campaigns.

- (i). From dissemination and recall perspective, the creation of campaigns shall be planned basis topical trends and/or key announcements/initiatives made by MoT which shall be rolled out in form of Content (text, images, videos) on Social Media/Website/App and other platforms in storytelling narratives.
- (ii). This may also include the creation of mini-campaigns for more personalisation which may involve state-level coordination. (E.g., A campaign on Dussehra may include mini campaigns with Haryana, Karnataka, etc.)

8.2.8 Social Media Management

The bidder shall be required to plan, create designs, and disseminate information via multiple social media channels basis its algorithms, persona-based messaging, etc.

- (i). **Content Calendar:** The bidder shall plan the content calendar as per the platform/algorithm/persona on a weekly/fortnightly/monthly basis.
- (ii). The calendar should provide expected deliverables (not limited to) as listed**
- (iii). **Creatives & Digital Content:** The bidder will be responsible for designing and creating creatives like GIFS, videos, banners, short-animated videos, graphics, data stories, smart art, audio, etc. as defined in the content calendar to increase traffic on the website and create awareness on Mobile App for increasing downloads and other call to action/campaigns.
- (iv). Creating a bank of design templates and cover images that can be used periodically, based on various themes of the posts.
- (v). **Multiple Social Media Handles:** Creation of accounts & sub-accounts, management of multiple social media platforms (Facebook, Twitter, Blogs, WhatsApp, etc.) to expand the reach, connect with target groups and audiences in different markets.

- (vi). **Live Streaming:** The bidder will be responsible for live streaming on any social media platforms for any events.
- (vii). The bidder will also be responsible for designing banners and communication around the Live Streaming event.

** Minimum expected deliverables: These are minimum expected deliverables on all the listed social media channels while engaging the audience.

#	Platform	Minimum No of Posts	Frequency
1.	Facebook Feeds	16	Weekly
2.	Facebook Stories	2	Daily
3.	Instagram Feeds	16	Weekly
4.	Instagram Stories	16	Weekly
5.	Instagram TV	4	Monthly
6.	Instagram Reels	16	Weekly
7.	Twitter	21 Tweets	Weekly
8.	YouTube	4	Monthly
9.	Content Calendar	1	Monthly

8.2.9 Online Reputation Management

Maintaining reputation and moderating content tagged to Incredible India on a real-time basis using tools and approaches. The scope includes following action items but not limited to:

- (i). For social listening and real-time engagement with the new age target audience, employ tools for collating data to create a detailed sentiment analysis.

- (ii). Providing appropriate response for social media handles of Incredible India and other related platforms as per requirement from time to time.
- (iii). The Bidder shall create a repository of FAQs based on the queries reported on various social media platforms in a structured format and create a catalogue containing the same.

8.2.10 Search Engine Optimization (SEO)

Improving google search rankings for Incredible India website in coordination with System Integrator for on-page optimisation with relevant keywords shall be done monthly basis. The action items shall include the following action items, but not limited to:

- (i). Conduct thorough relevant keyword research and analysis.
- (ii). Review the Incredible India website and make recommendations to optimize the site to appear in search results for top keywords organically.
- (iii). Propose a detailed Search Engine Optimization plan for both on-page and off-page optimization. The bidder shall submit a detailed SEO strategy within 30 days of getting onboard.
- (iv). The bidder will be responsible for implementing off-page optimization and providing meta tags with content for web pages.
- (v). The bidder shall pursue quality backlinks from authority sites.
- (vi). The bidder shall seed the Incredible India website's content on at least 30 external links per month, preferably travel and tourism sites, as a part of the link building exercise.

8.2.11 Repurpose the Existing Media Content

Post assessing the media library, the bidder shall plan and optimise the existing photos and videos and repurpose them for campaigns planned. The following scope items shall be part of this activity:

- (i). Repurpose the media content from the existing website and libraries. Preferably follow the principle of 80:20 where the bidder will be responsible for repurposing 80% of the existing content from the media library of MoT.
- (ii). Plan and execute campaigns for the existing website.

- (iii). Upload images and other multimedia/content from the existing library in proposed brand guidelines.
- (iv). The bidder will be responsible for repurposing the content monthly (for the existing and new website) and creating a detailed Content Plan to be shared with System Integrator for planning and implementation efforts.

8.2.12 Planning & Support for New Imagery & AVs/Films

For new imagery and AV films, the bidder shall work in coordination **with the Production Agency** and manage the start to end activities to ensure timely deliverables (photos, short films, videos). This shall include the following:

- (i). The bidder shall plan and advise newer AVs and Photographs to be developed/created as per campaigns planned.
- (ii). The bidder shall share brand guidelines, advisory, narratives, scripts, formats etc with Production Agency.
- (iii). Bidder shall be responsible for end-to-end coordination and support for Photographs and AVs/Films.

8.2.13 Content Management System

This is in coordination with the **System Integrator Agency**. The bidder's regional SPOCs shall enable state tourism boards to upload promotional material to Incredible India's website and mobile app via a content management system. The bidder shall envisage to have a comprehensive Content Management System for seamless content generation, updating and uploading cycle.

- (i). The bidder shall plan and coordinate with all the 28 states and 8 UTs across the country for seamless flow along with regional office SPOCs.
- (ii). Configuration of Adobe Platform for Content Moderation workflow in coordination with System Integrator agency.
- (iii). System Integrator must allow the content manager to tag a content. If the file is an image, the image should be displayed next to the link, or instead of the hyperlink text, as determined by the templates. The images should be made clickable for the users so that when they click on the image, they will be taken to the URL specified in the link. If the file is not an image but some other format (pdf, etc.) then the clicking of the link will take the user to the file specified for download or viewing.

- (iv). The content team will help the System Integrator with alternate text for all the multimedia that will be uploaded on the platform.

8.2.14 Content Contribution with Bloggers

Collaboration with the bloggers/influencers shall help to increase reach among and to connect with more target groups. The bidder shall plan content syndication via the following tasks:

- (i). Influencer based outreach: The bidder will define, plan, execute and implement the “Key Influencer Program” for Incredible India events, top destinations and attractions, Experience, etc. The Influencer program will aim at engaging Top 200 influencers from India and abroad.
- (ii). The Bidder shall identify influencers from social media like travel writers, celebrities, brand writers, freelance writers, photographers & bloggers, and invite them to be endorsers for initiatives of Incredible India.
- (iii). The Bidder shall submit a detailed Influencer Engagement document.
- (iv). The engagement shall include engaging bloggers for creating content (text and photographs/videos etc.) for activities around Launch, States, Themes, Festivals, etc.
- (v). Content Syndication: The Bloggers shall amplify the content (text and photographs/videos etc.) as part of the outreach in their networks for wider reach and awareness.

8.2.15 Content Contribution from Users

The bidder shall be responsible for gathering content generated by various User/travellers on Social Media or devise means to engage them on website:

- (i). The bidder shall be responsible for gathering real-time positive content generated through the website via monitoring/listening tools and collaborate with System Integrator to integrate with the website.
- (ii). The bidder shall be responsible to garner user-generated content by planning contests, games, puzzles, etc. engaging campaigns via social media, website, and apps.

8.2.16 Stakeholder Engagement

The bidder will have to engage with different stakeholders including MoT, State Tourism Boards, Industry and other stakeholders for seeking a support and collaboration in positioning Incredible India digital platform as one of the best tourism portals in the world. The Bidder will accordingly have to carry out following activities and coordinate for brand development, content and campaigns:

(i). Engagement with Government & Public Sector:

- (a). Conduct a workshop or stakeholder consultation with the experts before releasing the brand identity and themes.
- (b). The bidder shall coordinate with state tourism boards as a part of that regional office to understand new campaigns/activities and translate the same to the core team.
- (c). The Bidder shall brief the state tourism board under regional offices about campaigns/experiences implemented for Incredible India and assist them in uploading content on CMS wherever applicable.
- (d). Liaison with government entities associated with museums, national parks, monuments and more. This is an indicative list and should not be limited to them only.
- (e). The Bidder shall plan for capacity building/ training workshops for all such Government related entities on CMS in coordination with System Integrator.

(ii). Engagement with Industry:

- (a). Cross channel collaboration for the website and popular social media channels to create a greater impact through promotions, enabling more reach, amplifying engagement, and increasing app downloads. This includes industry players, OTA players, airlines, hospitality for wider reach and targeting more users/travellers across the nation. The bidder shall plan, liaison and implement such interventions.
- (b). Liaison with other organisations such as Hotel Listings, Tour Operators listing from NIDHI, and more for collaboration of content and other interventions. This is an indicative list and should not be limited to them only.

- (c). The Bidder as a lead agency shall plan for capacity building/ training workshops for Industry Players on CMS in coordination with System Integrator.

8.2.17 Monitoring, Reporting & Submission of work

Continuous monitoring and regular reporting of activities defined above along with milestones achieved should be shared regularly:

- (i). The Bidder shall submit weekly and monthly progress reports on the work.
- (ii). The Bidder will ensure submission of required creatives and any other work undertaken within the time frame that would be conveyed by MoT for each work assigned.

8.2.18 Miscellaneous

- (i). The Scope of Work specified in clauses 8.2.1 to 8.2.17 are not exhaustive and the Bidder shall undertake such other tasks as may be necessary for the successful completion of the project.
- (ii). The Bidder shall submit Integrated Strategy Document which will have documents like Content Structure Strategy, Branding guidelines document, Brand Strategy and others as specified in Clause 8.3.
- (iii). Content created by the Bidder (for any of the elements stated above) must be copyright protected and unauthorized use of this must be monitored. The Bidder shall ensure that there is no plagiarism in any of the deliverables/posts/campaigns etc. or anything which is assigned to the Bidder.
- (iv). The full copyright of all creative and creative material produced would rest with MoT. This would include full copyright of images used in the creatives and other deliverables.
- (v). The Bidder shall be responsible for copyright issues concerning the usage of images, footage, text material, etc. obtained through various sources. MoT shall not be a party to any disputes arising out of copyright violation by the Bidder, provided MoT does not violate any terms of the third-party agreement.
- (vi). The Bidder will at no time resort to plagiarism. MoT will not be a party to any dispute arising on account of plagiarism resorted to by the Bidder.

- (vii). The Bidder shall be responsible for obtaining any permission that may be required for undertaking work as detailed in this RFP Document. MoT will assist the Bidder in this regard, wherever possible.
- (viii). The logo(s), punch line(s), tag lines(s), brand guidelines created for various schemes will be the property of MoT in perpetuity.
- (ix). All creatives and campaign items designed/produced will be of global standards.
- (x). The Bidder shall provide for all the necessary resources (including software with licenses) on the laptop of the team members deployed by the Bidder for content creation and designing.
- (xi). The Bidder shall be responsible for mapping content sourced from influencers/dignitaries to a relevant experience.

8.3 Deliverables, Timelines & Payment Terms

The bidder needs to execute the project as per below mentioned timelines in coordination with other agencies mentioned:

#	Deliverables	Timelines	Payment (%)
Initial Phase			
Deliverable 1: Strategy Documents			
1.	As – Is report (Inception Report)	T + 10 days	15%
2.	Interim presentation & Stakeholder Consultation	T + 20 days	
3.	Integrated Strategy Document (which shall cover the following) Brand Documents: a) Brand Strategy (Vision, Mission, Architecture, Identity, User Personas, Target Markets)	T + 30 days	

	<p>b) Branding guidelines document</p> <p>Content & Layout Documents:</p> <p>a) Content Strategy document</p> <p>b) UI/UX Layout</p> <p>c) Website and Mobile App Layout</p> <p>d) Experience Layout</p> <p>e) SEO Strategy</p> <p>Campaign Documents:</p> <p>a) Implementation Plan</p> <p>b) Communication Plan + Social Media Strategy document</p> <p>c) Influencer Engagement Strategy</p>		
4.	<p>Repurposed content for existing website using Text + Images + Videos + Outbound Campaign</p> <p>AND Content for Trip Section (mapped to regions)</p>		
Deliverable 2: Pre-Launch Phase 1			
5.	<p>New content for the revamped website:</p> <p>Homepage + 40 cities/destinations (covering any 2 Regions*), attractions and relevant trips/itineraries</p>	T + 60 days	10%
6.	Relevant Content for 2 Experience Categories		
7.	<p>AR Content for Website and Mobile App</p> <p>AND</p>		

	Capacity building/workshop with industry and state boards in coordination with System Integrator		
Deliverable 3: Pre-Launch Phase 2			
8.	360-degree launch campaign along with media plan	T + 120 days	10%
9.	New content for 80 more cities/destinations (covering any 2 regions*), attractions and relevant trips/ itineraries AND Relevant Content for 6 Experience Categories		
10.	Defining Content Syndication SOPs + Supporting System Integrator in CMS configuration + Capacity building/workshop with industry and state boards in coordination with System Integrator		
11.	New Content for 80 more cities/destinations (covering any 2 regions*), attractions and relevant trips/ itineraries AND Relevant Content for 8 Experience Categories AND Capacity building/workshop with industry and state boards in coordination with System Integrator	T + 180 days	15%
Sustenance Phase			
12.	Activities planned for Monthly Sustenance Phase— Monthly Action Plan:	Split across 7 quarters starting from the	45%

<ul style="list-style-type: none"> a) Content Updates <ul style="list-style-type: none"> I. Ongoing update of content on website II. Additional experience, attractions, destination, trips b) Campaign Management <ul style="list-style-type: none"> I. ideation, goals, target groups & timelines II. Campaign Rollout – <ul style="list-style-type: none"> → Creatives based on the above-mentioned monthly action plan → Dissemination of campaign on websites, social media, and other channels. c) SEO Plan Influencer Plan Social Media Plan d) Newsletters e) Language Translation of the approved content <p>Monthly Reviews & Reports:</p> <ul style="list-style-type: none"> a) Stakeholder Review Meetings & Performance Reports b) Analytics Reports (in coordination with System Integrator) <p>Capacity Building:</p> <ul style="list-style-type: none"> a) Capacity building/workshop with industry and state boards in coordination with System Integrator 	<p>4th month of signing the agreement</p>
Final Milestones	

13.	Project Handover Document	T + 730 days	5%
Total		100%	

Above metric is applicable for two years. Basis the review of the bidder, the bidder may continue for the third year with monthly milestone activities.

**Regions - Regions are divided as North, South, East, West, Central, & North-East.*

8.4 Period of Contract

The period of contract is for two years and this will be further extendable for another one year.

9. Payment Terms & Conditions

9.1 The bidder shall submit the bill for payment as per terms and conditions defined in clause 8.3. In case deliverables are of satisfactory quality, MoT shall release the payment. However, in case of any unsatisfactory quality, the bidder shall incorporate feedback and submit it until quality is acceptable by MoT for releasing the payment.

9.2 Bidder shall furnish only the original GST Bill for payment along with the Bank account details.

9.4 For the sustenance phase starting from the fourth month, the quality of deliverables shall be assessed monthly whereas the bidder shall submit invoices every quarter. The payments will be calculated based on the final deliverable at the end of every quarter approved by MoT. Iterations shall not be counted as separate items.

9.5 Bloggers Expense: The selected Bidder is expected to drive organic reach through some non-paid influencers. No extra charges or fee/commission shall be payable to the agency in such cases. In the case of paid influencers, the Bidder shall explore the opportunity for barter. Cost for any influencers programme (Taxi hiring, Train journeys (AC 2 and below), Airfare (economy), boarding – lodging, local transport, sightseeing, guide charges etc) as proposed to and approved by the MoT, will be paid separately.

9.6 Any penalties/ liquidated damages, as applicable, for delay and non-performance, as per the clauses mentioned in RFP.

10. Allocation of Core Team, Regional SPOCs, and Non-Core Team Resources

10.1 Key details about Core Team Resource Deployment

10.1.1 The selected Bidder would be required to deploy a dedicated team of professionals as indicated below:

- (i). Each member of the core team must be a full-time employee of the Bidder and should have been employed with the Bidder for at least last one year.
- (ii). The core team should be available in Delhi NCR. The Bidder shall arrange provision for laptops with connectivity, headphones, all necessary software to render services under the scope of this RFP and other software such as those necessary to host meetings.
- (iii). In case the allocated resource resigns, then the Bidder must inform MoT within one week of such resignation. The Bidder shall ensure that the role of deployed resource is not vacant at any point of time during the contract period. The Bidder must provide replacement resources of equal or better qualification and experience as mandated in the RFP. MoT reserves the right to conduct interviews of the resources proposed by the selected Bidder in such a case. There must be proper documentation and knowledge transfer session of a minimum of 30 days between the resigned and the new appointed resource.
- (iv). The bidder shall conduct a proper background check of the resource and should submit BGV (background check verification document) to MoT, in case the same is requested.

10.2 Core Team Structure and Experience Criteria

Below mentioned resources should be on payroll and should meet minimum requirements to deliver the deliverables as mentioned in the above clause 8.3.

#	Resource	Experience & Minimum Requirements
1.	Team Leader (One resource)	a) PG/MBA b) Minimum experience of 12 years in 360-degree marketing strategy, planning and execution covering areas such as marketing strategy, creative development, and implementation across Below the

		<p>Line (BTL), Digital & Social media marketing, & media planning along with local and foreign language translations of content among others.</p> <p>c) Should have managed minimum 3 projects of value more than or equivalent to Rs. 1 Crore in last five years.</p> <p>d) Should be able to spearhead the entire project end-to-end and ensure timely deliverables of every milestones listed in Clause 8.2.</p>
2.	Brand Strategy Lead (One resource)	<p>a) PG/MBA</p> <p>b) Minimum experience of 10+ years in 360-degree marketing in Brand Building or Brand Consultancy.</p> <p>c) Should have managed minimum 3 projects of value more than or equivalent to Rs. 1 Crore in last five years.</p> <p>d) Should be an expert in delivering all the brand related strategy documents and ensure that every branding guideline are followed across the website, all the communication channels and all the creatives which will go live on the website as well as on all the social media channels.</p>
3.	Creative Head (One resource)	<p>a) PG in Arts/ or certification from design school / multimedia</p> <p>b) Minimum experience of 10 years in managing entire campaigns, providing strong leadership and direction throughout all stages of a project, including the management of a wider team of creatives, designers, videographers, and animators.</p> <p>c) Should have managed minimum 3 projects of value more than or equivalent to Rs. 1 Crore in last five years.</p>

		d) Should deliver innovative, engaging, full of narratives and best quality creatives and media content that have been mentioned in the scope of work.
4.	Content Head (One resource)	<p>a) Masters/PGD in Business Administration / MA in English / Master's in Journalism & Mass Communication</p> <p>b) Overall experience of at least 7 years with a specific focus on writing, editing and communications</p> <p>c) Experienced in developing content as per the communication strategy not restricted to articles, press releases, social media posts, newsletters, brochures, presentations, website content, Ads, and other marketing collaterals</p> <p>d) Proficient in English</p> <p>e) Should have managed minimum 3 projects of value more than or equivalent to Rs. 1 Crore in last five years.</p>
5.	Regional SPOCs (Five Resources)	<p>a) PG/MBA</p> <p>b) Five dedicated regional SPOCs to be deployed in 5 regions (North – Delhi, South - Chennai, East – Kolkata, West + Central – Mumbai, North East – Guwahati)</p> <p>c) They are mandatory allocations, though their CVs will not be evaluated for the Technical Bid.</p> <p>d) Minimum 3 years of experience in capacity building, training, content writing and team coordination.</p> <p>e) Proficient in English.</p>

10.3 Core Responsibilities of Regional SPOCs

- 10.3.1 The regional SPOCs to act as a bridge between the Core team at MoT and five regional offices (Mumbai, Chennai, Kolkata, Delhi, and Guwahati) of MoT.
- 10.3.2 They shall coordinate with state tourism boards and industry to understand new campaigns and activities as well as translate the same to the core team.
- 10.3.3 They shall brief the state tourism board about campaigns/themes implemented for Incredible India and assist them in uploading content on CMS wherever applicable.
- 10.3.4 They shall be responsible for capacity building/training staff, of State Tourism Boards, in coordination with System Integrator and Core Team, on AEM/CMS and other necessary tools required.

10.4 Non-Core Team Structure and Experience Criteria

The bidder shall allocate resources with the below-mentioned skill/experience onsite/offsite necessary for achieving the deliverables as described in Clause 8.2. These resources will aid the core team in achieving the targets defined in the timeline. The CVs of the below-mentioned team resources shall not be evaluated during the Technical Bid process. Though the deployment status shall be mentioned in the implementation plan and team deployment plan as detailed in **Annexure A Format 12: Deliverable Implementation Format** and **Annexure A Format 13: Team Deployment (Core & Non-core)** which will be a part of the Technical Bid process. The number of resources should be enough to meet project deliverables and timelines listed in this RFP.

#	Resource	Experience Requirements
1.	Data visualization expert	5+ years of experience in data visualization
2.	Content Writer	5+ years of relevant experience in content creation
3.	Graphic Designers	5+ years of relevant experience in creative design, content design, design of collaterals
4.	Video Editor	5+ years of experience in Video Editing and proficient in Adobe Premier Pro, Final Cut Pro, After effects, Adobe illustrator, Adobe photoshop, etc.

5.	SEO Expert	Minimum 6+ years of experience in SEO with leading SEO strategy and traffic growth
6.	Social Media Monitoring Expert	5+ years of experience in managing teams for Social listening and response
7.	UI/UX Designer Expert	8+ years of experience in UI/UX Design and Strategy
8.	AEM Expert	3+ years of experience on working on AEM related platform

11. Appointment of Bidder

11.1 Award Criteria

The MoT will award the Contract to the successful Bidder whose proposal has been determined to be substantially responsive and has been determined as the most responsive bids as per the process outlined above.

11.2 Right to Accept Any Proposal and To Reject Any or All Proposal(s)

The MoT reserves the right to accept or reject any proposal, and to annul the tendering process/ Public procurement process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected Bidder or Bidders of the grounds for MoT action.

11.3 Notification of Award

Prior to the expiration of the validity period, MoT will notify the successful Bidder in writing or by fax or email, that its proposal has been accepted (Letter of Intent) Refer to **Annexure D: Format for Letter of Intent**. In case the tendering process / public procurement process has not been completed within the stipulated period, the MoT may request the Bidders to extend the validity period of their Proposal. The decision to extend the validity period of a Bidder's Proposal shall be the Bidder's sole prerogative.

11.4 Contract Finalization and Award

The MoT shall reserve the right to negotiate with the Bidder(s) whose Proposal has been ranked best value bid based on Technical and Commercial Evaluation, as per the guidance provided by Evaluation Committee. On this basis, the draft contract agreement would be finalized for award & signing.

11.5 Performance Guarantee

11.5.1 On receipt of a letter of intent (Refer **Annexure D** for format) from the MoT, the successful Bidder will furnish a bank guarantee, by way of performance security, equivalent to 3 per cent of the total contract value, on or before the signing of the subsequent contract, typically within 15 days from notification of award, unless specified to the contrary (Performance Guarantee). In case the successful Bidder fails to submit Performance Guarantee within the time stipulated, the MoT may at its sole discretion cancel the letter of intent without giving any notice, in addition to any other right available to it under this RFP.

11.5.2 The Performance Guarantee furnished by the successful Bidder shall be in the manner prescribed at **Annexure C: Template Performance Bank Guarantee**. The successful Bidder shall ensure, the Performance Guarantee is always valid during the Term of the subsequent contract (including any renewal) and for 60 days beyond all contractual obligations, including warranty terms.

11.6 Signing of Contract

After receipt of valid Performance Guarantee from the Bidder, the parties shall enter a contract, incorporating all clauses, pre-bid clarifications and the Proposal of the Bidder, between the MoT and the Bidder. The draft Master Service Agreement (MSA) is provided in **Appendix 1**.

11.7 Subcontracting

The selected bidder may subcontract work relating to the services to any Sub-Agency to an extent (services like Indian language translation, and Foreign language translation) and with such experts and entities as may be approved in advance by MoT. All costs shall be borne by the bidder and the bidder shall always retain full responsibility for the provisioning of services and work submitted by the sub-contractor.

11.8 Indemnity

The bidder shall, subject to the provisions of the Agreement, indemnify the Authority for an amount not exceeding the value of the Agreement for any direct loss or damage that is caused due to any deficiency in services.

11.7 Right to Terminate the Process

MoT may terminate the RFP process at any time and without assigning any reason. MoT makes no commitments, express or implied, that this process will result in a business transaction with anyone. This RFP does not constitute an offer by the MoT. The Bidder's participation in this process may result in MoT selecting the Bidder to engage towards execution of the subsequent contract.

12. Exit Management

The selected bidder at the end of the contract or termination of the contract before the planned contract period for any reason shall successfully carry out the exit management and transition of this project to the MoT or the bidder identified by MoT to the satisfaction of the MoT. The bidder shall undertake to complete the following as part of the exit management and transition:

- 12.1 Complete updating of all project documents and other artefacts and handover the same before transition.
- 12.2 Undertake to design standard operating procedures to manage content, document the same and train identified personnel on the same.
- 12.3 If MoT decides to take over the monthly deliverables of the project on its own or identifies or selects any other agency for providing monthly deliverables services on this project, then the selected bidder shall provide necessary handholding and transition support, which shall include but not be limited to, conducting detailed walkthrough and demonstrations for the content infrastructure, handing over all relevant documentation, addressing the queries/clarifications of the new agency with respect to the working/performance levels of the infrastructure, conducting Training sessions etc.
- 12.4 The exit management and transition will be considered complete based on approval from MoT.

13. SLA and Penalties

Bidder needs to adhere to timelines as mentioned in Clause 8.2. A delay or late submission shall invite penalties as mentioned below:

#	Definition	Target	Penalties
1.	Deployment of complete core team, commencement of services and deployment of team.	Within 7 days from the notification of award of contract	Delay of every 1 day after 7th day from the notification of award of contract between MoT and the bidder – penalty of INR 1 lakh (capped at INR 50 lakh)
2.	Submission of timely deliverables.	Submission of deliverables from the scope as per timelines	Delay of every 1 day after deadline will attract a penalty of 1% of the that deliverable/implementation phase every day, for each milestone that has not been submitted.

14. Fraud and Corrupt Practices

- 14.1 The Bidders and their respective officers, employees, agents, and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, the MoT shall reject a Proposal without being liable in any manner whatsoever to the Bidder, if it determines that the Bidder has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice (collectively the “Prohibited Practices”) in the Selection Process. In such an event, the MoT shall, without prejudice to its any other rights or remedies, forfeit and appropriate the Bid Security or Performance Security as mutually agreed genuine pre-estimated compensation and damages payable to the Authority for, inter alia, time, cost, and effort of the Authority, regarding the RFP, including consideration and evaluation of such Bidder’s Proposal.
- 14.2 Without prejudice to the rights of the MoT under Clause above and the rights and remedies which the MoT may have under the Lol or the Agreement, if a Bidder or Systems Implementation Bidder, as the case may be, is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive

practice during the Selection Process, or after the issue of the LoI or the execution of the Agreement, such Bidder or Systems Implementation Bidder shall not be eligible to participate in any tender or RFP issued by the MoT during a period of <2 (two) years> from the date such Bidder or Systems Implementation Bidder, as the case may be, is found by the MoT to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.

14.3 For the purposes of this Clause, the following terms shall have the meaning hereinafter respectively assigned to them:

14.3.1 “corrupt practice” means

- (i). the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any person connected with the Selection Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of the MoT who is or has been associated in any manner, directly or indirectly with the Selection Process or the LoI or has dealt with matters concerning the Agreement or arising there from, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the MoT, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or
- (ii). save as provided herein, engaging in any manner whatsoever, whether during the Selection Process or after the issue of the LoA or after the execution of the Agreement any person in respect of any matter relating to the Project or the LoA or the Agreement, who at any time has been or is a legal, financial, or technical consultant/ adviser of the MoT in relation to any matter concerning the Project.

14.3.2 “fraudulent practice” means a misrepresentation or omission of facts or disclosure of incomplete facts, to influence the Selection Process.

14.3.3 “coercive practice” means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person’s participation or action in the Selection Process.

14.3.4 “undesirable practice” means.

- (i). establishing contact with any person connected with or employed or engaged by MoT with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or
- (ii). having a Conflict of Interest; and

14.3.5 “restrictive practice” means forming a cartel or arriving at any understanding or arrangement among Bidders with the objective of restricting or manipulating a full and fair competition in the Selection Process.

15. Conflict of Interest

15.1 A Bidder shall not have a conflict of interest that may affect the Selection Process or the Solution delivery (the “Conflict of Interest”). Any Bidder found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the MoT shall forfeit and appropriate the EMD, if available, as mutually agreed genuine pre-estimated compensation and damages payable to the MoT for, inter alia, the time, cost and effort of the MoT including consideration of such Bidder’s Proposal, without prejudice to any other right or remedy that may be available to the MoT hereunder or otherwise.

15.2 The MoT requires that the Implementation Bidder provides solutions which always hold the MoT’s interest’s paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Systems Implementation Bidder shall not accept or engage in any assignment that would conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of the MoT.

15.3 Without limiting the generality of the above, a Bidder shall be deemed to have a Conflict of Interest affecting the Selection Process, if:

15.3.1 the Bidder, its Associates (or any constituent thereof) and any other Bidder, Associate (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Bidder, or Associate (or any shareholder thereof having a shareholding of more than 5 per cent of the paid up and subscribed share capital of such Bidder, Associate, as the case may be) in the other Bidder, Associate is less than 5% (five per cent) of the subscribed and paid up equity share capital thereof. For the purposes of this Clause, indirect shareholding held through one or more intermediate persons shall be computed as follows:

- (i). where any intermediary controlled by a person through management control or otherwise, the entire shareholding held by such controlled intermediary in any other person (the "Subject Person") shall be taken into account for computing the shareholding of such controlling person in the Subject Person; where a person does not exercise control over an intermediary, which has shareholding in the Subject Person, the computation of indirect shareholding of such person in the Subject Person shall be undertaken on
 - (ii). a proportionate basis: provided, however, that no such shareholding shall be reckoned under this Sub-clause if the shareholding of such person in the intermediary is less than 26% (twenty-six per cent) of the subscribed and paid-up equity shareholding of such intermediary; or
- 15.3.2 a constituent of such Bidder is also a constituent of another Bidder; or
- 15.3.3 such Bidder or its Associate receives or has received any direct or indirect subsidy or grant from any other Bidder or its Associate; or
- 15.3.4 such Bidder has the same legal representative for purposes of this Application as any other Bidder; or
- 15.3.5 such Bidder has a relationship with another Bidder, directly or through common third parties, that puts them in a position to have access to each-others' information about, or to influence the Application of either or each of the other Bidder; or
- 15.3.6 there is a conflict with the Bidder (including its personnel and other members, if any) and any subsidiaries or entities controlled by such Bidder or having common controlling shareholders. The duties of the Bidder will depend on the circumstances of each case. While providing brand, design, and related solutions to the MoT for this assignment, the Bidder shall not take up any assignment that by its nature will result in conflict with the present assignment; or
- 15.3.7 a firm hired to provide brand and design strategy for the implementation of a project, and its Members or Associates, will be disqualified from subsequently providing goods or works or services related to the same project.
- 15.4 A Bidder eventually appointed to implement brand and design solutions for this Project, its Associates, affiliates and the Financial Expert, shall be disqualified from subsequently providing goods or works or services related to the construction and operation of the same Project and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 12 months from the completion of this assignment; provided further that this

restriction shall not apply to solutions delivered to the MoT in continuation of this systems implementation or to any subsequent systems implementation executed for the MoT in accordance with the rules of the MoT.

Annexures

Annexure A: Pre-Qualification and Technical Bid Templates

The Bidders are expected to respond to the RFP using the formats given in this section and all documents supporting Pre-Qualification / Technical Evaluation Criteria.

Pre-Qualification Bid and Technical Proposal shall comprise of the following:

Format to be used in Pre-Qualification Proposal

- (i). Format 1: Compliance Sheet for Pre-qualification Proposal
- (ii). Format 2: Particulars Of the Bidder
- (iii). Format 2.1: Financials of the Bidder

(iv). Format 3: Bid Securing Declaration

Format to be used in Technical Proposal

- (i). Format 4: Compliance Sheet for Technical Proposal
- (ii). Format 5: Covering Letter for Technical Proposal
- (iii). Format 6: Project Citation Format
- (iv). Format 7: Technical Presentation
- (v). Format 8: Team composition
- (vi). Format 9: Curriculum Vitae (CV) of Resources
- (vii). Format 10: Letter for No Deviations
- (viii). Format 11: Pre-bid queries format
- (ix). Format 12: Deliverable Implementation format
- (x). Format 13: Team deployment format

Annexure A

Format 1: Compliance Sheet for Pre-Qualification Proposal

#	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
1	Power of Attorney	Copy of Power of Attorney in the name of the Authorized signatory		
2	Particulars of the Bidders	As per Format 2: Particulars of the Bidders		

#	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
3	Bid Securing Declaration	As per Format 3: Format for Bid Securing Declaration		
4	Legal Entity	a) Certificate of Incorporation b) GST Registration Certificate c) Copy of PAN Card d) Letter from Company Secretary/ Authorized Signatory/ Statutory Auditor on bidder's letter head for last three years operation		
5	Annual Turnover	a) Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2020 – 2021, 2019 – 2020, 2018 – 2019 b) Details be provided as per Annexure A Format 2.1: Financials of the Bidder c) The details should be certified by the Statutory Auditor of the Company or Company Secretary		
6	Net worth	Details to be provided as per Annexure A Format 2.1: Financials of the Bidder		
7	Similar Work Experience	a) List of the 3 clients should be provided along with the nature of services provided		

#	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
		<p>with particular emphasis of brand strategy, website content management.</p> <p>b) Use the format provided in Annexure A Format 6: Project Citation Format</p> <p>AND</p> <p>a) Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> <p>b) Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>c) Copy of client certificate as documentary proof for the stated criteria and project status, OR</p> <p>d) Certificate by the Company Secretary of the bidder for the stated criteria and project status.</p>		
8	AEM Certifications	<p>a) Copy of valid certificates duly authenticated by the authorized signatory.</p> <p>And</p>		

#	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
		a) Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR b) Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR c) Copy of client certificate as documentary proof for the stated criteria and project status		
9	Headcount	Certificate from HR indicating the number of brand strategy experts /communication experts/ content designers/ social media experts on the full-time rolls of the Bidder.		
10	Resources	CVs of core team as per Annexure A Format 9: Curriculum Vitae of Key Personnel		
11	Not Blacklisted	a) Self-declaration from the bidder in company letter head, signed by authorized signatory as per Annexure E: Self-declaration – Not Blacklisted format		

#	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
		b) This needs to be submitted for the Bidder		
12	Office in Delhi NCR	Copy of Electricity/ telephone bill in the name of Bidder OR Lease agreements or Certificate from Company Secretary		

Annexure A

Format 2: Particulars of the Bidders

#	Information Sought	Details to be Furbished
1	Name and Address of the Bidder	

2	Incorporation Status of the Firm (Public limited/private limited, etc.)	
3	Year of Establishment	
4	Date of Registration	
5	Details of registration with appropriate authorities for service tax/GST	
6	Name, Address, email, Phone nos. and Mobile Number of Contact Person	

Annexure A

Format 2.1: Financials of the Bidder

(TO BE ISSUED BY PRACTISING COST / CHARTERED ACCOUNTANT ON THE LETTER HEAD)

Particulars	Timeline			Average Annual Turnover (in Rs. Crores)
	2018-2019	2019-2020	2020-2021	
Turnover (in Rs. Crores)				
Net Worth				

(The above data must be submitted duly certified by CA/Statutory Auditor)

Annexure A

Format 3: Format for Bid Securing Declaration

(On Bidder's letter head)

Date and Reference)

To

The Under Secretary to the Government of India,
Ministry of Tourism.

Subject: Bid Security Declaration

We, the undersigned, declare that:

We understand that, accordingly to your conditions, bids must be supported by a Bid- Securing Declaration.

We accept that we will be automatically suspended from being eligible for bidding in any contract with the Ministry of Tourism for the period of 2 year, if we are in breach of our obligation(s) under the bid conditions, if we:

- (a). Are engaged in any of the prohibited (fraud and corrupt) practice specified in the RFP.
- (b). Withdraw our Bid during the period of bid validity as specified in the RFP document and as extended by the Bidder from time to time.
- (c). Are found to have a conflict of interest.

Signed:

(Signature, name, and designation of the authorized signatory)

Annexure A

Format 4: Compliance Sheet for Technical Proposal

#	Specific Requirements	Documents required	Compliance (Yes/No)	Reference & Page number
1	Cover letter for Technical proposal	As per Format 5		
2	Brand Consulting project experience requirements as mentioned	<p>(a). List of the 3 clients should be provided along with the nature of services provided with particular emphasis of brand strategy, website content management.</p> <p>(b). Use the format provided in Annexure A Format 6: Project Citation Format</p> <p>AND</p> <p>(a). Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> <p>(b). Copy of Work Order and Self-Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>(c). Copy of client certificate as documentary proof for the stated criteria and project status, OR</p>		

#	Specific Requirements	Documents required	Compliance (Yes/No)	Reference & Page number
		(d). Certificate by the Company Secretary of the bidder for the stated criteria and project status.		
3	Proposed workplan, approach and methodology	As per Format 7		
4	Technical presentation	As per Format 7		
5	Resource profiles	CVs of proposed resources as per Format 9		
6	Letter for no deviation	As per Format 10		

Annexure A

Format 5: Covering Letter for Technical Proposal

<Date>

To,

The Under Secretary to the Government of India,

Ministry of Tourism.

Subject: Submission of the Technical Proposal for Selection of Brand Strategy & Design Agency for Incredible India Digital Platform

Dear Sir/Madam,

We, the undersigned, offer to provide brand and design services to MoT on **Incredible India Digital Platform** with your Request for Proposal dated <insert date> and our Proposal. We are hereby submitting our Proposal, which includes this Technical bid and the Commercial Bid uploaded on the eProcurement portal (URL: <https://eprocure.gov.in>)

We hereby declare that all the information and statements made in this Technical bid are true and accept that any misinterpretation contained in it may lead to our disqualification.

We undertake, if our Proposal is accepted, to initiate the Implementation services related to the assignment not later than the date indicated in Fact Sheet.

We agree to abide by all the terms and conditions of the RFP document. We would hold the terms of our bid valid for 90 days as stipulated in the RFP document.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of the Bidder:

Address:

Annexure A

Format 6: Project Citation Format

Relevant Project Experience	
General Information	
Name of the Project	
Client for which the Project was executed	
Brand Rank (As per Fortune / Interbrand.com). <i>In case the client does not appear in the above list, mention NA.</i>	
Name and Contact details of the Client	
Project Details	
Description of the Project	
Scope of Services	
Services Provided	
Technologies Used	
Outcomes of the Project	
Other Details	
Total Cost of the Project (Without GST)	
Total Cost of Services provided by the bidder	
Duration of the Project (No. of months, Start Date, Completion date, status)	

Other Relevant Information	
Letter from the client to indicate the successful completion of the projects	
Copy of Work Order	
Copy of Creatives and Media content used if any	

Format 7: Technical Presentation

Approach, methodology and work plan are key components of the Technical Presentation. Bidder is suggested to present Approach and Methodology divided into the following sections:

1. Understanding of scope of work
2. Create a high-level brand strategy for the brand Incredible India
3. Proposed approach and methodology
4. Sample Creatives for any of experiences mentioned on the lines of Karnataka (*Refer Appendix 4: Guidelines for Creative Execution*)
5. Indicative Implementation plan as per Format 12
6. Team deployment plan as per Format 13

Note: The focus should be to showcase understanding of problem statement, out-of-box ideation, innovative thinking, proposed messaging, campaign dissemination strategy with sample creative material & mock-ups.

Format 8: Team Composition

Name of Staff	Experience and qualification	Position Assigned

Annexure A

Format 9: Curriculum Vitae (CV) of Key Personnel

<u>Curriculum Vitae</u>		
S No	General Information	
1	Name of the Employee	
2	Role Proposed	
3	Date of Birth	
4	Age	
5	Nationality	
6	Total Years of Experience	
7	Total Experience with the Firm/Company	
8	Address of the Company/ Firm	
	Telephone Number	
	E-Mail Address of the Employee	
	Location based out of in the Firm	
9	Academic Qualification	
	Degree (Specialization)	Year
	<i>Institution</i>	

10	Countries of Work Experience			
11	Work Experience Summary			
	Employer	From	To	Position/s Held
12	Key Clients Serviced			
13	Key Industries Serviced			
Relevant Work Experience with Details				
a) Name of the engagement				
b) Name of the client				
c) Sector/Industry				
d) Location of the assignment				
e) Name of the organization for which the individual was employed, while executing the assignment				

f) Position Assigned	
g) Role Played	
h) About the Client & Business Challenges	
i) Tasks Handled	
j) Value of the Project	
k) Start Year	
l) End Year (Year/Ongoing)	
m) Client Reference	

Format 10: Letter for No Deviation

To

The Under Secretary to the Government of India,

Ministry of Tourism.

Dear Sir:

Subject: No Deviations

This is to certify that our offer is exactly in line with your tender enquiry/RFP (including Amendments / corrigendum). This is to expressly certify that our offer contains no deviation on Technical, legal, or Commercial aspects in either direct or indirect form.

(Authorised Signatory)

Signature:

Name:

Designation:

Address:

Annexure A

Format 11: Pre-bid queries format

Bidder shall submit all pre-bid queries in excel in the following format.

Sheet 1: Bidder's Information

Information Sought	Details provided by the Bidder
Name (Authorized Signatory)	
Designation	
Company	
Address	
Contact Number	
E-mail Address	
Date	

Note: Please paste the table above in email body as well

Sheet 2: Clarification Requested/Format for pre-bid query submission

#	Page No.	Clause No.	Clause Name	Statement as per the RFP Document	Query by Bidder

- (i). Page Number – Page Number of this RFP as reflected at the bottom right corner. The bidders to mention only the page number. Ex. '29' as page number and not '29 of 156'.
- (ii). Clause No. – Example – '8' and not 'Clause 8'
- (iii). Clause Name – Example – Scope of Work & Deliverables (Should be the same as provided in the RFP)

Note: The bidders to ensure that no cell merging (in excel) is done by them while preparing the query. The bidders to ensure that each of the query submitted by them is unique and no duplicate query is submitted by them because of copy-paste.

Annexure A

Format 12: Deliverable Implementation Format

The bidder needs to provide a detailed plan of campaign ideas & timing as shown below:

#	Deliverable	Months						
		1	2	3	4	5 n	Total
D-1	Deliverable 1							
	1) Data Collection							
	2) Inception report							
	3) Incorporating Comments							
	4) Drafting							
	5) Delivery of Final report							
D-2	Deliverable 2							
D-n								

Annexure A

Format 13: Team Deployment (Core & Non-core)

No	Name & Position	Experts' inputs (in person/month) per each milestone listed in)			Total Input		
		Location (offsite/onsite)	Deliverable / Milestone		Offsite	Onsite	Total
			D1	D2			
Core Team							
CT 1		Offsite					
		Onsite					
CT 2		Offsite					
		Onsite					

CT n							
	Subtotal						
Non-Core Team							
NCT 1		Offsite					
		Onsite					
NCT 2		Offsite					
		Onsite					

NCT n							
	Subtotal						
	total						

Format 14: Cover Letter for Commercial Proposal

<Date>

To,

The Under Secretary to the Government of India,

Ministry of Tourism.

Subject: Submission of the Commercial Proposal for **Selection of Brand Strategy & Design Agency for Incredible India Digital Platform**

Dear Sir/Madam,

We, the undersigned, offer to provide the brand and design services for **Incredible India Digital Platform** in accordance with your Request for Proposal dated <<Date>> and our Proposal (Technical and Commercial Proposals). Our attached Commercial Proposal is for the sum of <<Amount in words and figures>>.

PRICE AND VALIDITY

All the prices mentioned in our bid are in accordance with the terms as specified in the RFP documents. All the prices and other terms and conditions of this Bid are valid for a period of <90> calendar days from the last date of submission of the Bid.

GST payment shall be made as per relevant tax provisions. No other taxes or duties shall be reimbursed. We understand that the actual payment would be made as per the existing tax rates during the time of payment.

TENDER PRICING

We further confirm that the prices stated in our bid are in accordance with your Instruction to Bidders included in Tender documents.

QUALIFYING DATA

We confirm having submitted the information as required by you in your Instruction to Bidders. In case you require any other further information/documentary proof in this regard before evaluation of our bid, we agree to furnish the same in time to your satisfaction.

BID PRICE

We declare that our Bid Price is for the entire scope of the work as specified in the Clause 8.1. These prices are indicated Commercial Bid attached with our bid as part of the bid.

PERFORMANCE BANK GUARANTEE

We hereby declare that in case the contract is awarded to us, we shall submit the Performance Bank Guarantee as specified in the RFP document.

Our Commercial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e., [Date].

We hereby declare that our bid is made in good faith, without collusion or fraud and the information contained in the bid is true and correct to the best of our knowledge and belief.

We understand that our bid is binding on us and that you are not bound to accept bid you receive.

Yours sincerely

Authorized Signature:

Name and Title of Signatory:

Name of Bidder:

Address:

Format 15: Commercial Proposal

#	Description	Currency	Base Price	Applicable Taxes	Final Price (in INR)
1.	Fixed fee for 2 years for rendering Branding Strategy & Design Services.	INR			

Note:

- (i). All levies and taxes to be included in the composite price include (but are not limited to) customs duty, service tax, sales tax/VAT, excise duty, packing, forwarding, freight, and insurance.
- (ii). Bidders are required to quote rates strictly as per the format.
- (iii). The quoted rate shall be firm and fixed for entire contract period, and no extra charges shall be payable for outside professional assistance (if hired by the bidder).
- (iv). Bidders are advised NOT to mention Rebate/Discount separately, either in this Annexure or anywhere else in the offer. In case bidder(s) intend to offer any Rebate/Discount, they should include the same in the item rate(s) itself within this Annexure and indicate the discounted unit rate(s) only. In case, it is observed that any of the bidder(s) has/have mentioned Discount/Rebate separately, the same shall not be considered for evaluation.

Annexure C: Template Performance Bank Guarantee

Performance Security

<Name>

<Designation>

<Address>

<Phone Nos.>

<Fax Nos.>

<Email id>

Whereas <<name of the supplier and address>> (hereinafter called “the Bidder”) has undertaken, in pursuance of contract no. <Insert Contract No.> dated. <Date> to provide brand and design services for Incredible India Digital Platform to MoT (hereinafter called “the beneficiary”)

And whereas it has been stipulated by in the said contract that the Bidder shall furnish you with a bank guarantee by a recognized bank for the sum specified therein as security for compliance with its obligations in accordance with the contract.

And whereas we, <Name of Bank> a banking company incorporated and having its head /registered office at <Address of Registered Office> and having one of its office at <Address of Local Office> have agreed to give the supplier such a bank guarantee.

Now, therefore, we hereby affirm that we are guarantors and responsible to you, on behalf of the supplier, up to a total of Rs.<Insert Value> (Rupees <Insert Value in Words> only) and we undertake to pay you, upon your first written demand declaring the supplier to be in default under the contract and without cavil or argument, any sum, or sums within the limits of Rs. <Insert Value> (Rupees<Insert Value in Words> only) as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

We hereby waive the necessity of your demanding the said debt from the Bidder before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the contract to be performed there under or of any of the contract documents which may be

made between you and the Bidder shall in any way release us from any liability under this guarantee and we hereby waive notice of any such change, addition, or modification.

This Guarantee shall be valid until <<Insert Date>>

Notwithstanding anything contained herein:

Our liability under this bank guarantee shall not exceed Rs. <Insert Value> (Rupees <Insert Value in Words> only).

This bank guarantee shall be valid up to <Insert Expiry Date>

It is condition of our liability for payment of the guaranteed amount or any part thereof arising under this bank guarantee that we receive a valid written claim or demand for payment under this bank guarantee on or before <Insert Expiry Date> failing which our liability under the guarantee will automatically cease.

Annexure D: Format for Letter of Intent

(On Firm's Letter Head)

Date:

Place:

To,

The Under Secretary to the Government of India

Ministry of Tourism.

Sub: Selection of Brand Strategy & Design Agency for Incredible India Digital Platform.

Dear Sir,

1. With reference to your RFP Document of the captioned subject, I/we, having examined all relevant documents and understood their contents, hereby submit our Proposal for selection as the Bidder for Providing Services. The proposal is unconditional and unqualified.
2. All information provided in the Proposal and in the Appendices is true and correct and all documents accompanying such Proposal are true copies of their respective originals.
3. This statement is made for the express purpose of appointment of the Bidder for the aforesaid Project.
4. I/We shall make available to the Authority any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
5. I/We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.
6. I/We certify that in the last three years, we or any of our associate have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant, nor

been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.

7. I/We declare that:
8. I/We have examined and have no reservations to the RFP Documents, including any Addendum issued by the Authority.
9. I/We do not have any conflict of interest in accordance with RFP Document.
10. I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice, as defined in Clause 14 of the RFP document, in respect of any tender or request for proposal issued by or any agreement entered with the Authority or any other public sector enterprise or any Government, Central or State; and
11. I/We hereby certify that we have taken steps to ensure that in conformity with the provisions of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice.
12. I/We understand that you may cancel the Selection Process at any time and that you are neither bound to accept any Proposal that you may receive nor to select the Agency, without incurring any liability to the Applicants in accordance with the RFP document.
13. I/We declare that we/any member of the team, are/is not a Member of a/any other bidder applying for Selection as an Agency.
14. I/We certify that regarding matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory authority which would cast a doubt on our ability to undertake the work for the Project or which relates to a grave offence that outrages the moral sense of the community.
15. I/We further certify that regarding matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
16. I/We further certify that no investigation by a regulatory authority is pending either against us or against our Associates or against our CEO or any of our Directors.
17. I/We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the

Authority [and/ or the Government of India in connection with the selection of Agency or in connection with the Selection Process itself in respect of the above-mentioned Project.

18. We have paid Bid Processing Charges through Demand Draft.
19. I/We have submitted Bid Security through demand draft, which we are submitting as per the time mentioned to the Ministry.
20. I/We agree and understand that the proposal is subject to the provisions of the RFP document. In no case, shall I/we have any claim or right of whatsoever nature if the work for the Project is not awarded to me/us or our proposal is not opened or rejected.
21. I/We agree to keep this offer valid for 90 (Ninety Days) days from the Proposal Due Date specified in the RFP.
22. A Power of Attorney in favour of the authorized signatory to sign and submit this Proposal and documents.
23. In the event of my/our Firm being selected as the Agency, I/we agree to enter into an Agreement in accordance with the form at Schedule–2 of the RFP. We agree not to seek any changes in the aforesaid form and agree to abide by the same.
24. I/We have studied RFP and all other documents carefully. We understand that except to the extent as expressly set forth in the Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Project.
25. The Bid is submitted in two envelopes system within prescribed schedule, the Technical Proposal & Commercial Proposal shall constitute the Application which shall be binding on us.
26. I/We agree and undertake to abide by all the terms and conditions of the RFP Document. In witness thereof, I/we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

(Signature, name, and designation of the authorized signatory)

(Name and seal of the Applicant)

Annexure E: Self-declaration - Not blacklisted format

(On the Bidder's letterhead)

To,

The Under Secretary to the Government of India

Ministry of Tourism.

Date:

Selection of Brand and Design agency – Self Declaration

Dear Sir,

I/We hereby declare that I/we have neither failed to perform on any engagement during the last three years, as evidenced by imposition of a penalty by an arbitral or a judicial pronouncement or arbitration awarded against me/us, nor been expelled from any project or agreement nor had any agreement terminated for breach by me/us.

Further, we have neither been banned/declared ineligible for corrupt and fraudulent practices by the Govt. of India / State Governments / RBI and nor any disciplinary proceedings are pending against the firm or any of its partners with RBI.

Yours faithfully,

(Signature, name, and designation of

the authorised signatory)

Date:

Place:

Annexure F: Experiences

- (i). The bidder is expected to come up with additional Experience Category and Experience Sub-Category other than the ones mentioned in the below list.

Indicative list of desired **Experience Categories** and Experience **Sub-categories** are listed as below:

- (a). Auspicious: This awakening will cover all the locations and spots that invokes one's spiritual circuit. (Temples, Spiritual Monuments, etc.). *Auspicious is the Experience Category, whereas Temples, Monuments are Experience Sub-category.*
- (b). Heritage: This awakening will encompass the royalty of the past to show the grandeur of our culture and traditions. Forts, Museums, Havelis, UNESCO sites, could be some of the examples of Heritage experience. *Heritage is the Experience Category, whereas Forts, Museums, Havelis are Experience Sub-category.*
- (c). Adventure: This awakening is for the one who looks forward to adventurous activities like hiking, skiing, river rafting, paragliding to spend their holidays. *Adventure is the Experience Category, whereas Hiking, Skiing are Experience Sub-category.*
- (d). Gastronomy: The relationship between any region's culture and local food is possible to explore if and only one visits these places personally. From tasting wine, exploring yards to relishing on local cuisines comprehends the gastronomy awakening. Chefs & Artisans, Markets & farms, Drinks, etc. could be additional experiences. *Gastronomy is the Experience Category, whereas Chefs & Artisans, Markets & Farms are Experience Sub-category.*
- (e). Wellness/Naturopathy: To take a break from the pollution, digital world, and the social media hustle, travellers looking for a Natural Spa, Digital Detox, Yoga, Meditation, etc. would be a part of wellness experience. *Wellness is the Experience Category, whereas Natural Spa, Yoga are Experience Sub-category.*
- (f). Social Life Experience: Night life, Cafes, Theatres and Pubs - For the one looking to explore the nightlife, pubs, theatres and café in different cities and locations form the circuit of social life awakening. *Social Life is the Experience Category, whereas Night Life, Cafes are Experience Sub-category.*

- (g). Prodigy Classes: This will cover the learning classes of art formats being taught by the masters themselves. For example, pottery classes, imprinting natural colours on textiles, etc. *Prodigy is the Experience Category, whereas pottery classes, imprinting colours on textiles are Experience Sub-category.*
 - (h). Entertainment: Fairs & Festivals, Film Festivals, Gaming, Music Concerts, Theme Parks, Performing Arts, could be some of the entertainment experiences. *Entertainment is the Experience Category, whereas Fairs, Film Festivals are Experience Sub-category.*
 - (i). Lifestyle: Couple, Family, Kid Friendly, LGBT, Local, New visitors, Solo Traveller could be some of the options based on the lifestyle. *Lifestyle is the Experience Category, whereas Couple, Kid Friendly are Experience Sub-category.*
 - (j). Cities & Towns: City life, Rural life, Sightseeing, Small Towns, etc. Cities & Towns is the Experience Category, whereas City Life, Rural Life are Experience Sub-category.
 - (k). Outdoor: Adventure, Beaches, Deserts, Lakes, Wildlife, Mountains, etc. Outdoor is the Experience Category, whereas Adventure, Beaches are Experience Sub-category.
 - (l). Shopping: Local, Luxury, Malls, Shopping Centres Outlets, Discount Stores, etc. Shopping is the Experience Category, whereas Malls, Shopping Centres are Experience Sub-category.
- (ii). Once a user clicks on Experience (on Homepage), the search page will have two options – Search the Experience by keywords and Search the Experience by Filters.
 - (iii). Search the Experience by Keywords: This will be a search option with relevant keywords a user is looking for. All the experience pages with “entered keyword” should appear once a user clicks Enter.
 - (iv). Search the Experience by Filters: This will be a filter-based option. There will be two filters with Topics (Experience Category & Experience Sub-Category) and Regions.
 - (v). Each Topic + Region will show the user several experience pages mapped to the filter.
 - (vi). For Instance:
 - (a). For the first filter: Assume there are 15 Experience Categories and each experience category, may have 5 sub-categories.

- (b). For the second filter: Assume there are 500 cities listed under all the regions of India.
- (c). Based on various permutations and combinations, content has to be mapped in entirety which may exceed 37,000 experience pages and has to be in line with best practice as mentioned in **Appendix 3: Incredible India Digital Platform Benchmarking References Document** .

Annexure G

Annexure G: Languages for Translation

The bidder will be responsible for translating all the website content into the following Indian and Foreign languages.

The list of Indian Languages for translation

Hindi	Urdu	Marathi
Bengali	Punjabi	Malayalam
Tamil	Gujrati	Assamese
Telugu	Odia	Maithili
Kannada		

The list of Foreign Languages for translation

Russian	Japanese	Mandarin Chinese
Arabic	Spanish	Dutch
French	German	Portuguese
Italian	Korean	

Annexure H: Brand Field Energies

The bidder shall propose a brand framework to define brand architecture for Incredible India. The Brand Field Energies model has been defined by Jerome Conlon.

The elements of Brand Field Energies are as follows:

1. Brand Field: It shall include Brand Archetypes, defining touchpoints and brand initiative to define storytelling narrative.
2. Customer Field: The consumer review shall help to define segmentations, language, imagery, confirmation Motives for engaging different personas.
3. Enterprise Field: This shall entail doing product analysis, category mapping, and tracking competition to deliver the brand element.
4. Regard Field: This shall include defining purpose to get emotional quotient of customer and connect body, mind, and spirit.
5. Voice Field: Defining positioning strategies, defining brand voice and cover elements likes resonance, relevance shall be included in defining this field energy.
6. Imagination Field: This shall help to define brand universe by using insights to identify brand gaps and blind spots and using imagination to take creative leap in new direction
7. Purpose Field: Great brand stories are driven by Great purpose, not just aligning to the desires of the consumers but also making a profound difference in society.

Annexure I: Out of Pocket Expenses

Bidder must provide a single quotation for all-inclusive fee including Out of Pocket Expenses (OPE) and taxes to be charged for the assignment. No extra Out of Pocket Expenses will be reimbursed, except any costs related to **international travel**- whenever required for a live coverage. The approval for the same shall be taken from MoT in advance.

Payments terms should clearly indicate what are Out of Pocket Expenses (OPEs), by detailing the following:

1. Number of persons required to travel
2. Boarding and lodging expenses
3. Daily allowances for people travelling while on tour

The bidder shall submit expense in below mentioned format with prior approval:

#	Description	Unit	Quantity	Unit Price in INR	Amount
1					
2					
3					
4					

Appendices

Refer all the appendices for the presentation purpose, proposal submission and execution of the entire project.

Appendix 1: Draft Master Service Agreement

Appendix 2: Incredible India Digital Platform Strategy & Vision Document

Appendix 3: Incredible India Digital Platform Benchmarking References Document

Appendix 4: Guidelines for Creative Execution

Appendix 5: Indicative Execution Plan

Appendix I – RFP for “Selection of Brand Strategy and Design for Incredible India Digital Platform”

Draft Master Service Agreement



सत्यमेव जयते

January 2022

**Ministry of Tourism
Government of India**

MASTER SERVICE AGREEMENT

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THIS MASTER SERVICE AGREEMENT (“Agreement”) is made on this the <###> day of <###> 20... at <###>, India.

BETWEEN

The President of India, acting through Ministry of tourism, having its office at First floor, Transport Bhawan, 1, Parliament Street, New Delhi - 110 001 India hereinafter referred to as ‘**Ministry of Tourism**’ or ‘**MoT**’, which expression shall, unless the context otherwise requires, include its permitted successors and assigns);

AND

<###>, a Company incorporated under the Companies Act, 1956, having its registered office at <###> (hereinafter referred to as ‘**Agency**’ which expression shall, unless the context otherwise requires, include its permitted successors and assigns).

Each of the parties mentioned above are collectively referred to as the ‘**Parties**’ and individually as a ‘**Party**’.

WHEREAS:

1. MoT desires to revamp its Incredible India Digital Platform to make it one of the best tourism portals in the world.
2. In furtherance of the same, MoT undertook the selection of a suitable Agency through a competitive bidding process for implementing the Project and in this behalf issued Request for Proposal (RFP) dated <###>.
3. The successful bidder has been selected as the Agency on the basis of the bid response to undertake the tasks.

Now therefore, in consideration of the mutual covenants, promises, assurances, representations and provisions set forth herein, the Parties hereto agree as follows:

1 Definitions and Interpretation

1.1 Definitions

Terms and expressions used in this Agreement (including the Introduction) shall have the meanings set out below.

Adverse Effect	means material adverse effect on a) the ability of the Agency to exercise any of its rights or perform/ discharge any of its duties/ obligations under and in accordance with the provisions of this Agreement and/or
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	b) the legal validity, binding nature or enforceability of this Agreement;
Agreement	means this Master Service Agreement together with all Articles, Annexures, Schedules and the contents and the RFP;
Applicable Law(s)	means any statute, law, ordinance, notification, rule, regulation, judgment, order, decree, bye-law, approval, directive, guideline, policy, requirement or other governmental restriction or any similar form of decision applicable to the relevant party and as may be in effect on the date of the execution of this Agreement and during the subsistence thereof, applicable to the Project;
Business Hours	shall mean the working time for MoT users which is 9:30 AM to 6:30 PM.
Confidential Information	<p>means all information including MoT Data (whether in written, oral, electronic or other format) which relates to the technical, financial and business affairs, dealers, suppliers, products, developments, operations, processes, data, trade secrets, design rights, know-how, plans, budgets and personnel of each Party and its affiliates which is disclosed to or otherwise learned by the other Party in the course of or in connection with this Agreement (including without limitation such information received during negotiations, location visits and meetings in connection with this Agreement);</p> <p>All such information in whatever form or mode of transmission, which is disclosed by a Party (the “Disclosing Party”) to any other Party (the “Recipient”) in connection with the Project during its implementation and which has been explicitly marked as “confidential”, or when disclosed orally, has been identified as confidential at the time of disclosure and has been confirmed and designated in writing within <15 days> from oral disclosure at the latest as confidential information by the Disclosing Party, is “Confidential Information”.</p>
Control	<p>means, in relation to any business entity, the power of a person to secure</p> <ol style="list-style-type: none"> i. by means of the holding of shares or the possession of voting power in or in relation to that or any other business entity, or ii. by virtue of any powers conferred by the articles of association or other document regulating that or any other

	business entity, that the affairs of the first mentioned business entity are conducted in accordance with that person's wishes and in relation to a partnership, means the right to a share of more than one half of the assets, or of more than one half of the income, of the partnership;
Deliverables	means the services agreed to be delivered by the Agency in pursuance of the agreement as defined more elaborately in the RFP
Proprietary Information	shall have the same meaning ascribed to it in Clause 18
Effective Date	shall have the same meaning ascribed to it in Clause 3;
MoT Data	means all proprietary data of the department or its nominated agencies generated out of operations and transactions, documents all taxpayer's data and related information including but not restricted to user data which the Agency obtains, possesses or processes in the context of providing the Services to the users pursuant to this Agreement;
Force Majeure	shall have the same meaning ascribed to it in Clause 16.1;
Force Majeure Costs	shall have the same meaning ascribed to it in Clause 16.2;
Gol	means the Government of India
Indemnifying Party	shall have the same meaning ascribed to it in Clause 15;
Indemnified Party	shall have the same meaning ascribed to it in Clause 15;
Intellectual Property Rights	means all rights in written designs and copyrights, moral rights, rights in databases and Bespoke Software / Pre-existing work including its up- gradation systems and compilation rights (whether or not any of these are registered and including application for registration);
Material Breach	means a breach by either Party (MoT or Agency) of any of its obligations under this Agreement which has or is likely to have an Adverse Effect on the Project which such Party shall have failed to cure;
Parties	means MoT and Agency for the purposes of this Agreement and " Party " shall be interpreted accordingly;

Performance Guarantee	Performance Guarantee to be valid at all times during the Term of the contract (including any renewal) and for a period of 60 days beyond all contractual obligations;
Replacement Agency	means any third party that MoT or its nominated agencies appoint to replace Agency upon expiry of the Term or termination of this Agreement to undertake the Services or part thereof;
Required Consents	means the consents, waivers, clearances and licenses to use MoT's Intellectual Property Rights, rights and other authorizations as may be required to be obtained for the software and other items that MoT or their nominated agencies are required to make available to Agency pursuant to this Agreement;
Services	means the services delivered to the Stakeholders of MoT or its nominated agencies, employees of MoT or its nominated agencies, and to professionals, using the tangible and intangible assets created, procured, installed, managed and operated by the Agency including the tools of information and communications technology and includes but is not limited to the list of services specified in Annexure A;
Stakeholders	means MoT or its nominated agencies, its employees and other relevant participants as identified by MoT;
Term	shall have the same meaning ascribed to it in Clause 3;
Third Party Systems	means systems (or any part thereof) in which the Intellectual Property Rights are not owned by the MoT or Agency and to which Agency has been granted a license to use and which are used in the provision of Services;

1.2 Interpretation

In this Agreement, unless otherwise specified:

- (i). references to Clauses, Sub-Clauses, Paragraphs, Schedules and Annexures are to clauses, sub-clauses, paragraphs, schedules and annexures to this Agreement;
- (ii). use of any gender includes the other genders;
- (iii). references to a 'company' shall be construed so as to include any company, corporation or other body corporate, wherever and however incorporated or established;
- (iv). references to a 'person' shall be construed so as to include any individual, firm, company, government, state or agency of a state, local or municipal authority or government body or any joint venture, association or partnership (whether or not having separate legal personality);

- (v). a reference to any statute or statutory provision shall be construed as a reference to the same as it may have been, or may from time to time be, amended, modified or re-enacted;
- (vi). references to times are to Indian Standard Time;
- (vii). a reference to any other document referred to in this Agreement is a reference to that other document as amended, varied, novated or supplemented at any time; and
- (viii). all headings and titles are inserted for convenience only. They are to be ignored in the interpretation of this Agreement.

1.3 Measurements and Arithmetic Conventions

All measurements and calculations shall be in the metric system and calculations done to two decimal places, with the third digit of five or above being rounded up and below five being rounded down except in money calculations where such amounts shall be rounded off to the nearest INR.

1.4 Ambiguities within Agreement

In case of ambiguities or discrepancies within this Agreement, the following principles shall apply:

- (i). as between two Clauses of this Agreement, the provisions of a specific Clause relevant to the issue under consideration shall prevail over those in a general clause;
- (ii). as between the provisions of this Agreement and the Schedules/ Annexures, the Agreement shall prevail, save and except as expressly provided otherwise in the Agreement or the Schedules/ Annexures; and
- (iii). as between any value written in numerals and that in words, the value in words shall prevail.

1.5 Priority of Documents

This Agreement, including its Schedules and Annexures, represents the entire agreement between the Parties as noted in this Clause. If in the event of a dispute as to the interpretation or meaning of this Agreement it should be necessary for the Parties to refer to documents forming part of the bidding process leading to this Agreement, then such documents shall be relied upon and interpreted in the following descending order of priority:

- (i). This Agreement along with NDA agreement,
- (ii). Schedules and Annexures;
- (iii). The RFP along with subsequently issued corrigenda
- (iv). Technical and financial proposal submitted by the successful bidder, to the extent they along with subsequently issued clarifications furnished by the Agency in response to the RFP, to the extent they are not inconsistent with any terms of the RFP.

For the avoidance of doubt, it is expressly clarified that in the event of a conflict between this Agreement, Annexures / Schedules or the contents of the RFP, the terms of this Agreement shall prevail over the Annexures / Schedules and Annexures / Schedules shall prevail over the contents of the RFP.

2 Scope of the Project

2.1 Scope of Work

Detailed scope of work provided in Section 8 of the RFP document (to be read along with the corrigenda (if any))

3 Term and duration of the agreement

This Agreement shall come into effect on <###> 202- (hereinafter the 'Effective Date') and the period of contract will be 24 months from the effective date, unless terminated earlier (as per termination clause, in which case the contract will get terminated on fulfilment of all obligations mentioned as per termination clause and exit management Schedule).

The period of contract is for two years and this will be further extendable for another one year.

4 Conditions precedent and effective date

4.1 Provision to take effect upon fulfilment of conditions precedent

Subject to express terms to the contrary, the rights and obligations under this Agreement shall take effect only upon fulfilment of all the Conditions Precedent set out below. However, MoT or its nominated agencies may at any time at its sole discretion waive fully or partially any of the Conditions Precedent for the Agency.

For the avoidance of doubt, it is expressly clarified that the obligations of the Parties (or its nominated agencies) under this Agreement shall commence from the fulfilment of the Conditions Precedent as set forth below

- (i). Conditions Precedent of the Agency:

The Agency shall be required to fulfil the Conditions Precedent in which is as follows:

- (a). to provide a Performance Security/Guarantee and other guarantees/ payments within <15 days> of the receipt of notification of award from the MoT; and
 - (b). to provide the MoT or its nominated agencies certified true copies of its constitutional documents and board resolutions authorizing the execution, delivery and performance of this Agreement by the Agency
- (ii). Conditions Precedent of the MoT:

The MoT shall be required to fulfil the Conditions Precedents which are as follows:

- (a). Necessary clearances associated with the execution of the project, unless specified to be performed by the Agency
- (b). Approval of the Project by a Competent Authority

4.2 Extension of time for fulfilment of conditions precedent

The Parties may, by mutual agreement extend the time for fulfilling the Conditions Precedent and the Term of this Agreement.

4.3 Non-fulfilment of the agency's conditions Precedent

- (i). In the event that any of the Conditions Precedent of the Agency have not been fulfilled within 15 days of signing of this Agreement and the same have not been waived fully or partially by MoT or its nominated agencies, this Agreement shall cease to exist;
- (ii). In the event that the Agreement fails to come into effect on account of non-fulfilment of the Agency's Conditions Precedent, the MoT or its nominated agencies shall not be liable in any manner whatsoever to the Agency and the MoT shall invoke the bid security clause .
- (iii). In the event that possession of any of the MoT or its nominated agencies facilities has been delivered to the Agency prior to the fulfilment of the Conditions Precedent, upon the termination of this Agreement such shall immediately revert to MoT or its nominated agencies, free and clear from any encumbrances or claims.

5 Change in Control

- (i). In the event of a change of control of the Agency during the Term, the Agency shall promptly notify MoT and/or its nominated agencies of the same.

- (ii). In the event that the net worth of the surviving entity is less than that of Agency prior to the change of control, the MoT or its nominated agencies may within 30 days of becoming aware of such change in control, require a replacement of existing Performance Guarantee furnished by the Agency from a guarantor acceptable to the MoT or its nominated agencies (which shall not be Agency or any of its associated entities).
- (iii). If such a guarantee is not furnished within 30 days of the MoT or its nominated agencies requiring the replacement, the MoT may exercise its right to terminate this Agreement within a further 30 days by written notice, to become effective as specified in such notice.
- (iv). Pursuant to termination, the effects of termination as set out in 'Termination clause' of this Agreement shall follow.

For the avoidance of doubt, it is expressly clarified that the internal reorganization of the Agency shall not be deemed an event of a change of control for purposes of this Clause unless the surviving entity is of less net worth than the predecessor entity.

6 Representations and Warranties

6.1 Representations and warranties of the Agency

The Agency represents and warrants to the MoT or its nominated agencies that:

- (i). it is duly organized and validly existing under the laws of India, and has full power and authority to execute and perform its obligations under this Agreement and other agreements and to carry out the transactions contemplated hereby;
- (ii). it is a competent provider of a variety of information technology and business process management services;
- (iii). it has taken all necessary corporate and other actions under laws applicable to its business to authorize the execution and delivery of this Agreement and to validly exercise its rights and perform its obligations under this Agreement;
- (iv). from the Effective Date, it will have the financial standing and capacity to undertake the Project in accordance with the terms of this Agreement;
- (v). in providing the Services, it shall use reasonable endeavours not to cause any unnecessary disruption to MoT's normal business operations
- (vi). this Agreement has been duly executed by it and constitutes a legal, valid and binding obligation, enforceable against it in accordance with the terms hereof, and its obligations under this Agreement shall be legally valid, binding and enforceable against it in accordance with the terms hereof;

- (vii). the information furnished in the Agency's response to the RFP and any subsequent clarification pertaining to the evaluation process, furnished on or before the date of this Agreement is to the best of its knowledge and belief true and accurate in all material respects as at the date of this Agreement;
- (viii). the execution, delivery and performance of this Agreement shall not conflict with, result in the breach of, constitute a default by any of the terms of its Memorandum and Articles of Association or any Applicable Laws or any covenant, contract, agreement, arrangement, understanding, decree or order to which it is a party or by which it or any of its properties or assets is bound or affected;
- (ix). there are no material actions, suits, proceedings, or investigations pending or, to its knowledge, threatened against it at law or in equity before any court or before any other judicial, quasi-judicial or other authority, the outcome of which may result in the breach of this Agreement or which individually or in the aggregate may result in any material impairment of its ability to perform any of its material obligations under this Agreement;
- (x). it has no knowledge of any violation or default with respect to any order, writ, injunction or decree of any court or any legally binding order of any Government Instrumentality which may result in any Adverse Effect on its ability to perform its obligations under this Agreement and no fact or circumstance exists which may give rise to such proceedings that would adversely affect the performance of its obligations under this Agreement;
- (xi). it has complied with Applicable Laws in all material respects and has not been subject to any fines, penalties, injunctive relief or any other civil or criminal liabilities which in the aggregate have or may have an Adverse Effect on its ability to perform its obligations under this Agreement;
- (xii). no representation or warranty by it contained herein or in any other document furnished by it to MoT or its nominated agencies in relation to the Required Consents contains or shall contain any untrue or misleading statement of material fact or omits or shall omit to state a material fact necessary to make such representation or warranty not misleading; and
- (xiii). no sums, in cash or kind, have been paid or shall be paid, by it or on its behalf, to any person by way of fees, commission or otherwise for entering into this Agreement or for influencing or attempting to influence any officer or employee of MoT or its nominated agencies in connection therewith.

6.2 Representations and warranties of the MoT or its nominated agencies

MoT or its nominated agencies represent and warrant to the Agency that:

- (i). it has full power and authority to execute, deliver and perform its obligations under this Agreement and to carry out the transactions contemplated herein and that it has taken all actions necessary to execute this Agreement, exercise its rights and perform its obligations, under this Agreement and carry out the transactions contemplated hereby;
- (ii). it has taken all necessary actions under Applicable Laws to authorize the execution, delivery and performance of this Agreement and to validly exercise its rights and perform its obligations under this Agreement;
- (iii). it has the financial standing and capacity to perform its obligations under the Agreement;
- (iv). it is subject to the laws of India, and hereby expressly and irrevocably waives any immunity in any jurisdiction in respect of this Agreement or matters arising thereunder including any obligation, liability or responsibility hereunder;
- (v). this Agreement has been duly executed by it and constitutes a legal, valid and binding obligation enforceable against it in accordance with the terms hereof and its obligations under this Agreement shall be legally valid, binding and enforceable against it in accordance with the terms thereof;
- (vi). the execution, delivery and performance of this Agreement shall not conflict with, result in the breach of, constitute a default under, or accelerate performance required by any of the Applicable Laws or any covenant, contract, agreement, arrangement, understanding, decree or order to which it is a party or by which it or any of its properties or assets is bound or affected;
- (vii). there are no actions, suits or proceedings pending or, to its knowledge, threatened against it at law or in equity before any court or before any other judicial, quasi-judicial or other authority, the outcome of which may result in the default or breach of this Agreement or which individually or in the aggregate may result in any material impairment of its ability to perform its material (including any payment) obligations under this Agreement;
- (viii). it has no knowledge of any violation or default with respect to any order, writ, injunction or any decree of any court or any legally binding order of any Government Instrumentality which may result in any Adverse Effect on the MoT or its nominated agencies ability to perform its obligations under this Agreement and no fact or circumstance exists which may give rise to such proceedings that would adversely affect the performance of its obligations under this Agreement;

- (ix). it has complied with Applicable Laws in all material respects;
- (x). all information provided by it in the RFP in connection with the Project is, to the best of its knowledge and belief, true and accurate in all material respects; and
- (xi). upon the Agency performing the covenants herein, it shall not at any time during the term hereof, interfere with peaceful exercise of the rights and discharge of the obligations by the Agency, in accordance with this Agreement.

7 Obligations of the MoT or its nominated agencies

Without prejudice to any other undertakings or obligations of the MoT or its nominated agencies under this Agreement, the MoT or its nominated agencies shall perform the following:

- (i). To authorize the Agency to interact with other / external entities such as the media agency, content agency etc.

8 Obligation of Agency

- (i). It shall perform the services as set out in Section 2 of this Agreement and in a good and workmanlike manner commensurate with industry and technical standards.
- (ii). It shall ensure that the services are being provided as per the agreed timelines.

9 Approval and required consents

The Parties shall cooperate to procure, maintain and observe all relevant and regulatory and governmental licenses, clearances and applicable approvals (hereinafter the "Required Consents") necessary for the Agency to provide the Services. The costs of such Approvals shall be borne by the Party normally responsible for such costs according to local custom and practice in the locations where the Services are to be provided.

10 Use of assets by agency

During the Term the Agency shall:

- (i). take all reasonable and proper care of the entire hardware and software, network or any other information technology infrastructure components used and other facilities leased / owned / operated by the Agency exclusively in terms of ensuring their usability for the delivery of the Services as per this Agreement (hereinafter the "Assets") in proportion to their use and control of such Assets;

11 Access to the MoT or its nominated agencies locations

Access to locations shall be made available to the Agency on an “as is, where is” basis by the MoT as the case may be or its nominated agencies. The Agency agrees to ensure that its employees, agents and contractors shall not use the location for the following purposes:

- (i). for the transmission of any material which is defamatory, offensive or abusive or of an obscene or menacing character; or
- (ii). in a manner which constitutes a violation or infringement of the rights of any person, firm or company (including but not limited to rights of copyright or confidentiality).

12 Security

12.1 Security And Safety

- (i). The Agency shall comply with the technical requirements of the relevant security, safety and other requirements specified in the Information Technology Act or Telegraph Act including the regulations issued by dept. of telecom (wherever applicable) and follow the industry standards related to safety and security (including those as stated in the RFP), insofar as it applies to the provision of the Services.
- (ii). Each Party to the Agreement shall also comply with MoT or the Government of India security standards and policies in force from time to time at each location of which MoT or its nominated agencies make the Agency aware in writing insofar as the same apply to the provision of the Services.
- (iii). The Parties to the Agreement shall use reasonable endeavours to report forthwith in writing to each other all identified attempts (whether successful or not) by unauthorized persons (including unauthorized persons who are employees of any Party) either to gain access to or interfere with the MoT as the case may be or any of their nominees data, facilities or Confidential Information.
- (iv). The Agency shall upon reasonable request by the MoT as the case may be or their nominee(s) participate in regular meetings when safety and information technology security matters are reviewed.
- (v). As per the provisions of this Agreement, the Agency shall promptly report in writing to the MoT or its nominated agencies, any act or omission which they are aware that could have an adverse effect on the proper conduct of safety and information technology security at the facilities of MoT as the case may be.

13 Financial matters

13.1 Terms of Payment

- (i). In consideration of the Services and subject to the provisions of this Agreement, the MoT shall pay the Agency for the Services rendered in pursuance of this agreement, in accordance with the Terms of Payment Schedule set out as Schedule III of this Agreement.
- (ii). Save and except as otherwise provided for herein or as agreed between the Parties in writing, the MoT shall not be required to make any payments in respect of the Services (or, without limitation to the foregoing, in respect of the Agency performance of any obligations under this Agreement) other than those covered in Schedule III of this Agreement. For the avoidance of doubt, it is expressly clarified that the payments shall be deemed to include all ancillary and incidental costs and charges arising in the course of delivery of the Services including project costs, implementation and management charges and all other related costs including taxes which are addressed in this Clause.

13.2 Invoicing and Settlement

- (i). Subject to the specific terms of the Agreement, the Agency shall submit its invoices in accordance with the following principles:
 - (a). Generally, and unless otherwise agreed in writing between the Parties or expressly set out in the agreement, the Agency shall raise an invoice as per Schedule III of this Agreement;
- (ii). The Agency alone shall invoice all payments after receiving due approval of completion of payment milestone from the competent authority. Such invoices shall be accurate with all adjustments or changes in the terms of payment as stated in Schedule III of this Agreement.
- (iii). Payment shall be made within <30 working days> of the receipt of invoice along with supporting documents by the MoT subject to deduction of applicable penalties.

13.3 Tax

- (i). The MoT or its nominated agencies shall be responsible for withholding taxes from the amounts due and payable to the Agency wherever applicable. The Agency shall pay for all other taxes in connection with this Agreement, scope of work and any other engagement required to be undertaken as a part of this Agreement, including, but not limited to, property, sales, use, excise, value-added, goods and services, consumption and other similar taxes or duties.

- (ii). The MoT or its nominated agencies shall provide Agency with the original tax receipt of any withholding taxes paid by MoT or its nominated agencies on payments under this Agreement. The Agency agrees to reimburse and hold the MoT or its nominated agencies harmless from any deficiency including penalties and interest relating to taxes that are its responsibility under this paragraph. For purposes of this Agreement, taxes shall include taxes incurred on transactions between and among the MoT or its nominated agencies and the Agency.
- (iii). If, after the date of this Agreement, there is any change of rate of levy under the existing applicable laws of India with respect to taxes and duties, which are directly payable by the MoT for providing the goods and services i.e. service tax or any such other applicable tax from time to time, which increase or decreases the cost incurred by the Agency in performing the Services, then the remuneration and reimbursable expense otherwise payable to the Agency under this Agreement shall be increased or decreased accordingly by correspondence between the Parties hereto, and corresponding adjustments shall be made to the amounts specified in Schedule III. However, in case of any new or fresh tax or levy imposed after submission of the proposal the Agency shall be entitled to reimbursement on submission of proof of payment of such tax or levy.

14 Termination

14.1 For Material Breach

- (i). In the event that either Party believes that the other Party is in Material Breach of its obligations under this Agreement, such aggrieved Party may terminate this Agreement upon giving a one month's notice for curing the Material Breach to the other Party. In case the Material Breach continues, after the notice period, the MoT or Agency, as the case may be will have the option to terminate the Agreement. Any notice served pursuant to this Clause shall give reasonable details of the Material Breach, which could include the following events and the termination will become effective:
 - (a). If the Agency is not able to deliver the services as per the terms defined in RFP which translates into Material Breach, then the MoT may serve a 30-days written notice for curing this Material Breach. In case the Material Breach continues, after the expiry of such notice period, the MoT will have the option to terminate this Agreement. Further, the MoT may offer a reasonable opportunity to the Agency to explain the circumstances leading to such a breach.
 - (b). If there is a Material Breach by the MoT or its nominated agencies then the Agency will give a one month's notice for curing the Material Breach

to the MoT. After the expiry of such notice period, the Agency will have the option to terminate the Agreement.

- (ii). The MoT may by giving a one month's written notice, terminate this Agreement if a change of control of the Agency has taken place. For the purposes of this Clause, in the case of Agency, change of control shall mean the events stated in Clause 5, and such notice shall become effective at the end of the notice period as set out in Clause 5.
- (iii). In the event that Agency undergoes such a change of control, MoT may, as an alternative to termination, require a full Performance Guarantee for the obligations of Agency by a guarantor acceptable to MoT or its nominated agencies. If such a guarantee is not furnished within 30 days of MoT's demand, the MoT may exercise its right to terminate this Agreement in accordance with this Clause by giving 15 days further written notice to the Agency.

14.2 Termination for Convenience

- (i). The MoT may at any time terminate the Contract for any reason by giving the Agency a notice of termination that refers to this clause.
- (ii). Upon receipt of the notice of termination under this clause, the Agency shall either as soon as reasonably practical or upon the date specified in the notice of termination:
 - (a). cease all further work, except for such work as the MoT may specify in the notice of termination for the sole purpose of protecting that part of the System already executed, or any work required to leave the site in a clean and safe condition;
 - (b). remove all Agency's Equipment from the site, repatriate its personnel from the site, remove from the site any wreckage, rubbish, and debris of any kind;
 - (c). in addition, the Agency shall:
 - I. deliver to the MoT the parts of the System executed by the Agency up to the date of termination;
 - II. to the extent legally possible, assign to the MoT all right, title, and benefit of the Agency to the System, or Subsystem, as at the date of termination, and, as may be required by the MoT
 - III. deliver to the MoT all non-proprietary drawings, specifications, and other documents prepared by the Agency

14.3 Effects of Termination

- (i). In the event that MoT terminates this Agreement pursuant to failure on the part of the Agency to comply with the conditions as contained in this Clause and

depending on the event of default, Performance Guarantee furnished by Agency may be forfeited.

- (ii). Upon termination of this Agreement, the Parties will comply with the Exit Management Schedule set out as Schedule I of this Agreement.

14.4 Termination of this Agreement due to bankruptcy of Agency

The MoT may serve written notice on Agency at any time to terminate this Agreement with immediate effect in the event that the Agency reporting an apprehension of bankruptcy to the MoT or its nominated agencies

15 Indemnification & Limitation of Liability

- 15.1 Subject to Clause 15(4) below, Agency (the "Indemnifying Party") undertakes to indemnify, hold harmless the MoT (the "Indemnified Party") from and against all claims, liabilities, losses, expenses (including reasonable attorneys' fees), fines, penalties, taxes or damages (Collectively "Loss") on account of bodily injury, death or damage to tangible personal property arising in favour of any person, corporation or other entity (including the Indemnified Party) attributable to the Indemnifying Party's negligence or wilful default in performance or non-performance under this Agreement.
- 15.2 If the Indemnified Party promptly notifies Indemnifying Party in writing of a third party claim against Indemnified Party that any Service provided by the Indemnifying Party infringes a copyright, trade secret or patents incorporated in India of any third party, Indemnifying Party will defend such claim at its expense and will pay any costs or damages, that may be finally awarded against Indemnified Party.
- 15.3 Indemnifying Party will not indemnify the Indemnified Party, however, if the claim of infringement is caused by:
 - (i). Indemnified Party's misuse or modification of the Service;
 - (ii). Indemnified Party's failure to use corrections or enhancements made available by the Indemnifying Party;
 - (iii). Indemnified Party's use of the Service in combination with any product or information not owned or developed by Indemnifying Party;
 - (iv). However, if any service, information, direction, specification or materials provided by Indemnified Party or any third party contracted to it, is or likely to be held to be infringing, Indemnifying Party shall at its expense and option either
 - (a). Procure the right for Indemnified Party to continue using it
 - (b). Replace it with a non-infringing equivalent

- (c). Modify it to make it non-infringing.
- (v). The foregoing remedies constitute Indemnified Party's sole and exclusive remedies and Indemnifying Party's entire liability with respect to infringement.

15.4 The indemnities set out in Clause 15 shall be subject to the following conditions:

- (i). the Indemnified Party as promptly as practicable informs the Indemnifying Party in writing of the claim or proceedings and provides all relevant evidence, documentary or otherwise;
- (ii). the Indemnified Party shall, at the cost of the Indemnifying Party, give the Indemnifying Party all reasonable assistance in the Défense of such claim including reasonable access to all relevant information, documentation and personnel provided that the Indemnified Party may, at its sole cost and expense, reasonably participate, through its attorneys or otherwise, in such Défense;
- (iii). if the Indemnifying Party does not assume full control over the Défense of a claim as provided in this Article, the Indemnifying Party may participate in such Défense at its sole cost and expense, and the Indemnified Party will have the right to defend the claim in such manner as it may deem appropriate, and the cost and expense of the Indemnified Party will be included in Losses;
- (iv). the Indemnified Party shall not prejudice, pay or accept any proceedings or claim, or compromise any proceedings or claim, without the written consent of /the Indemnifying Party;
- (v). all settlements of claims subject to indemnification under this Clause will:
 - (a). be entered into only with the consent of the Indemnified Party, which consent will not be unreasonably withheld and include an unconditional release to the Indemnified Party from the claimant or plaintiff for all liability in respect of such claim; and
 - (b). include any appropriate confidentiality agreement prohibiting disclosure of the terms of such settlement;
- (vi). the Indemnified Party shall account to the Indemnifying Party for all awards, settlements, damages and costs (if any) finally awarded in favour of the Indemnified Party which are to be paid to it in connection with any such claim or proceedings;
- (vii). the Indemnified Party shall take steps that the Indemnifying Party may reasonably require to mitigate or reduce its loss as a result of such a claim or proceedings;
- (viii). in the event that the Indemnifying Party is obligated to indemnify an Indemnified Party pursuant to this Article, the Indemnifying Party will, upon payment of such

indemnity in full, be subrogated to all rights and defences of the Indemnified Party with respect to the claims to which such indemnification relates; and

(ix). if a Party makes a claim under the indemnity set out under Clause 15.1 above in respect of any particular Loss or Losses, then that Party shall not be entitled to make any further claim in respect of that Loss or Losses (including any claim for damages).

15.5 The liability of either Party (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any claim in any manner related to this Agreement, including the work, deliverables or Services covered by this Agreement, shall be the payment of direct damages only which shall in no event exceed one time the total contract value payable under this Agreement. The liability cap given under this Clause shall not be applicable to the indemnification obligations set out in Clause 15 and breach of Clause 12.1 and 17.

15.6 In no event shall either party be liable for any consequential, incidental, indirect, special or punitive damage, loss or expenses (including but not limited to business interruption, lost business, lost profits, or lost savings) nor for any third party claims (other than those set-forth in Clause 15.1) even if it has been advised of their possible existence.

15.7 The allocations of liability in this Section 15 represent the agreed and bargained-for understanding of the parties and compensation for the Services reflects such allocations. Each Party has a duty to mitigate the damages and any amounts payable under an indemnity that would otherwise be recoverable from the other Party pursuant to this Agreement by taking appropriate and commercially reasonable actions to reduce or limit the amount of such damages or amounts.

16 Force Majeure

16.1 Definition of Force Majeure

“Force Majeure” shall mean any event beyond the reasonable control of the MoT or of the Supplier, as the case may be, and which is unavoidable notwithstanding the reasonable care of the party affected.

16.2 Force Majeure events

16.2.1 A Force Majeure shall include, without limitation, the following:

(i). war, hostilities, or warlike operations (whether a state of war be declared or not), invasion, act of foreign enemy, and civil war;

- (ii). strike, sabotage, lockout, embargo, import restriction, port congestion, lack of usual means of public transportation and communication, industrial dispute, shipwreck, shortage or restriction of power supply, epidemics, quarantine, and plague;
- (iii). earthquake, landslide, volcanic activity, fire, flood or inundation, tidal wave, typhoon or cyclone, hurricane, storm, lightning, or other inclement weather condition, nuclear and pressure waves, or other natural or physical disaster;

16.2.2 If either party is prevented, hindered, or delayed from or in performing any of its obligations under the Contract by an event of Force Majeure, then it shall notify the other in writing of the occurrence of such event and the circumstances of the event of Force Majeure within fourteen (14) days after the occurrence of such event.

16.2.3 The party who has given such notice shall be excused from the performance or punctual performance of its obligations under the Contract for so long as the relevant event of Force Majeure continues and to the extent that such party's performance is prevented, hindered, or delayed. The time for achieving Final Acceptance shall be extended.

16.2.4 The party or parties affected by the event of Force Majeure shall use reasonable efforts to mitigate the effect of the event of Force Majeure upon its or their performance of the Contract and to fulfil its or their obligations under the Contract, but without prejudice to either party's right to terminate the Contract under Clause 16.

16.2.5 No delay or non-performance by either party to this Contract caused by the occurrence of any event of Force Majeure shall:

- (i). constitute a default or breach of the Contract;
- (ii). give rise to any claim for damages or additional cost or expense occasioned by the delay or non-performance, if, and to the extent that, such delay or non-performance is caused by the occurrence of an event of Force Majeure.

16.2.6 If the performance of the Contract is substantially prevented, hindered, or delayed for a single period of more than sixty (60) days on account of one or more events of Force Majeure during the time period covered by the Contract, the parties will attempt to develop a mutually satisfactory solution, failing which, either party may terminate the Contract by giving a notice to the other.

16.2.7 In the event of termination pursuant to Clause 16, the rights and obligations of the MoT and the Supplier shall be as specified in the clause titled Termination.

16.2.8 Notwithstanding Clause 16.2.4, Force Majeure shall not apply to any obligation of the MoT to make payments to the Supplier under this Contract.

16.2.9 It is further clarified that any negligence in performance of Services which directly causes any breach of security like hacking aren't the forces of nature and hence wouldn't be qualified under the definition of "Force Majeure". In so far as applicable to the performance of Services, Service Provider will be solely responsible to complete the risk assessment and ensure implementation of adequate security hygiene, best practices, processes and technology to prevent any breach of security and any resulting liability therefrom (wherever applicable).

17 Confidentiality

17.1 The MoT or its nominated agencies shall retain all rights to prevent, stop and if required take the necessary punitive action against the Agency regarding any forbidden disclosure.

For the avoidance of doubt, it is expressly clarified that the aforesaid provisions shall not apply to the following information:

- (i). information already available in the public domain;
- (ii). information which has been developed independently by the Agency;
- (iii). information which has been received from a third party who had the right to disclose the
- (iv). aforesaid information;
- (v). Information which has been disclosed to the public pursuant to a court order.

17.2 Notwithstanding anything to the contrary mentioned hereinabove, the Agency shall have the right to share the Letter of Intent / work order provided to it by the MoT in relation to this Agreement, with its prospective purchasers solely for the purpose of and with the intent to evidence and support its work experience under this Agreement.

18 Intellectual Property Rights (IPR)

18.1 Products and fixes: All products and related solutions and fixes provided pursuant to this Agreement shall be licensed according to the terms of the license agreement packaged with or otherwise applicable to such product, the ownership of which shall continue to vest with the product owner. Agency would be responsible for arranging any licenses associated with products. "Product" means any computer code, web-based services, or materials comprising commercially released, pre-release or beta products (whether licensed for a fee or no charge) and any derivatives of the foregoing

which are made available to MoT for license which is published by product owner or its affiliates, or a third party. "Fixes" means product fixes that are either released generally (such as commercial product service packs) or that are provided to you when performing services (such as workarounds, patches, bug fixes, beta fixes and beta builds) and any derivatives of the foregoing.

- 18.2 Bespoke development: Subject to the provisions of Clause 19.3 and 19.4 below, upon payment, the IPR rights for any bespoke development done during the implementation of the project will lie exclusively with the MoT.
- 18.3 Pre-existing work: All IPR including the source code and materials developed or otherwise obtained independently of the efforts of a Party under this Agreement ("pre-existing work") including any enhancement or modification thereto shall remain the sole property of that Party. During the performance of the services for this agreement, each party grants to the other party (and their sub-contractors as necessary) a non-exclusive license to use, reproduce and modify any of its pre-existing work provided to the other party solely for the performance of such services for duration of the Term of this Agreement. Except as may be otherwise explicitly agreed to in a statement of services, upon payment in full, the Agency should grant MoT a non-exclusive, perpetual, fully paid-up license to use the pre-existing work in the form delivered to MoT as part of the service or deliverables only for its internal business operations. Under such license, either of parties will have no right to sell the pre-existing work of the other party to a Third Party. MoT's license to pre-existing work is conditioned upon its compliance with the terms of this Agreement and the perpetual license applies solely to the pre-existing work that bidder leaves with MoT at the conclusion of performance of the services.
- 18.4 Residuals: In no event shall Agency be precluded from independently developing for itself, or for others, anything, whether in tangible or non-tangible form, which is competitive with, or similar to, the deliverables, set-out in this Agreement or Annexure. In addition, subject to the confidentiality obligations, Agency shall be free to use its general knowledge, skills and experience, and any ideas, concepts, know-how, and techniques that are acquired or used in the course of providing the Services.

19 Miscellaneous

19.1 Notices

- (i). Any notice or other document which may be given by either Party under this Agreement shall be given in writing in person or by pre-paid recorded delivery post or by email.
- (ii). In relation to a notice given under this Agreement, any such notice or other document shall be addressed to the other Party's principal or registered office address as set out below:

Ministry of Tourism
Government of India
Transport Bhawan, 1 Parliament Street
New Delhi 110001
Tel:
Fax:
Email:
Contact:
With a copy to:

Agency

Tel:
Fax:
Email:
Contact:

- (iii). In relation to a notice given under the MSA, a Party shall specify the Parties' address for service of notices, any such notice to be copied to the Parties at the addresses set out in this Clause.
- (iv). Either Party to this Agreement may change its address, telephone number and nominated contact for notification purposes by giving the other reasonable prior written notice of the new information and its effective date.

19.2 Variations and Further Assurance

- (i). No amendment, variation or other change to this Agreement shall be valid unless authorised in writing. Such amendment shall be made in writing and signed by the duly authorised representatives of the Parties to this Agreement.
- (ii). Each Party to this Agreement agrees to enter into or execute, without limitation, whatever other agreement, document, consent and waiver and to do all other things which shall or may be reasonably required to complete and deliver the obligations set out in this Agreement.

19.3 Severability and Waiver

- (i). If any provision of this Agreement, or any part thereof, shall be found by any court or administrative body of competent jurisdiction to be illegal, invalid or unenforceable the illegality, invalidity or unenforceability of such provision or part provision shall not affect the other provisions of this Agreement or the remainder of the provisions in question which shall remain in full force and effect. The relevant Parties shall negotiate in good faith in order to agree to substitute for any illegal, invalid or unenforceable provision a valid and enforceable provision which achieves to the greatest extent possible the economic, legal and commercial objectives of the illegal, invalid or unenforceable provision or part provision.

- (ii). No failure to exercise or enforce and no delay in exercising or enforcing on the part of either Party to this Agreement of any right, remedy or provision of this Agreement shall operate as a waiver of such right, remedy or provision in any future application nor shall any single or partial exercise or enforcement of any right, remedy or provision preclude any other or further exercise or enforcement of such right, remedy or provision or the exercise or enforcement of any other right, remedy or provision.

19.4 Compliance with Applicable Law

Each Party to this Agreement accepts that its individual conduct shall (to the extent applicable to its business like the Agency as an information technology service provider) at all times comply with all laws, rules and regulations of government and other bodies having jurisdiction over the area in which the Services are undertaken.

19.5 Ethics

The Agency represents, warrants and covenants that it has given no commitments, payments, gifts, kickbacks, lavish or expensive entertainment, or other things of value to any employee or agent of MoT or its nominated agencies in connection with this agreement and acknowledges that the giving of any such payment, gifts, entertainment, or other things of value is strictly in violation of MoT standard policies and may result in cancellation of this Agreement,

19.6 Entire Agreement

This Agreement with all schedules & annexures appended thereto and the contents and specifications of the RFP constitute the entire agreement between the Parties with respect to their subject matter, and as to all other representations, understandings or agreements which are not fully expressed herein, provided that

nothing in this Clause shall be interpreted so as to exclude any liability in respect of fraudulent misrepresentation.

20 Jurisdictions

The contract shall be governed by laws of India and all Government rules on purchase matter issued from time to time and are in force for the time being are applicable to this contract tender.

21 Governing laws and Dispute Resolution

21.1 This Agreement shall be governed by and construed in accordance with the laws of India, without giving effect to conflict of law rules. The parties expressly agree to exclude the application of the U.N. Convention on Contracts for the International Sale of Goods (1980) to this Agreement and the performance of the parties contemplated under this Agreement, to the extent that such convention might otherwise be applicable.

21.2 Any dispute arising out of or in connection with this Agreement shall in the first instance be dealt with in accordance with the escalation procedure as set out in the Governance Schedule set out as Schedule II of this Agreement.

21.3 In case the escalations do not help in resolution of the problem within 3 weeks of escalation, both the parties should agree on a mediator for communication between the two parties. The process of the mediation would be as follows:

(i). Aggrieved party should refer the dispute to the identified mediator in writing, with a copy to the other party. Such a reference should contain a description of the nature of the dispute, the quantum in dispute (if any) and the relief or remedy sought suitable.

(ii). The mediator shall use his best endeavours to conclude the mediation within a certain number of days of his appointment.

(iii). If no resolution can be reached through mutual discussion or mediation within 30 days then the matter should be referred to Experts for advising on the issue.

21.4 In case the mediation does not help in resolution and it requires expertise to understand an issue, a neutral panel of 3 experts, agreeable to both parties should be constituted. The process of the expert advisory would be as follows:

(i). Aggrieved party should write to the other party on the failure of previous alternate dispute resolution processes within the timeframe and requesting for expert advisory. This is to be sent with a copy to the mediator.

(ii). Both parties should thereafter agree on the panel of experts who are well conversant with the issue under dispute

(iii). The expert panel shall use his best endeavours to provide a neutral position on the issue.

(iv). If no resolution can be reached through the above means within 30 days then the matter should be referred to Arbitration.

21.5 Any dispute or difference whatsoever arising between the parties to this Contract out of or relating to the construction, meaning, scope, operation or effect of this Contract or the validity of the breach thereof shall be referred to a sole Arbitrator to be appointed by mutual consent of both the parties herein. If the parties cannot agree on the appointment of the Arbitrator within a period of one month from the notification by one party to the other of existence of such dispute, then the Arbitrator shall be appointed by the High Court of New Delhi India. The provisions of the Arbitration and Conciliation Act, 1996 will be applicable and the award made there under shall be final and binding upon the parties hereto, subject to legal remedies available under the law. Such differences shall be deemed to be a submission to arbitration under the Indian Arbitration and Conciliation Act, 1996, or of any modifications, Rules or re-enactments thereof. The Arbitration proceedings will be held at Delhi, India. Any legal dispute will come under the sole jurisdiction of New Delhi, India

21.6 Compliance with laws: Each party will comply with all applicable laws and regulations.

21.7 Third party components: Agency will provide all third party components solely on a pass-through basis in accordance with the relevant third party terms and conditions.

In Witness Whereof the Parties have by duly authorized Representatives set their respective hands and seal on the date first above Written in the presence of:

Witnesses:

Signed by:

(Name and designation) For and on behalf of MoT

(First Party)

Signed by:

(Name and designation)

Agency

(Second Party)

(Name and designation) For and on behalf of Agency Signed by:

Schedule I - Exit Management Schedule

1. Purpose

- 1.1. This Schedule sets out the provisions, which will apply on expiry or termination of the MSA or the Project.
- 1.2. In the case of termination of the Project, the Parties shall agree at that time whether, and if so during what period, the provisions of this Schedule shall apply.
- 1.3. The Parties shall ensure that their respective associated entities carry out their respective obligations set out in this Exit Management Schedule.

2. Cooperation and Provision of Information

- 2.1. During the exit management period:
 - (i). The Agency will allow the MoT or its nominated agency access to information reasonably required to define the then current mode of operation associated with the provision of the services to enable the MoT to assess the existing services being delivered;
 - (ii). promptly on reasonable request by the MoT, the Agency shall provide access to and copies of all information held or controlled by them which they have prepared or maintained in accordance with this agreement relating to any material aspect of the services. The MoT shall be entitled to copy of all such information. Such information shall include details pertaining to the services rendered and other performance data. The Agency shall permit the MoT or its nominated agencies to have reasonable access to its employees and facilities as reasonably required by the MoT to understand the methods of delivery of the services employed by the Agency and to assist appropriate knowledge transfer.

3. Confidential Information, Security and Data

- 3.1. The Agency will promptly on the commencement of the exit management period supply to the MoT or its nominated agency the following:
 - (i). information relating to the current services rendered and customer and performance data
 - (ii). documentation relating to Computerization Project's Intellectual Property Rights;
 - (iii). all current and updated data as is reasonably required for purposes of MoT or its nominated agencies transitioning the services to its Replacement Agency in a readily available format nominated by the MoT, its nominated agency;

- (iv). all other information (including but not limited to documents, records and agreements) relating to the services reasonably necessary to enable MoT or its nominated agencies, or its Replacement Agency to carry out due diligence in order to transition the provision of the Services to MoT or its nominated agencies, or its Replacement Agency (as the case may be).
- 3.2. Before the expiry of the exit management period, the Agency shall deliver to the MoT or its nominated agency all new or up-dated materials and shall not retain any copies thereof, except that the Agency shall be permitted to retain one copy of such materials for archival purposes only.
- 3.3. Before the expiry of the exit management period, unless otherwise provided under the MSA, the MoT or its nominated agency shall deliver to the Agency all forms of Agency confidential information, which is in the possession or control of MoT or its users.

4. Employees

- 4.1. Promptly on reasonable request at any time during the exit management period, the Agency shall, subject to applicable laws, restraints and regulations (including in particular those relating to privacy) provide to the MoT or its nominated agency a list of all employees (with job titles) of the Agency dedicated to providing the services at the commencement of the exit management period.

5. Rights of Access to Premises

- 5.1. At any time during the exit management period, where Assets are located at the Agency's premises, the Agency will be obliged to give reasonable rights of access to (or, in the case of Assets located on a third party's premises, procure reasonable rights of access to) the MoT or its nominated agency and/or any Replacement Agency in order to make an inventory of the Assets.
- 5.2. The Agency shall also give the MoT or its nominated agency or its nominated agencies, or any Replacement Agency right of reasonable access to the Implementation Partner's premises and shall procure the MoT or its nominated agency or its nominated agencies and any Replacement Agency rights of access to relevant third party premises during the exit management period and for such period of time following termination or expiry of the MSA as is reasonably necessary to migrate the services to the MoT or its nominated agency, or a Replacement Agency.

6. General obligations of the agency

- 6.1. The Agency shall provide all such information as may reasonably be necessary to effect as seamless a handover as practicable in the circumstances to the MoT or its nominated agency or its Replacement Agency and which the Agency has in its possession or control at any time during the exit management period.
- 6.2. For the purposes of this Schedule, anything in the possession or control of any Agency or associated entity is deemed to be in the possession or control of the Agency.
- 6.3. The Agency shall commit adequate resources to comply with its obligations under this Exit Management Schedule.

7. Exit Management Plan

- 7.1. The Agency shall provide the MoT or its nominated agency with a recommended exit management plan ("Exit Management Plan") which shall deal with at least the following aspects of exit management in relation to the MSA as a whole and in relation to the Project.
 - (i). A detailed program of the transfer process that could be used in conjunction with a Replacement Agency including details of the means to be used to ensure continuing provision of the services throughout the transfer process or until the cessation of the services and of the management structure to be used during the transfer;
 - (ii). plans for the communication with such of the Agency's staff and any related third party as are necessary to avoid any material detrimental impact on the MoT's operations as a result of undertaking the transfer;
 - (iii). plans for provision of contingent support to MoT, and Replacement Agency for a reasonable period after transfer.
 - (iv). The Agency shall re-draft the Exit Management Plan annually (if the project gets extended beyond one year) thereafter to ensure that it is kept relevant and up to date.
- 7.2. Each Exit Management Plan shall be presented by the Agency to and approved by the MoT or its nominated agencies.
- 7.3. The terms of payment as stated in the Terms of Payment Schedule include the costs of the Agency complying with its obligations under this Schedule.

- 7.4. In the event of termination or expiry of MSA, each Party shall comply with the Exit Management Plan.
- 7.5. During the exit management period, the Agency shall use its best efforts to deliver the services.
- 7.6. Payments during the Exit Management period shall be made in accordance with the Terms of Payment Schedule.
- 7.7. This Exit Management plan shall be furnished in writing to the MoT or its nominated agencies within 90 days from the Effective Date of this Agreement.

Schedule II - Governance Schedule

1. Purpose

The purpose of this Schedule is to:

- 1.1. establish and maintain the formal and informal processes for managing the relationship between the MoT and the Agency (including the outputs from other Schedules to this Agreement);
- 1.2. ensure the continued alignment of the interests of the Parties;
- 1.3. set out the procedure for escalating disagreements; and

2. Governance Procedures

- 2.1. The Parties shall ensure as far as reasonably practicable that the MoT shall resolve the issues and resolve the objectives placed before them and that members representing that Party are empowered to make relevant decisions or have easy access to empowered individuals for decisions to be made to achieve this.
- 2.2. In order formally to submit a Disputed Matter to the aforesaid for a, one Party ("Claimant") shall give a written notice ("Dispute Notice") to the other Party. The Dispute Notice shall be accompanied by (a) a statement by the Claimant describing the Disputed Matter in reasonable detail and (b) documentation, if any, supporting the Claimant's position on the Disputed Matter.
- 2.3. The other Party ("Respondent") shall have the right to respond to the Dispute Notice within 7 days after receipt of the Dispute Notice. In the event that the parties are unable to resolve the Disputed Matter within a further period of 7 days, it shall refer the Disputed Matter to next level of the dispute resolution for action
- 2.4. All negotiations, statements and / or documentation pursuant to these Articles shall be without prejudice and confidential (unless mutually agreed otherwise).
- 2.5. If the Disputed Matter is having a material effect on the operation of the Services (or any of them or part of them) the Parties will use all their respective reasonable endeavours to reduce the elapsed time in reaching a resolution of the Disputed Matter.

Schedule III - Terms of Payment Schedule

#	Deliverables	Timelines	Payment (in %)
Initial Phase			
Deliverable 1: Strategy Documents			
1.	As – Is report (Inception Report)	T + 10 days	
2.	Interim presentation & Stakeholder Consultation	T + 20 days	
3.	Integrated Strategy Document (which shall cover the following) Brand Documents: a) Brand Strategy (Vision, Mission, Architecture, Identity, User Personas, Target Markets) b) Branding guidelines document Content & Layout Documents: a) Content Strategy document b) UI/UX Layout c) Website and Mobile App Layout d) Experience Layout e) SEO Strategy Campaign Documents: a) Implementation Plan b) Communication Plan + Social Media Strategy document c) Influencer Engagement Strategy	T + 30 days	
4.	Repurposed content for existing website using Text + Images + Videos + Outbound Campaign		
Deliverable 2: Pre-Launch Phase 1			
5.	New content for the revamped website: Homepage + 40 cities (covering any 2 Regions*) and their attractions	T + 60 days	10%
6.	2 Experience Categories		
7.	AR Content for Website and Mobile App		

Deliverable 3: Pre-Launch Phase 2			
8.	360-degree launch campaign along with media plan		
9.	New content 80 Cities (covering any 2 regions*) & its Attractions AND 6 Experience Categories	T + 120 days	10%
10.	Defining Content Syndication SOPs + Supporting SI in CMS configuration		
11.	Remaining 80 Cities (covering any 2 regions*) & its attraction AND 8 Experience Categories	T + 180 days	15%
Sustenance Phase			
12.	<p>Activities planned for Monthly Sustenance Phase—</p> <p>Monthly Action Plan:</p> <p>a) Campaign ideation, campaign goals, target groups & timelines</p> <p>b) SEO Plan Influencer Plan Social Media Plan</p> <p>Monthly Content & Creative:</p> <p>a) Campaign Rollout –</p> <p>→ Creatives based on the above-mentioned monthly action plan</p> <p>→ Dissemination of campaign on websites, social media, and other channels.</p> <p>b) Newsletters</p> <p>c) Language Translation of the approved content</p> <p>Monthly Reviews & Reports:</p> <p>a) Stakeholder Review Meetings & Performance Reports</p> <p>b) Analytics Reports (in coordination with System Integrator)</p> <p>Content Update & Additions:</p> <p>a) Ad-hoc Experience Categories, Refreshed Website Content & AR Content</p>	Split across 7 quarters starting from the 4th month of signing the agreement	45%
Final Milestones			
13.	Project Handover Document		
14.	Capacity building/ training workshops for Industry Players/State Boards etc. on CMS/AEM in coordination with System Integrator. (One training per quarter)	T + 730 days	5%
Total		100%	

**Regions - Regions are divided as North, South, East, West, Central, & North-East*

1. Other Payment Terms

- 1.1. The bidder shall submit the bill for payment as per terms and conditions defined in the above table. In case deliverables are of satisfactory quality, MoT shall release the payment. However, in case of any discrepancy, the bidder shall incorporate feedback and submit it until quality is acceptable by MoT for releasing the payment.
- 1.2. Bidder shall furnish only the original GST Bill for payment along with the Bank account details.
- 1.3. The payment will be made after deducting the penalty amount in case the bidder does not meet SLAs defined in the RFP.
- 1.4. For the sustenance phase starting from the fourth month, the quality of deliverables shall be assessed monthly whereas the bidder shall submit invoices every quarter. The payments will be calculated based on the final deliverable at the end of every quarter approved by MoT. Iterations shall not be counted as separate items.
- 1.5. Bloggers Expense: The selected Bidder is expected to drive organic reach through some non-paid influencers. No extra charges or fee/commission shall be payable to the agency in such cases. In the case of paid influencers, the Bidder shall explore the opportunity for barter. Cost for any influencers programme (Taxi hiring, Train journeys (AC 2 and below), Airfare (economy), boarding – lodging, local transport, sightseeing, guide charges etc) as proposed to and approved by the MoT, will be paid separately.
- 1.6. Payments, as stipulated above, shall be subject to meeting the service levels by the selected Bidder as provided herein and appropriations to the amount being paid shall be done (if applicable). Any penalties/ liquidated damages, as applicable, for delay and non-performance, as per the criteria mentioned in this RFP document, will be deducted from the payments.

Schedule IV – Service Levels and Penalties

1. SLA and Penalty Calculation

- 1.1. Bidder needs to adhere to timelines as mentioned in Schedule III. A delay or late submission shall invite penalties as mentioned below:

#	Definition	Target	Penalties
1.	Deployment of complete core team, commencement of services and deployment of team.	Within 7 days from the notification of award of contract	Delay of every 1 day after 7th day from the notification of award of contract between MoT and the bidder – penalty of INR 1 lakh (capped at INR 50 lakh)
2.	Submission of timely deliverables.	Submission of deliverables from the scope as per timelines	Delay of every 1 day after deadline will attract a penalty of 1% of the that deliverable/implementation phase every day, for each milestone that has not been submitted.

Annexures

Annexure A – List of Services Provided by The Agency

The list of services to be read as per section 8 of the RFP – “Selection of Brand Strategy & Design Agency for Incredible India Digital Platform” and to be read along with the corrigenda (if any) (to be attached and signed as part of this document).

Annexure B – Required Deliverables and Associated Timelines

#	Deliverables	Timelines	Payment (in %)
Initial Phase			
Deliverable 1: Strategy Documents			
1.	As – Is report (Inception Report)	T + 10 days	15%
2.	Interim presentation & Stakeholder Consultation	T + 20 days	
3.	Integrated Strategy Document (which shall cover the following) Brand Documents: c) Brand Strategy (Vision, Mission, Architecture, Identity, User Personas, Target Markets) d) Branding guidelines document Content & Layout Documents: f) Content Strategy document g) UI/UX Layout h) Website and Mobile App Layout i) Experience Layout j) SEO Strategy Campaign Documents: d) Implementation Plan e) Communication Plan + Social Media Strategy document f) Influencer Engagement Strategy	T + 30 days	
4.	Repurposed content for existing website using Text + Images + Videos + Outbound Campaign		
Deliverable 2: Pre-Launch Phase 1			
5.	New content for the revamped website: Homepage + 40 cities (covering any 2 Regions*) and their attractions	T + 60 days	10%
6.	2 Experience Categories		
7.	AR Content for Website and Mobile App		

Deliverable 3: Pre-Launch Phase 2			
8.	360-degree launch campaign along with media plan		
9.	New content 80 Cities (covering any 2 regions*) & its Attractions 6 experiences (with filters) pages	T + 120 days	10%
10.	Defining Content Syndication SOPs + Supporting SI in CMS configuration		
11.	Remaining 80 Cities (covering any 2 regions*) & its attraction 8 Experience Categories	T + 180 days	15%
Sustenance Phase			
12.	<p>Activities planned for Monthly Sustenance Phase—</p> <p>Monthly Action Plan:</p> <p>c) Campaign ideation, campaign goals, target groups & timelines</p> <p>d) SEO Plan Influencer Plan Social Media Plan</p> <p>Monthly Content & Creative:</p> <p>d) Campaign Rollout –</p> <p>→ Creatives based on the above-mentioned monthly action plan</p> <p>→ Dissemination of campaign on websites, social media, and other channels.</p> <p>e) Newsletters</p> <p>f) Language Translation of the approved content</p> <p>Monthly Reviews & Reports:</p> <p>c) Stakeholder Review Meetings & Performance Reports</p> <p>d) Analytics Reports (in coordination with System Integrator)</p> <p>Content Update & Additions:</p> <p>b) Ad-hoc Experience Categories, Refreshed Website Content & AR Content</p>	Split across 7 quarters starting from the 4th month of signing the agreement	45%
Final Milestones			
13.	Project Handover Document		
14.	Capacity building/ training workshops for Industry Players/State Boards etc. on CMS/AEM in coordination with System Integrator. (One training per quarter)	T + 730 days	5%
Total		100%	

Annexure C - Non- Disclosure Agreement

THIS AGREEMENT is made on this the <###> day of <###> 20--- at <###>, India.

BETWEEN

BETWEEN

The President of India, acting through Ministry of tourism, having its office at -----
First floor, Transport Bhawan, 1, Parliament Street, New Delhi - 110 001 India hereinafter referred to as '**Ministry of Tourism**' or '**MoT**' , which expression shall, unless the context otherwise requires, include its permitted successors and assigns);

AND

<###>, a Company incorporated under the Companies Act, 1956, having its registered office at <###> (hereinafter referred to as 'the Agency/Agency' which expression shall, unless the context otherwise requires, include its permitted successors and assigns).

Each of the parties mentioned above are collectively referred to as the 'Parties' and individually as a

'Party'.

WHEREAS:

1. MoT is desirous to implement the project - Incredible India digital platform.
2. The MoT and Agency have entered into a Master Services Agreement dated <###> (the "MSA") dated <###> (the "SLA") in furtherance of the Project.
3. Whereas in pursuing the Project (the "Business Purpose"), a Party ("Disclosing Party") recognizes that they will disclose certain Confidential Information (as defined hereinafter) to the other Party ("Receiving Party").
4. Whereas such Confidential Information (as defined hereinafter) belongs to Receiving Party as the case may be and is being transferred to the Disclosing Party to be used only for the Business Purpose and hence there is a need to protect such information from unauthorized use and disclosure.

NOW THEREFORE, in consideration of the mutual covenants, promises, assurances, representations and provisions set forth herein, the Parties hereto agree as follows:

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

Terms and expressions used in this Agreement (including the Introduction) shall have the same meanings set out in MSA.

1.2 Interpretation

In this Agreement, unless otherwise specified:

- (i). references to Clauses, Sub-Clauses, Paragraphs and Schedules are to clauses, subclauses, paragraphs of and schedules to this Agreement;
- (ii). use of any gender includes the other genders;
- (iii). references to a 'company' shall be construed so as to include any company, corporation or other body corporate, wherever and however incorporated or established;
- (iv). references to a 'person' shall be construed so as to include any individual, firm, company, government, state or agency of a state, local or municipal authority or government body or any joint venture, association or partnership (whether or not having separate legal personality);
- (v). a reference to any statute or statutory provision shall be construed as a reference to the same as it may have been, or may from time to time be, amended, modified or re-enacted;
- (vi). any reference to a 'day' (including within the phrase 'business day') shall mean a period of 24 hours running from midnight to midnight;
- (vii). references to a 'business day' shall be construed as a reference to a day (other than a Sunday) on which banks in the state of <Delhi> are generally open for business;
- (viii). references to times are to Indian standard time;
- (ix). a reference to any other document referred to in this Agreement is a reference to that other document as amended, varied, novated or supplemented at any time; and
- (x). all headings and titles are inserted for convenience only. They are to be ignored in the interpretation of this Agreement.

1.3 Measurements and Arithmetic Conventions

All measurements and calculations shall be in the metric system and calculations done to 2 (two) decimal places, with the third digit of 5 (five) or above being rounded up and below 5 (five) being rounded down except in money calculations where such amounts shall be rounded off to the nearest INR.

1.4 Ambiguities within Agreement

In case of ambiguities or discrepancies within this Agreement, the following principles shall apply:

- (i). as between two Clauses of this Agreement, the provisions of a specific Clause relevant to the issue under consideration shall prevail over those in a general Clause;
- (ii). as between the provisions of this Agreement and the Schedules, the Agreement shall prevail, save and except as expressly provided otherwise in the Agreement or the Schedules; and
- (iii). as between any value written in numerals and that in words, the value in words shall prevail.

1.5 Priority of agreements

The Parties hereby expressly agree that for the purpose of giving full and proper effect to this Agreement, the MSA and this Agreement shall be read together and construed harmoniously. In the event of any conflict between the MSA and this Agreement, the provisions contained in the MSA shall prevail over this Agreement.

2. Term

This Agreement will remain in effect for five years from the date of the last disclosure of Confidential Information ("Term"), at which time it will terminate, unless extended by the disclosing party in writing.

3. Scope of the Agreement

- (i). This Agreement shall apply to all confidential and proprietary information disclosed by Disclosing Party to the Receiving Party and other information which the disclosing party identifies in writing or otherwise as confidential before or within (30) thirty days after disclosure to the Receiving Party ("Confidential Information"). Such Confidential Information consists of certain specifications, documents, software, prototypes and/or technical information, and all copies and derivatives containing such Information that may be disclosed to the Disclosing Party for and during the Business Purpose, which a party considers proprietary or confidential.

- (ii). Such Confidential Information may be in any form or medium, tangible or intangible, and may be communicated/disclosed in writing, orally, or through visual observation or by any other means to the Receiving Party.

4. Obligations of The Receiving Party

The Receiving Party shall:

- (i). use the Confidential Information only for the Business Purpose and shall hold the Confidential Information in confidence using the same degree of care as it normally exercises to protect its own proprietary information, taking into account the nature of the Confidential Information, and
- (ii). grant access to Confidential Information only to its employees on a 'need to know basis and restrict such access as and when not necessary to carry out the Business Purpose.
- (iii). cause its employees to comply with the provisions of this Agreement;
- (iv). reproduce Confidential Information only to the extent essential to fulfilling the Business Purpose, and
- (v). prevent disclosure of Confidential Information to third parties;
- (vi). disclose the Confidential Information to its consultants on a need to know basis; provided that by doing so, the Receiving Party agrees to bind such consultants/ contractors to terms at least as restrictive as those stated herein. The Receiving Party upon making a disclosure under this Clause shall:
 - (i) advise the consultants of the confidentiality obligations imposed on them by this Clause.
- (viii). upon the Disclosing Party's request, the Receiving Party shall either return to the disclosing party all Confidential Information or shall certify to the disclosing party that all media containing Confidential Information have been destroyed.
- (ix). Provided, however, that an archival copy of the Confidential Information may be retained in the files of the Receiving Party's counsel, solely for the purpose of proving the contents of the Confidential Information.
- (x). not to remove any of the other Party's Confidential Information from the premises of the Disclosing Party without prior written approval.
- (xi). exercise extreme care in protecting the confidentiality of any Confidential Information which is removed, only with the Disclosing Party's prior written approval, from the Disclosing Party's premises. Each Party agrees to comply

with any and all terms and conditions the disclosing party may impose upon any such approved removal, such as conditions that the removed Confidential Information and all copies must be returned by a certain date, and that no copies are to be made off of the premises.

- (xii). Upon the Disclosing Party's request, the Receiving Party shall promptly return to the Disclosing Party all tangible items containing or consisting of the disclosing party's Confidential Information all copies thereof.

5. Exceptions to Confidential Information

The foregoing restrictions on each party's use or disclosure of Confidential Information shall not apply to the Confidential Information that the Receiving Party can demonstrate that such Confidential Information:

- (i). was independently developed by or for the Receiving Party without reference to the Information, or was received without restrictions; or
- (ii). has become generally available to the public without breach of confidentiality obligations of the Receiving Party; or
- (iii). was in the Receiving Party's possession without restriction or was known by the Receiving Party without restriction at the time of disclosure; or
- (iv). is the subject of a subpoena or other legal or administrative demand for disclosure; provided, however, that the Receiving Party has given the disclosing party prompt notice of such demand for disclosure and the Receiving Party reasonably cooperates with the disclosing party's efforts to secure an appropriate protective order; or
- (v). is disclosed with the prior consent of the disclosing party; or
- (vi). was in its possession or known to it by being in its use or being recorded in its files or computers or other recording media prior to receipt from the disclosing party and was not previously acquired by the Receiving Party from the disclosing party under an obligation of confidence; or
- (vii). the Receiving Party obtains or has available from a source other than the disclosing party without breach by the Receiving Party or such source of any obligation of confidentiality or non-use towards the disclosing party.

6. Ownership of The Confidential Information

- (i). Each Party recognizes and agrees that all of the disclosing Party's Confidential Information is owned solely by the Disclosing Party (or its licensors) and that the unauthorized disclosure or use of such Confidential Information would cause irreparable harm and significant injury, the degree of which may be difficult to ascertain.
- (ii). By disclosing the Confidential Information or executing this Agreement, Disclosing Party does not grant any license, explicitly or implicitly, under any trademark, patent, copyright, mask work protection right, trade secret or any other intellectual property right. The Disclosing Party disclaims all warranties regarding the information, including all warranties with respect to infringement of intellectual property rights and all warranties as to the accuracy or utility of such information.
- (iii). Access to Confidential Information hereunder shall not preclude an individual who has seen such Confidential Information for the purposes of this Agreement from working on future projects for the Disclosing Party which relate to similar subject matters, provided that such individual does not make reference to the Confidential Information and does not copy the substance of the Confidential Information during the Term. Furthermore, nothing contained herein shall be construed as imposing any restriction on the Receiving Party's disclosure or use of any general learning, skills or know-how developed by the Receiving Party's personnel under this Agreement.
- (iv). Execution of this Agreement and the disclosure of Confidential Information pursuant to this Agreement do not constitute or imply any commitment, promise, or inducement by either Party to make any purchase or sale, or to enter into any additional agreement of any kind.

7. Dispute Resolution

- (i). If a dispute arises in relation to the conduct of this Contract (Dispute), a party
- (ii). During the 14 days after a notice is given under clause 7(b) (or longer period if the parties to the Dispute agree in writing), each party to the Dispute must use its reasonable efforts through a meeting of Senior Executive (or their nominees) to resolve the Dispute. If the parties cannot resolve the Dispute within that period then any such dispute or difference whatsoever arising between the parties to this Contract out of or relating to the construction, meaning, scope, operation or effect of this Contract or the validity of the breach thereof shall be referred to a sole arbitrator to be appointed by mutual consent of both the parties herein. If the parties cannot agree on the appointment of the arbitrator within a period of one month from the notification by one party to the other of existence of such dispute, then the

Arbitrator shall be appointed by the High Court of the jurisdiction specified in this agreement. The provisions of the Arbitration and Conciliation Act, 1996 will be applicable and the award made there under shall be final and binding upon the parties hereto, subject to legal remedies available under the law. Such differences shall be deemed to be a submission to arbitration under the Indian Arbitration and Conciliation Act, 1996, or of any modifications, Rules or re-enactments thereof. The Arbitration proceedings will be held at the jurisdiction specified in Item 27. Any legal dispute will come under the sole jurisdiction specified in Item 27.

- (iii). The Receiving Party agrees that the Disclosing Party shall have the right to obtain an immediate injunction enjoining any breach of this Agreement, as well as the right to pursue any and all other rights and remedies available at law or in equity for such a breach.

8. Variation

This Agreement may only be varied in writing and signed by both Parties.

9. Waiver

Waiver including partial or conditional waiver, by either Party of any default by the other Party in the observance and performance of any provision of or obligations under this Agreement:-

- (i). shall be in writing
- (ii). shall not operate or be construed as a waiver of any other or subsequent default hereof or of other provisions of or obligations under this Agreement;
- (iii). shall be executed by a duly authorized representative of the Party; and
- (iv). shall not affect the validity or enforceability of this Agreement in any manner.

10. Exclusion Of Implied Warranties

This Agreement expressly excludes any warranty, condition or other undertaking implied at law or by custom or otherwise arising out of any other agreement between the Parties or any representation by either Party not contained in a binding legal agreement executed by both Parties.

11. Entire Agreement

This Agreement and the Annexure together constitute a complete and exclusive statement of the terms of the agreement between the Parties on the subject hereof, and no amendment or modification hereto shall be valid and effective unless such modification or amendment is agreed to in writing by the Parties and duly executed by persons especially empowered in this behalf by the respective Parties. All prior written or oral understandings offers or other communications of every kind pertaining to this Agreement are abrogated and withdrawn.

12. Severability

If for any reason whatever, any provision of this Agreement is or becomes invalid, illegal or unenforceable or is declared by any court of competent jurisdiction or any other instrumentality to be invalid, illegal or unenforceable, the validity, legality or enforceability of the remaining provisions shall not be affected in any manner, and the Parties shall negotiate in good faith with a view to agreeing to one or more provisions which may be substituted for such invalid, unenforceable or illegal provisions, as nearly as is practicable to such invalid, illegal or unenforceable provision. Failure to agree upon any such provisions shall not be subject to the dispute resolution procedure set forth under this Agreement or otherwise.

13. No Partnership

This Agreement shall not be interpreted or construed to create an association, joint venture or partnership between the Parties, or to impose any partnership obligation or liability upon either Party, and neither Party shall have any right, power or authority to enter into any agreement or undertaking for, or act on behalf of, or to act as or be an agent or representative of, or to otherwise bind, the other Party except as expressly provided under the terms of this Agreement.

14. Third Parties

This Agreement is intended solely for the benefit of the Parties and their respective successors and permitted assigns, and nothing in this Agreement shall be construed to create any duty to, standard of care with reference to, or any liability to, any person not a Party to this Agreement.

15. Successors and Assigns

The Agreement shall be binding on and shall inure to the benefit of the Parties and their respective successors and permitted assigns.

16. Notices

Any notice or other communication to be given by any Party to the other Party under or in connection with the matters contemplated by this Agreement shall be in writing

and shall be given by hand delivery, recognized courier, registered post, email or facsimile transmission and delivered or transmitted to the Parties at their respective addresses set forth below:

If to MoT:

Attn: <###>

Tel:

Fax:

Email:

Contact:

With a copy to:

If to the Agency:

Attn. <###>

Phone: <###>

Fax No. <###>

17. Language

All notices required to be given by one Party to the other Party and all other communications, documentation and proceedings which are in any way relevant to this Agreement shall be in writing and in the English language.

18. Counterparts

This Agreement may be executed in counterparts, each of which, when executed and delivered, shall constitute an original of this Agreement.

19. Mitigation

Without prejudice to any express provisions of this Agreement on any mitigation obligations of the Parties, each of the MoT and the Agency shall at all times take all reasonable steps to minimize and mitigate any loss for which the relevant Party is entitled to bring a claim against the other Party pursuant to this Agreement.

20. Removal of Difficulties

The Parties acknowledge that it is conceivable that the Parties may encounter difficulties or problems in the course of implementation of the Project and the transactions envisaged under this Agreement. The Parties agree and covenant that they shall mutually discuss such difficulties and problems in good faith and take all reasonable steps necessary for removal or resolution of such difficulties or problems.

IN WITNESS WHEREOF THE PARTIES HAVE EXECUTED AND DELIVERED THIS AGREEMENT AS OF THE DATE FIRST ABOVE WRITTEN.

SIGNED, SEALED AND DELIVERED For
and on behalf of the Agency by:

SIGNED, SEALED AND DELIVERED

For and on behalf of the MoT by:

(Signature)

(Signature)

(Name)

(Name)

(Designation)

(Designation)

(Address)

(Address)

(Fax No.)

(Fax No.)

In the presence of:

- 1.
- 2.

Appendix 2 – RFP for “Selection of Brand Strategy and Design Agency for Incredible India digital platform”

Incredible India digital platform strategy and vision document



सत्यमेव जयते

January 2022

Ministry of Tourism
Government of India

Incredible India

Contents

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1. Introduction

As per the directives of the Hon'ble. Prime Minister, Incredible India website is to be made at par with the best tourism portals of the world. The website provides a digital touchpoint to the tourist who wishes to travel to India where it introduces the user to the multiple services and facilities being offered. The website shall provide the glimpse of the tourism offerings that could raise their interest, it shall act as a source of information, it shall provide relevant information regarding services that could help the tourist during her/his travel. To achieve the goal set by the Hon'ble. Prime Minister, a best practice benchmarking exercise was undertaken by the Ministry of Tourism, India. For this, top ten international tourism websites (USA, Australia, Dubai, Singapore, Scotland, Switzerland, Japan, New Zealand, Finland, and Abu Dhabi) were studied on the following aspects -

- Content available
- User Experience on the website
- Services offered
- Communication and Outreach
- Other noteworthy aspects of the website

During the process, the features were studied to identify gaps and areas of improvement wherever applicable and based on same a strategy framework was developed. This strategy framework highlights the path to achieve the vision set by the Hon'ble. Prime Minister which shall be achieved via enhancement made on the three main pillars of the website - content, services, and communication and outreach - and three enablers for supporting initiatives to be made across the pillars - implementation partners, technology platform, and overall governance. The strategy framework would also help arrive at the implementation plan for executing the different aspects of the identified strategy.

The implementation plan would be executed in three phases namely short term, mid-term, and long term.

2. Benchmarking details

As detailed in the previous section, the benchmarking activity helped identify the best practices adopted in the top international website which could be adopted in the Incredible India website too.

For instance, the USA tourism has an official website – GOUSA and a mobile application also, which is both Android and iOS compatible. It has multilingual access options available. Further, its social media presence is there on platforms such as Twitter, Facebook, Instagram, and YouTube.

- I. The **home page** is interactive and has the following features -
 - Easy access to Destinations, Trips and Experiences
 - Scrollable banners (Stories, Travel Updates, Updates, Videos, etc.)
 - Interesting collection of attractions through maps
 - Videos with information, advice, and experience from locals
 - Spotlight section with featured writeups
 - Digital puzzles and fun facts

- Recommendations based on interests
- II. **Region wise classification** - The federal structure is similar to the Indian government's structure, where there are multiple states within the country -
 - Classification into States, Cities and Parks
 - Region-wise categorization of States
 - 50 States
 - 5 major territories
 - III. **Experience classification** – The portal shall segment experience based on multiple categories.
 - Viewers can explore the Experiences segmented based on topics, regions & states.
 - IV. **Powerful trip planner** – The portal shall provision a well-built trip planner with the following key capabilities.
 - Multiple destinations or regions can be added simultaneously
 - Personal preferences can be added, and custom recommendations are provided
 - Matches travel preferences with data points like:
 - Best places & time to visit
 - Reviews
 - Transportation options
 - Hidden gems

On similar lines, the other nine international tourism websites were also studied, excerpts from which are used in the report further.

3. Vision

“To transform Incredible India digital platform into a one stop information and services platform that serves all tourism needs thereby increasing visitor satisfaction and experience”

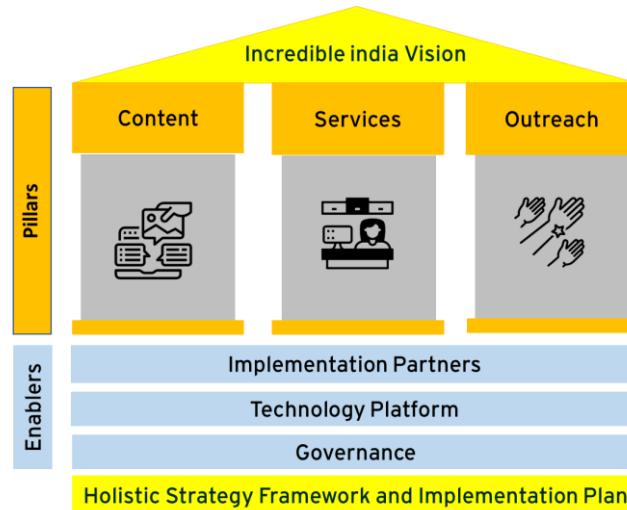
The overarching theme of the vision statement is to promote tourism, through tourist facilitation by online channels.

4. Strategy Framework

As highlighted in the aforementioned sections, the strategy framework has been designed using three key pillars - Content, Services, and Outreach – and three enablers - Implementation Partners, Technology Platform, and Governance.

To achieve the envisaged standard and quality of the Incredible India platform, the enhancements would have to be made on the three identified critical pillars. These enhancements would be implemented with the support of the enablers which will facilitate in the enhancement of the identified pillars in specific and Incredible India platform in general.

The strategy framework is depicted in the below image:



Further detail about the three pillars has been given in sections 5.1, 5.2, and 5.3 of this document. Furthermore, the detail about the three pillars has been elaborated in section 5.4, 5.5, and 5.6 of this document.

5. Identified strategic actions and tactics

Based on the benchmarking activities conducted on the top international tourism portals, key strategic actions and their related tactical points (points of action) have been identified for each of the identified pillars and enablers in sections 5.1 to 5.3 and sections 5.4 to 5.6 respectively.

5.1. Pillar 1: Content

Content is a critical pillar. It includes areas such as content collaborations, aspects of storytelling, and external linking of the website to social media channels and official attraction websites. To identify what all improvements could be made in the content pillar, the national tourism websites of Australia, Scotland and Switzerland were referred.

Content collaboration- Content can be developed via collaborations with Travel Writers, Editors, Content producers, Freelance writers, brand writers, etc. influencers, photographers, and bloggers.

This has been benchmarked from Australia tourism portal and accordingly will serve as reference for implementation.

Story Telling- Story telling can be done via effective campaign-driven, engaging, and captivating writeups.

Good reference for this implementation is Switzerland tourism portal.

External Linking – of the website content can be done via hyperlinks to official attraction websites and linking to social media channels.

This has been benchmarked from Scotland tourism portal.

Under this pillar, there are 5 strategic actions which are further broken down into tactical actions to achieve the strategic goals.

Strategic Action 1: Content Creation – Dedicated and systematic effort needs to be invested in creating content. This shall be executed through the following tactical actions.

Tactic 1: Ensure relevant information- the information should be contextual and useful for the tourists such as information regarding the location, destination and other tourism products, accommodation, mode of transport, frequency of visits, services at hotels, details about prices of hotels.

Tactic 2: Follow an effective story-telling style -Storytelling should be conveying and interpreting experiences in a way that engages the tourists with the story. The sharing of experiences is most effectively done as per the user persona – people with unique individual perspectives.

Tactic 3: Create high quality images & videos- studies show that 90% of information transmitted to the brain is visual, and visuals are processed 60,000X faster in the brain than text. Travelers also need to feel sufficiently inspired to book a trip. Through the visual content our tours and activities can be marketed in a better way. For example, the local heritage sites or cultural landmarks, or views from activities in nature can be engaging for the tourists.

Tactic 4: Sign partnerships for content collaborations – There is need for collaboration with the various stakeholders. MoUs can be signed with Travel Writers, Editors, Content producers, Freelance writers, brand writers, etc. influencers, photographers, and bloggers.

Strategic action 2: Content Presentation

Content presentation assumes significance as an easy to navigate website / app and intuitive interface makes the website relevant and allows faster search time and therefore enhances the usability of online channels.

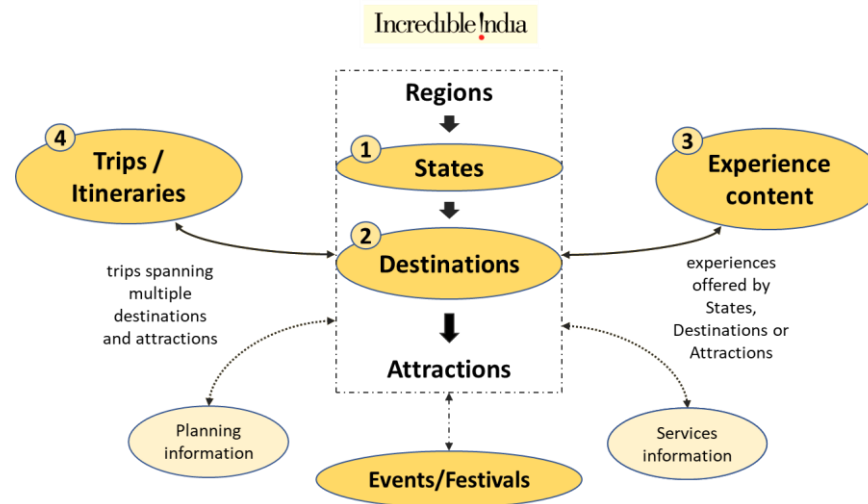
Tactic 1: Easily navigable content through filters and categorization- Filters help the travelers to easily access the large number of content pages on websites. Visitors can narrow down their desired preferences using filters. This will make the vast quantity of data more manageable and helps visitors to process information from the website

Tactic 2: Multi-lingual information - Multilingual communication is an intrinsic element of travel and tourism. To facilitate the activities of the travellers and customers there is a need to assist them in their language.

Tactic 3: Device agnostic content presentation and structuring, maintaining visual hierarchy – This shall allow rendering of the content on different kinds of devices in a seamless fashion. This is necessary as the platform shall be visited by visitors across the globe and consistency of experience is important.

Tactic 4: Linking to relevant external portals for more information or transactions – is necessary so that the tourists can find a route to explore the separate portals designed specifically for a particular tourism offering. This will help the visitor access more details pertaining to the specific offering.

Strategic action 3: Content Structure

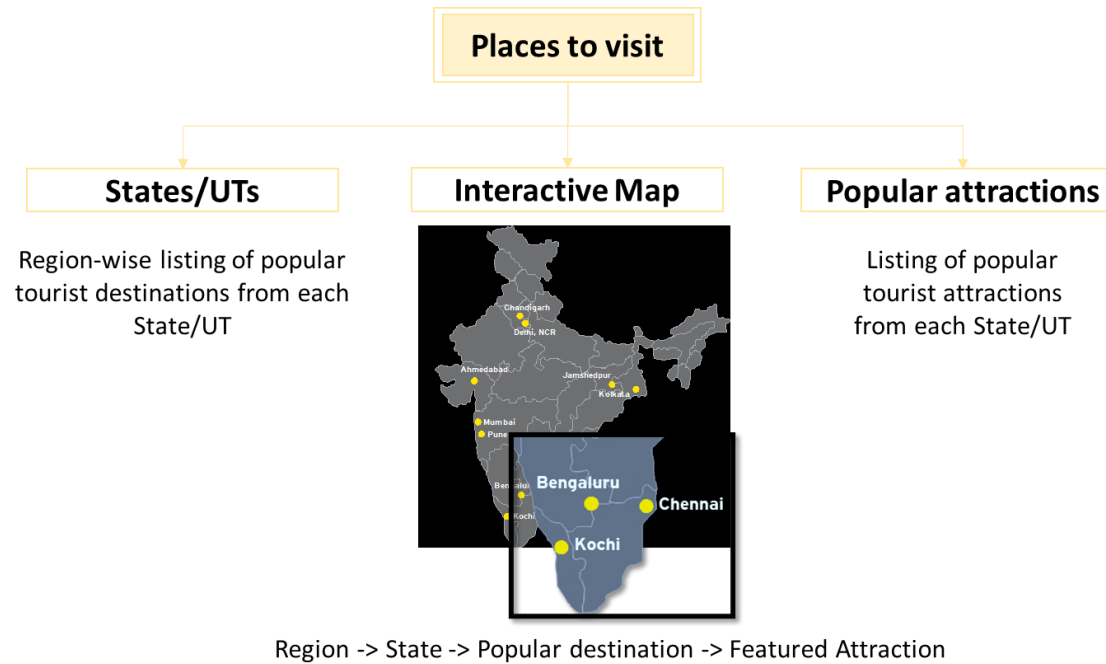


Tactic 1: State Page- The structure of the state page

State pages could ideally comprise of the following minimum information:

- **Banner videos/images (With subheadings for each image/video)-** banner layout should fit vision requirement of the state page. It should include a tagline or slogan in the banner. The banner should be kept simple and font to be chosen such that it represents the mood of the page. The photo used should be of high quality.
- **Map view-** The state page should have interactive maps with travel guide and images and videos of the attractions.
- **Must see places/Top destinations-** The state page must have the list of must see and top attractions/destinations to attract the customer's attention so that they can come to a specific location and explore the various attractions.
- **Wishlist and Share options-** The state page must have options for creating wish list and share content of interest
- **State Videos**
- **Major experience offerings of the state/Things to Do**
- **Interesting/Fun facts**
- **Itineraries and Road Trips**
- **Recommendations/Explore More**

Tactic 2A: Listing of destinations and attractions - Identify popular destinations in the State along with attractions. Integrate interactive maps and some popular attractions could be shown directly.



This feature has been picked up from the USA tourism website, as USA also has the federal structure like India.

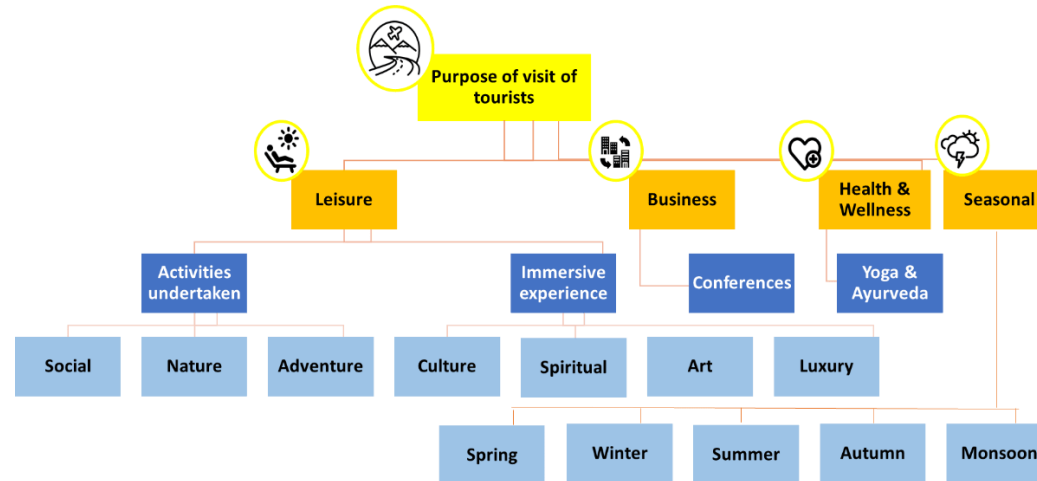
Tactic 2B: Destination Page

Design destination page for easy navigation, easy location of information and visually appealing. Few of the components on the destination page are appended below-

- Banner images / videos
- Brief writeup
- Map section / view
- Things to Do / Destination-specific Experiences
- Attractions
- Useful information
- Link to official travel website
- Share and wish list options

- Weather information
- Events information
- Travel / 'How to get there' information
- Recommendation / Explore more
- National parks / other prominent offerings (like Museums, World Heritage Sites)

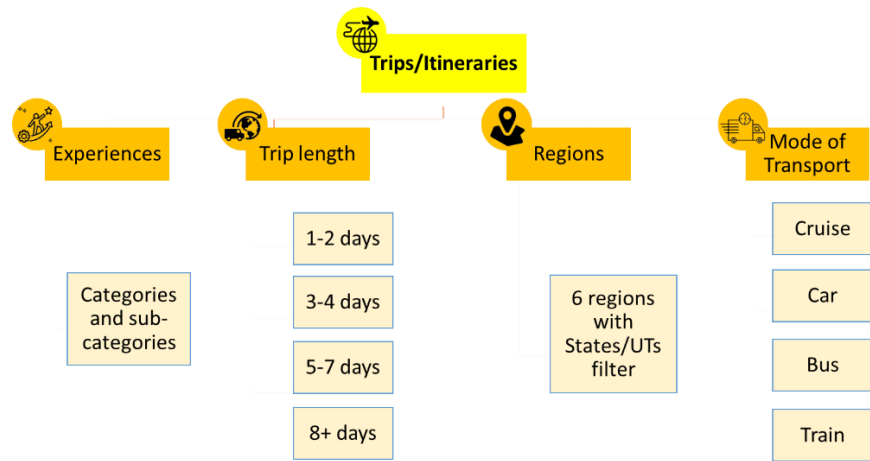
Tactic 3: Experiences and experience page



Traveling is one of the most effective ways of exploring a place, culture, or a destination. There are various types of tourism namely: Leisure, business, sports, adventure, wellness, seasonal and more. Categorization of various types of experiences into broad headings shall help visitors on the platform to directly access the experience most relevant to them.

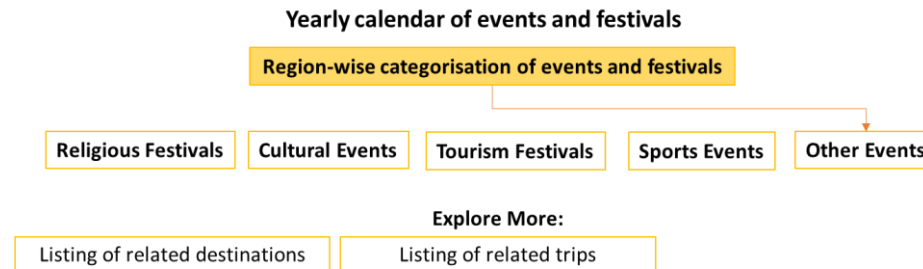
Tactic 4: Trips

Create trips and itineraries and categorize them for easy search



The implementing partners shall create and showcase some noteworthy trips' and itineraries' suggestion on the portal which shall allow the visitor to explore the options and ease the process for her/his planning of the trip. The trips and itineraries could be categorised based on experiences (which could be further categorised as per the identified experiences), indicative length of the suggested trip, regions identified within India with an accompanying state/union territory filter, and preferred mode of transport. The portal needs to be regularly updated with itineraries.

Tactic 5: Events/festivals



Events and festivals section could comprise the following:

- Yearly calendar of events and festivals
 - Region-wise categorisation of events and festivals
 - Different events and festivals will be tagged under various interest categories as under -
 - Tradition & Culture
 - Art & Craft
 - Fairs & Exhibition
 - Film festivals
 - Others
- Listing of major destinations to visit to experience the event and festival
- Listing of trips and itineraries to visit during the event and festival

Tactic 6: Home Page

Home page shall be designed for easy navigation, for tracking location related information, and for making the platform visually appealing.

Home page could comprise of the following sections:

1. Header menu comprising of:

- Dropdowns for: Destinations, Experiences, Trips, Planning, Services

Other components in top-menu:

- Login
- Search
- Map link
- Language

2. Main page components could comprise of:

- Hero banner (Navigable banners / Carousel of banners)
- Interactive map-based section (with collection of destinations/attractions)
- Popular in India section (Dynamic highlights section changing with themes, festivals, campaigns, promotions, and other initiatives).
- Must Visit Destinations (featured destinations changing with change in theme)
- Explore before you visit (stories embedded via Google)
- Immersive Experiences
- Interesting facts
- Popular Trips
- Celebrate with us (Events section, with link to calendar of events)
- Blogs
- Social feeds

3. Footer menu/section comprising of:

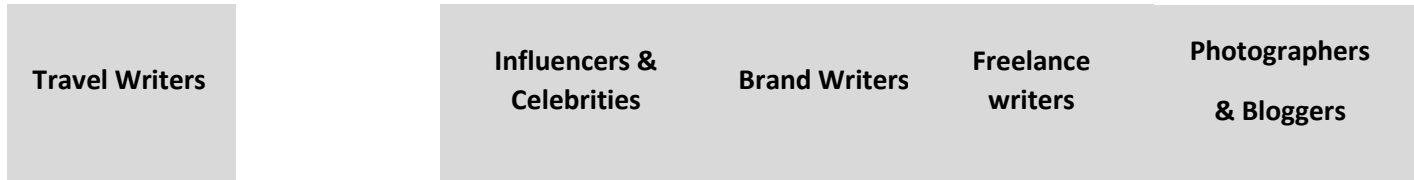
- Important links
- Social media links
- App links

- Publication links (guides, brochures, newsletters archive)
- Contact details
- Privacy Policy
- Terms Of Platform Use
- Emergency contact information for tourists
- Copyright information

Strategic action 4: Content Collaborations – Content collaborations with influencers, bloggers etc. make the content more relatable to the target audience. Focused collaboration effort with content providers can make the experience for visitors more relevant.

Tactic 1: Identification and partnership with Collaborators

- Partnership model and payment structure to be finalized for collaborations to develop content for destinations, experience, and attractions.



- This has been benchmarked from Dubai tourism website

Tactic 2: Use of Hospitality Grants

- Hospitality grants can be used for campaigns inviting bloggers/ influencers to travel to popular destinations in the country.

Tactic 3: External Sources for Planning Information

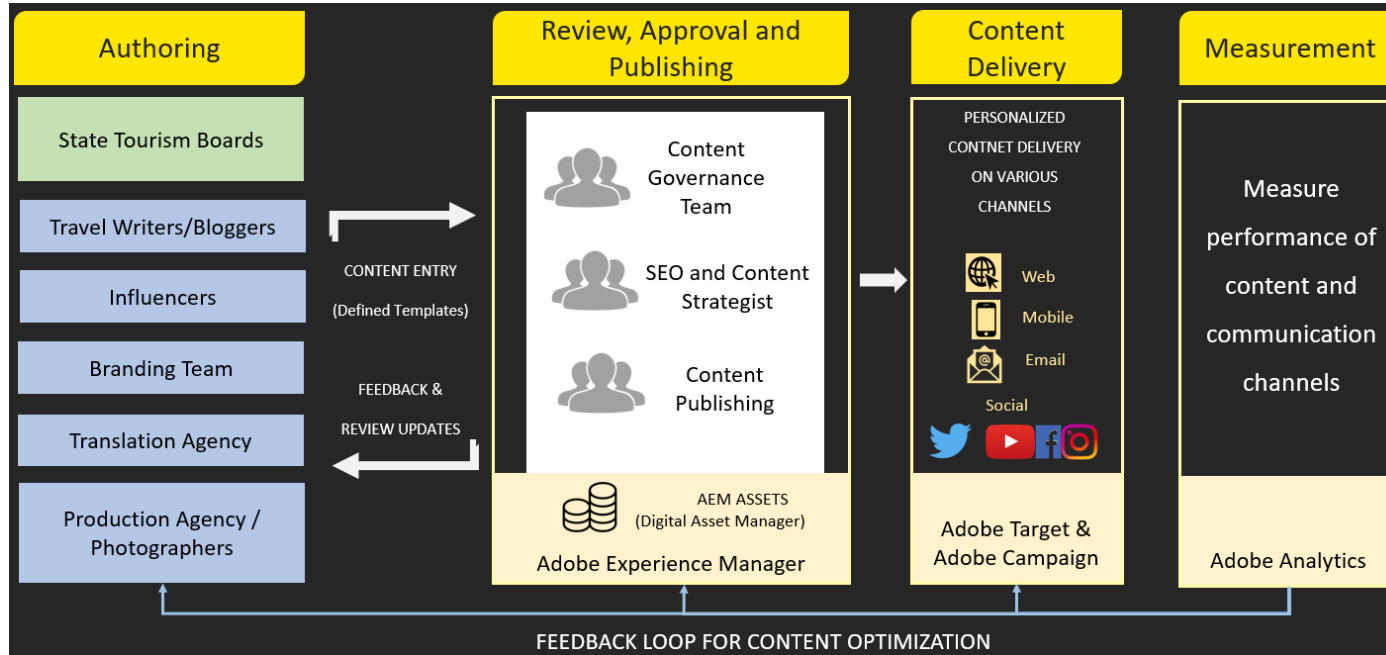
- Integration to be considered with external sources such as Hotels listings, Tour operators' listings from NIDHI and other information from Official websites of attractions (Museums, National parks, etc.). This is an indicative list only (shall be further detailed along with implementation partners)
- This has been benchmarked from Australia tourism website

Tactic 4: External Sources for Services information

- Integration with OTAs, Service providers like IRCTC, IMD (weather information), SBM (public facilities), etc.
- This has been benchmarked from Singapore tourism website

Tactic 5: Content Collaboration using ADOBE AEM and DAM (Digital Asset Manager)

Adobe platform shall need to be leveraged to enable collaborations. Some of the features which would need to be implemented include appropriate approval workflows, direct upload facilities for content providers through a dedicated login page etc.



Strategic action 5: Content Personalization

Tactic 1: Implement Dimensions of Personalization

Four dimensions of customer personalization had been identified to achieve the objective of personalised marketing, personalised content, and personalised experience. The dimensions are listed below:

- **Recognise** – To identify known and unknown customers and prospects through data from CRM, DMP, device, social and other sources.
- **Remember** – To identify customer preferences, habits and behaviours which lead them to make those decisions.
- **Relevance** – To understand context of digital experience
 - who and where are they?
 - what are the recent events?
 - during what time of year?
- **Real-time** – To deliver a personalized intervention when it matters most.

These principles shall be adhered to while design of personalization strategy for the visitor experience

Tactic 2: Stages of Personalization

Personalization of content has been categorised into three types based on the dimensions of personalization involved in the backend. The stages have been listed as follows:

- **Basic Personalization** – This mode of personalization makes use of the *Recognise* and *Remember* dimensions of customer personalization. The personalization will help achieve customer segment /micro segment level offers, content, marketing, and products.
- **Advanced Personalization** - This mode of personalization makes use of the *Recognise*, *Remember*, and *Relevance* dimensions of customer personalization. The personalization will help achieve individual level recommendation of offers, content, marketing, and products delivered in batch mode.
- **Hyper Personalization** - This mode of personalization makes use of the *Recognise*, *Remember*, *Relevance* and *Real-time* dimensions of customer personalization. The personalization will help achieve individual level recommendations delivered real-time.

Adobe tools, such as Adobe Analytics, Target and AEM, shall be used for running marketing campaigns and for implementing analytics capabilities on the Incredible India portal.

Some of the implications of content personalization capabilities on the portal are as under:

- The visitor experiences the banner video designed specifically for visitors from her/his native country.
- The visitor gets personalized communications about her/his preferred places, suggested itineraries, Visa guidelines, travel & lodging among other such information.
- Basis the visitor opening her/his emails and clicking on relevant links, Adobe campaigns will be able to send more targeted personalized emails.
- The visitor gets personalized communication during her/his visits based on his location about nearby places, heritage sites, & upcoming events.
- The Incredible India App shall be able to capture the visitor's location and then share the nearby local attraction of her/his interest.

These are indicative elements and need to be further detailed along with implementation partners

5.2. Pillar 2: Services

Services is another critical pillar. It covers the various services that a visitor can get access to while she/he visits the Incredible India website. Under this pillar, there are four strategic actions as follows:

- Planning services
- Booking services
- On-the-go Services
- Feedback and rating

Each strategic action has some linked tactics, which are illustrated below

Strategic action 1- Planning services

Tactic 1: Trip planner

- Provide visitors with tool to plan their trip. Integration with third-party provider. (A trip planner as a tool provides the capability for the visitor to generate itineraries dynamically based on his preferences such as type of travel, interest areas, number of days of travel etc)
- References have been taken from Abu Dhabi, USA, Singapore, and Dubai Tourism websites and these shall be used as reference at the time of implementation.

Tactic 2: Provide visitors with weather information

- Provide real-time destination-wise weather information including weather forecast. This shall be a live weather information update with information integration with identified service providers.
- References have been taken from Abu Dhabi, USA, Singapore, and Dubai Tourism websites and these shall be used as reference at the time of implementation.

Tactic 3: Currency Converter

- Provide tool to enable conversion into prominent currencies. This shall be a dynamic tool with data getting updated at defined intervals. Appropriate integrations need to be built.
- References have been taken from Abu Dhabi, USA, Singapore, and Dubai Tourism websites and these shall be used as reference at the time of implementation.

Tactic 4: Visa related information services

- Visa information related services from other government entities such as bureau of immigration shall be made available. For example, details of visa related requirements for different countries, links for getting services, updated information on visa.
- References have been taken from Abu Dhabi, USA, Singapore, and Dubai Tourism websites and these shall be used as reference at the time of implementation.

Strategic action 2- Booking services

Tactic 1: Provide visitors Flights and Hotel Booking

- Integration with service providers including IRCTC / OTAs for Flights and Hotel booking. For Location-based services (nearby restaurants, attractions, hotels, hospitals, police stations, etc.) there is a need for partnerships with map service providers to meet the navigation requirements of services on the portal.
- References have been taken from Abu Dhabi, USA, Singapore, and Dubai Tourism websites and these shall be used as reference at the time of implementation.

Tactic 2: Provide visitors with Attraction booking

- Integration with ASI/ other agencies for all the attractions. Capability to obtain details about and also book tickets for the various attractions directly on Incredible India platform needs to be enabled.
- References from Abu Dhabi, USA, Singapore, and Dubai Tourism websites shall be used as reference at the time of implementation.

Tactic 3: Provide visitors other booking services

- Provide visitors with other tourism related services in collaboration with leading service provider (like rentals, cabs, activities etc.)
- References from Abu Dhabi, USA, Singapore, and Dubai Tourism websites shall be used as reference at the time of implementation.

Strategic Action 3: On-the-go services

Availability of mobile platform makes it possible to provide customized and location-based services to the visitors. This capability needs of mobile as a platform needs to be tapped to the fullest extent possible.

Tactic 1: Provide Push notifications

- Visitors should be provided with push notification regarding events, must-visit attractions, and more services on their mobile platform based on their nearness to tourism offerings, their interest among other such criteria.
- References from Singapore Tourism website to be leveraged at the time of implementation.

Tactic 2: Provide Augmented Reality (AR) experience

- The implementation partner will require to plan and develop Augmented Reality (AR) use cases such as point-to-know applications, AR navigation assistance, and other such use cases.
- References from Singapore Tourism website to be leveraged at the time of implementation.

Tactic 3: Location based service

Location-based services shall provide information about the following-

- Nearby restaurants, attractions, hotels, hospitals, police stations
- Nearby tourist information centers and other facilities.
- Nearby Banks and ATMs (in collaboration with leading banks).

- Nearby public toilet facilities (in collaboration with SBM)

References from the Japan and Dubai tourism website to be leveraged at the time of implementation.

This aforementioned list is not an exhaustive list of services for the Incredible India portal. Further detailing shall be done with implementation partners.

Strategic Action 4: Feedback and rating services

Tactic 1: Provide a mechanism for feedback

- Feedback capturing mechanism is required to be implemented both on the website and mobile app (mechanism is required to be developed internally as well as an integration with QCI's feedback mechanism would be required to be made).
- Surveys (online surveys through e-mails) would also need to be invoked for gathering feedback from the visitors.
- References have been taken from USA, New Zealand, and Dubai tourism website and these shall be used as reference at the time of implementation.

Tactic 2: Provide a mechanism for Ratings

- Ratings (ratings for attractions, things to do, etc. from leading service providers like TripAdvisor). Integration with external rating providers shall be required.
- References have been taken from USA, New Zealand, and Dubai tourism website and these shall be used as reference at the time of implementation.

5.3. Pillar 3: Communication and Outreach

Communication and Outreach is the third critical pillar. This pillar would ensure that engagements are generated across the portal and the visitors are recalled to the Incredible India portal. It has three strategic actions and there are also some linked tactics to achieve them. The strategic actions are-

- **Newsletters-** Monthly personalized email newsletters. This has been benchmarked from the Australia website. This shall constitute both targeted and mass mailers to identified set of audiences based on their preferences. This activity shall take into consideration the consent of the receiving audience.
- **Social media publishing-** Posts and comments on social media channels with back links to the website. References have been taken from USA tourism website and it shall be used as reference at the time of implementation.
- **Advertising –** The implementing agency would require improving the engagements on the portal with engaging content based on latest trends.
 - Improve engagement levels on its social media profiles, specifically Facebook, Twitter, and Instagram
 - Increase efforts on social media during peak times
 - Understand the latest trends and topics taking place on social media channels to help deliver content which is timely and appropriate
 - References have been taken from Abu Dhabi tourism website and it shall be used as reference at the time of implementation.

Strategic Action 1: e-Newsletters

Tactic 1: Provide monthly digital newsletters to the tourist for awareness on the new tourism campaigns etc. This shall be done with a personalized objective.

Tactic 2: Send mails for other publications like digital guides, brochures, among others to the tourists to increase their footfall.

References have been taken from Australia and Scotland tourism website and these shall be used as reference at the time of implementation.

Strategic Action 2: Outbound Email Campaign

Tactic 1: Targeted personalized emails (based on their interest) and updates with links to website should be shared regularly with the tourists.

Tactic 2: Outbound email marketing could be used (via affiliates and collaboration) to run campaigns on tourism offerings. References have been taken from Australia and Scotland tourism website and these shall be used as reference at the time of implementation.

Strategic Action 3: Marketing and Advertising

Tactic 1: Web & social media marketing (Paid marketing via social media channels) to popularise the website

Tactic 2: Sponsored search options to better publicize the website

References have been taken from Australia and Scotland tourism website and these shall be used as reference at the time of implementation.

Strategic Action 4: Online Quizzes and contests

Tactic 1: Theme-based online quizzes and contest on multiple tourism destination in India to improve visitor engagement.

Strategic Action 5: Digital Discussion forums

Tactic 1: Experience based online groups of travellers, travel diaries among other such initiatives shall help better market the Incredible India Website.

Tactic 2: Online digital discussion forums for tourists

References have been taken from Scotland tourism website and it shall be used as reference at the time of implementation.

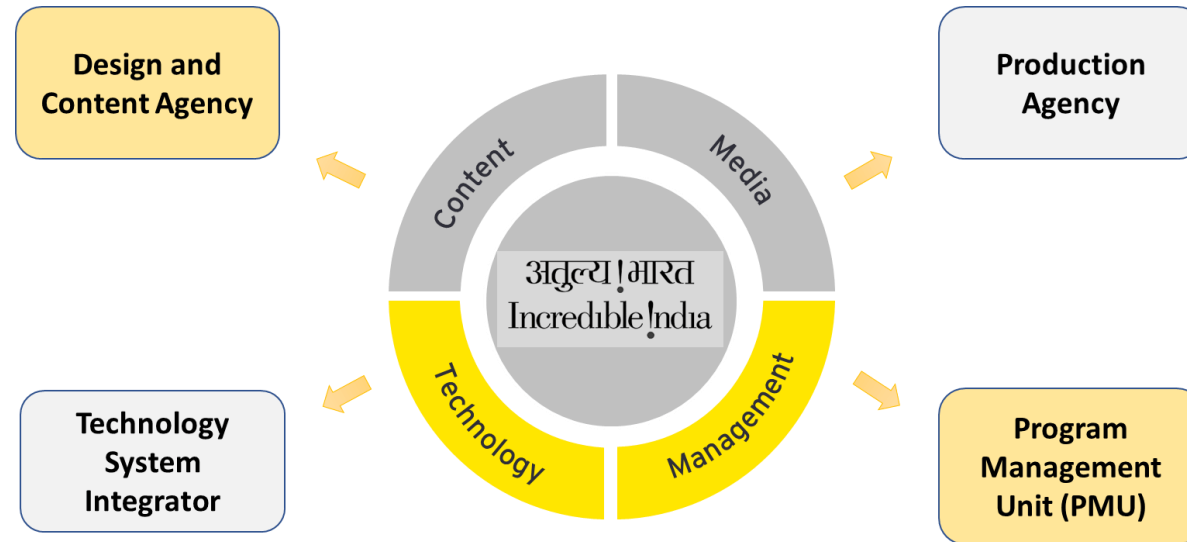
Strategic Action 6: Blogs

Tactic 1: Featured blogs from influencers could be included on the Incredible India platform (sharing of links by influencers on their social media handles could also be made use of in order to increase outreach);

5.4. Enabler 1: Implementation Partners

Implementation Partners is one of the key enablers. These partners would handle the implementation and operation of the various processes to work in the backend, in order to enhance the Incredible India website in line with the defined vision.

The different implementation partners and their key responsibility for the Incredible India website is illustrated in the figure below:



There are 4 types implementation partners which are described as follows –

1. Design and Content Agency – This agency will be responsible to cater to the content requirements and the representation of the content on the Incredible India website. The broad responsibilities are grouped and highlighted as follows.

Design and content strategy: The implementation partner would curate the strategy for improving the overall quality of the design and layout of the portal, the content being populated, and the overall outreach of and engagement on the portal.

- Creation of overall content, design, and outreach strategy.
- Revisit strategy periodically based on benchmarking, user behaviour, analytics, feedback, competitor research, etc.
- Creation of content & theme-based campaign calendar (integrated calendar across platforms)
- Methodology/framework to advise on new content creation, content update/revision, design revamp, etc.
- Suggest ideas for digital campaigns, new sections on the website and mobile app, content ideas for attracting tourists, best practices adopted by industry.

Design: The implementation partner would broadly build, review, and improve the design components of the portal.

- Development of design, themes, graphics, collaterals, etc. for website and mobile app
- Conduct user experience analysis and thereby identify and undertake enhancement
- Create wireframes / design mock-ups (After wireframes are designed, web designers will add other elements to create a static image-like design of what the web pages will look like to the user)
- Review and perform quality assurance checks from design and UI/UX perspective

Content: The implementation partner would broadly build, source, and review the content as per the requirements on the portal.

- Creation and addition of new textual content on a regular basis
- Content Sourcing from external portals or User-Generated Content (UGC)
- Content editing and reviewing
- Content translation (foreign and regional languages)
- Content collaborations (Engagement with bloggers / influencers / other content providers)
- Content moderation
- Creation and upload of the TSV files for multi-lingual content

Outreach and communication: The implementation partner would improve the outreach of the portal and also improve engagement of the visitors to the portal.

- Creating outbound mailers, content for targeted campaigns
- Web/social media advertising, SEO, and outbound marketing
- Co-create event/ activity calendar for social media channels, PR, emails

2. Technology System Integrator: This agency will be responsible for the development of the Incredible India website as per the vision of the Ministry of Tourism. The broad responsibilities are highlighted as follows.

- Website development & integration of services/features
- Native Mobile app development and integration of services/features (Android and iOS)
- Operations & maintenance of the platform (website and mobile app)
- Content management, aggregation, and update
- All activities related to Adobe tools (Adobe Analytics, Target, Campaign and AEM)

This is not an exhaustive list of responsibilities and would require to be taken up as per directives from ministry.

3. Production Agency: This agency will be responsible for providing images and videos for enhancing the content of the Incredible India website as per the vision of the Ministry of Tourism. The broad responsibilities are highlighted as follows.

- Providing digital images and videos to enrich the portal
- Perform moderation of images and videos

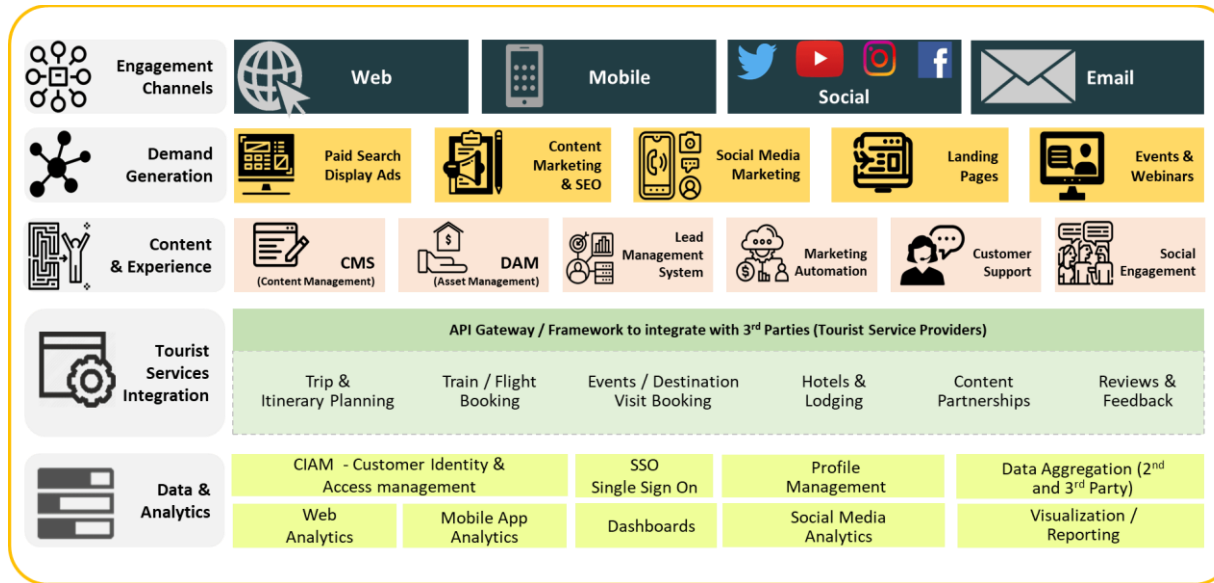
- Editing and post processing of images and videos
- Cataloguing and tagging of images and videos for ready reference
- Creation of 360-degree videos / images
- Creation of VR walkthroughs, guided tours, virtual exhibitions
- Creation of VR app(s)
- Implementation of AR use cases - walkthroughs, Point to Know applications, navigation maps / assistance

4. Program Management Unit: This agency will be responsible for translating the vision of the Ministry of Tourism to all the agencies as action items and then overseeing the execution of the strategy that has resulted from the vision and benchmarking conducted. The broad responsibilities are highlighted as follows.

- Project monitoring and contract management including stakeholder management
- Assistance in procurement process (Creation of RFPs, Bid Process Management, etc.)
- Assistance in preparation of presentations (status reviews, vision, plan, requirements, etc.)

5.5. Enabler 2: Technology Partners

Technology Platform is a key enabler which will establish the backend infrastructure, flow of information and relevant analytics for the Incredible India website.



The Technology Platform comprises multiple layers as has been highlighted in the image above. Some key points pertaining to the same are listed below:

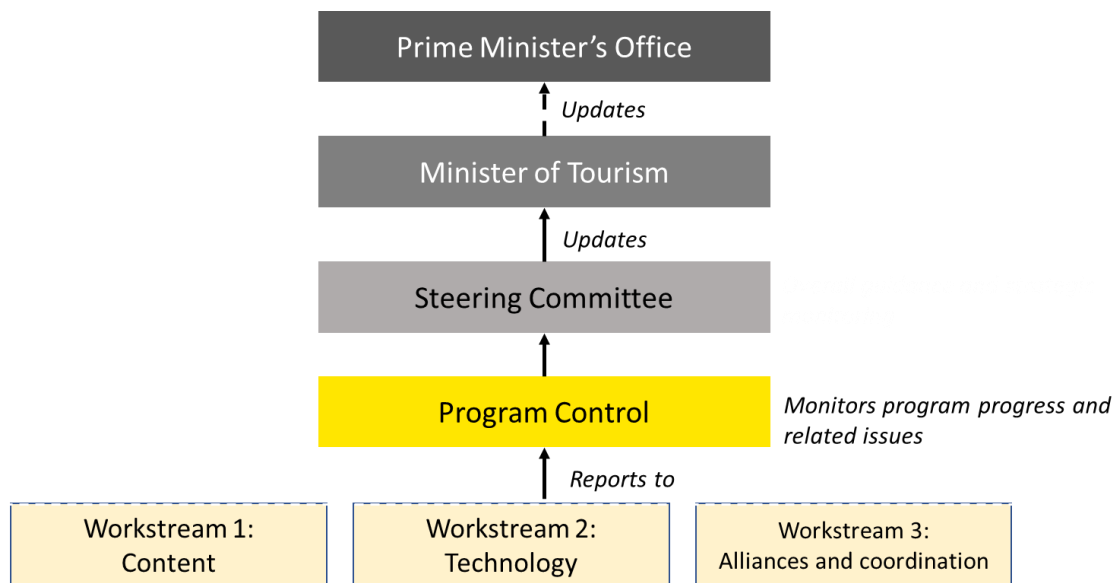
- **Engagement Channels** invoke the process of interacting with potential and existing visitors through various digital channels to establish a relationship with them. Channels relevant for the platform are website, mobile app, social media platforms and e-mail.
- **Demand Generation** is a key facet of the backend platform by means of which engagement with the platform is increased. Some of the key steps to be undertaken to create and increase demand are paid search display ads, content marketing and SEO, social media marketing, landing pages and by means of events and webinars.
- To engage the visitors who, land up on the platform organically or via the demand generation tools, **content as well as the user experience** must be built accordingly. Some commonly used features to enhance content and experience are Content Management System (CMS), Digital Asset Management (DAM), Lead Management system, marketing automation, customer support and overall social engagement.
- **Tourist Services Integration** are specifically set up to cater to the demands of the visitors so that they achieve maximum benefit out of the tourism centric portal. API gateways and frameworks are utilised to integrate with 3rd party tourist service providers such as Trip & Itinerary planner, Train/flight booking, events/destination visit booking, hotel and lodging, partnership to garner content, and to garner reviews and feedback.
- In addition to the aforementioned components of the technology platform, the system also to make use of features to capture data points and then run analytics to derive insights. The **Data and Analytics** feature makes use of modules such as Customer Identity and Access Management (CIAM), Single sign-on,

profile management, data aggregation, web analytics, mobile app analytics, dashboards, social media analytics, virtualization and reporting among other such modules. Even marketing campaign capabilities are a key part of the technology platform.

5.6. Enabler 3: Governance

Governance is another key enabler that is important for overseeing the implementation of the defined strategy with regards to the Incredible India website.

Strategic Action 1: Ensure a comprehensive governance mechanism



The above figure explains the governance structure where each of the work streams namely - content, technology, and Alliances and coordination report to the program control (PMU). The steering committee chaired by Joint Secretary, looks after the overall guidance and strategic monitoring of the project which comprises the multiple workstreams. The steering committee provides updates to the Minister of Tourism, who then shares the updates with the PMO as and when required.

Strategic Action 2: Set up a dedicated professional organization

My Incredible India



A tentative structure/organisation is as above. It should have a lean organization structure, and maybe incorporated as a section 25 company. It should be able to create capacity for digital tourism in India. It should be able to hire human resources and engage agencies as per the requirements of the organisation. The organization shall be headed by the CEO and will be assisted by

- **Manager – Design & Communication**
- **Manager - Alliances and Partnerships**
- **Manager - Technology**
- **Manager – Program and Projects**

The organization structure is still tentative and shall be finalized as per Ministry's decision.



Ministry of Tourism
Government of India

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Appendix 3 – RFP for “Selection of Brand Strategy and Design agency
for Incredible India digital platform”

Incredible India digital platform benchmarking references document

Incredible India

Benchmarking References



Benchmarking – Objectives

- Leading Tourism Boards and Bureaus across the world, in this modern era of digitalization and adoption of technology, emphasize on quality storytelling, nuanced content for varied tourist profiles, modular mobile-friendly designs and engaging media to attract tourists onto their web platforms.
- Benchmarking against these state-of-the-art platforms is a productive exercise as it helps to establish baselines, define best practices, identify improvement opportunities and create a strategic plan for future enhancements.
- For the Incredible India digital ecosystem, the website and the mobile app are two important digital touchpoints for any traveller. Benchmarking the Incredible India website and mobile app against the leading tourism portals across the world, shall help in assessing position in the global marketplace, re-evaluate current offerings and identify the most effective ways to further improve Incredible India digital platform.

Benchmarking – Top portals considered

Country:

1. USA



2. Australia



3. Dubai



4. Singapore



5. Scotland



6. Switzerland



7. Japan



8. New Zealand



9. Finland



10. Abu Dhabi



11. Tanzania



12. Germany



Benchmarking – Building blocks

As per benchmarking, the building blocks identified* for a digital tourism portal are as follows:

1. Destinations
2. Experiences
3. Trips
4. Planning
5. Services
6. Home page
7. Events
8. Mobile app
9. Personalization**
10. Analytics**

*These are tentative building blocks identified and may change with further benchmarking and analysis

**Analytics and Personalization could be identified as a backend features

Level 1 details

Level 1 components: Incredible India website

Incredible India website's top-level menu could comprise of the following dropdowns:

1. Destinations
2. Experiences
3. Trips
4. Planning
5. Services

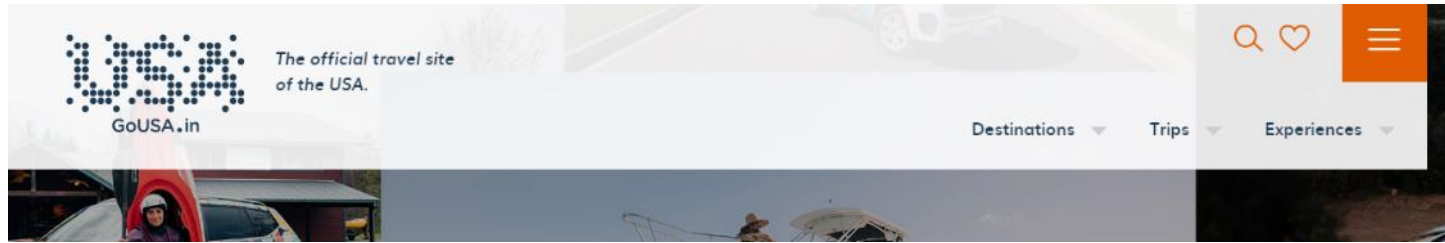
Other components in top-menu could be:

1. Login
2. Search
3. Map link
4. Language

Benchmarking – Level 1 – USA

Level 1 components: Benchmarking against top tourism portals:

USA:

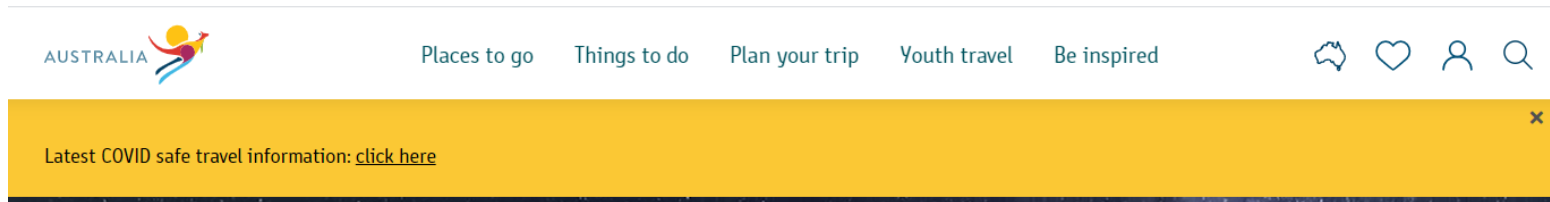


- Search
- Wishlist/Bookmark
- Menu
- Three drop-down menus:
 - Destinations
 - Trips
 - Experiences

Benchmarking - Level 1 – Australia

Level 1 components: Benchmarking against top tourism portals:

Australia:

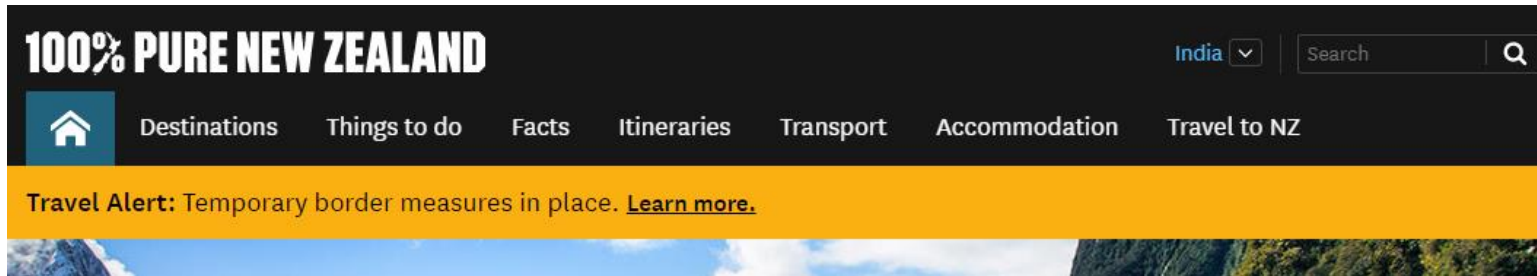


- Map
- Wishlist/Favourites
- Login
- Search
- Five drop-down menus:
 - Places to go
 - Things to Do
 - Plan your Trip
 - Youth Travel
 - Be inspired

Benchmarking - Level 1 – New Zealand

Level 1 components: Benchmarking against top tourism portals:

New Zealand:

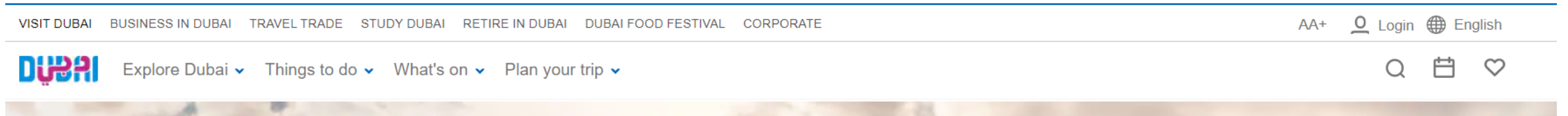


- Search
- Country
- Seven drop-down menus:
 - Destinations
 - Things to do
 - Facts
 - Itineraries
 - Transport
 - Accommodation
 - Travel to NZ

Benchmarking - Level 1 – Dubai

Level 1 components: Benchmarking against top tourism portals:

Dubai:



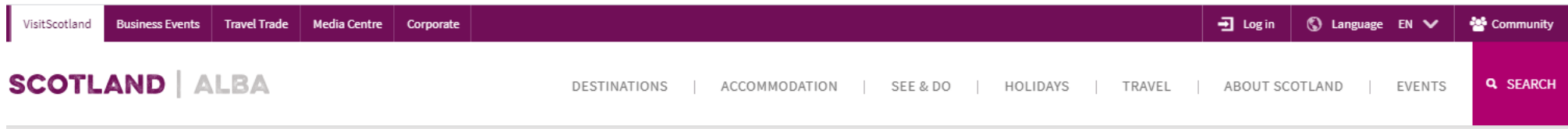
Top ribbon:

- Visit Dubai
- Business in Dubai
- Travel Trade
- Study Dubai
- Retire in Dubai
- Dubai Food Festival
- Corporate
- Login
- Language
- Search
- Events calendar
- Wishlist
- Four drop-down menus:
 - Explore Dubai
 - Things to Do
 - What's on
 - Plan your trip

Benchmarking – Level 1 - Scotland

Level 1 components: Benchmarking against top tourism portals:

Scotland:



Top ribbon:

- Visit Scotland
- Business Events
- Travel Trade
- Media Centre
- Corporate
- Login
- Language
- Community
- Search
- Seven drop-down menus:
 - Destinations
 - Accommodation
 - See and Do
 - Holidays
 - Travel
 - About Scotland
 - Events

Level 2 details: Destinations

Level 2 components: Destinations

Destination dropdown could be renamed to '**Places to visit**'

This could comprise of the following:

1. States - Region-wise State/UT listing
2. Popular destinations – Minimum x no. of popular tourist destination from each State depending on:
 - Tourism statistics like:
 - Percentage share of total visitors
 - International visitors, Domestic visitors
 - Tourism spends
 - Inputs from each state (States could be requested to provide top 2-3 cities/towns/municipal corporations, supported with statistics)
3. Featured attractions – List of top attractions based on visitor statistics, tourism promotion initiatives, upcoming tourist hotspots, etc.

Other components in dropdown-menu:

1. Interactive map – Region -> State -> Popular destination -> Featured Attraction

Benchmarking – Destinations

Destinations: Our understanding

A tourist destination is defined as “a physical space having planning or administrative boundaries in which a visitor can spend an overnight. It is the cluster of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism”. A destination incorporates various stakeholders and can network to form larger destinations.

Why destinations?

‘Destinations’ is a primary building block of any digital tourism portal. It aims to capture all places of interest where tourists visit, typically for its inherent or an exhibited natural or cultural value, historical significance, natural or built beauty, offering a variety of experiences.

Value derived from ‘Destinations’ feature:

An exhaustive and categorized listing of tourist destinations enables viewers to browse through the variety of tourism hotspots on offer in a country. It helps entice the tourists to plan their next trip to popular destinations depending on their interests.

Benchmarking – Destinations

Sub-features (sub-building blocks) of ‘Destinations’ (benchmarked from top 12 websites considered):

- Region-wise state listing
- State-wise destination listing
- Map view (region-wise, with top attractions listing / filters)
- Destination videos and images (sourced from states / collaborations with official tourism departments)
- Top Attractions / Must see places
- Local content (stories around offbeat destinations - videos)
- Destination-specific experience listing
- Linking to external websites (official websites of destinations/attractions)
- Things to Do information (Activities)
- Content collaborations / Content generated from Curators/Contributors/Bloggers/Influencers
- Travel (how to get there) information
- Related recommendations of more destinations and attractions to explore
- Popular destinations listing

Benchmarking – Destinations – USA



The official travel site of the USA.



Destinations ▲

Trips ▼

Experiences ▼

Classification into States, Cities and Parks

States

Cities

Parks



Pacific

Alaska

California

Hawaii

Oregon

Washington



West

Colorado

Idaho

Montana

Nevada

North Dakota

South Dakota

Utah

Wyoming



Southwest

Arizona

New Mexico

Oklahoma

Texas



Midwest

Illinois

Indiana

Iowa

Kansas

Michigan

Minnesota

Nebraska

Ohio

Wisconsin



Southeast

Alabama

Arkansas

Florida

Georgia

Kentucky

Louisiana

Mississippi

Missouri

North Carolina



Northeast

Connecticut

Delaware

Maine

Maryland

Massachusetts

New Hampshire

New Jersey

New York

Pennsylvania



USA Territories

American Samoa

Guam

Northern Mariana Islands

Puerto Rico

U.S. Virgin Islands

Region-wise categorization of States

- 50 States
- 5 major territories

Benchmarking – Destinations – USA



The official travel site
of the USA.



Destinations ▲ Trips ▼ Experiences ▼

States Cities Parks

Search by city



Alabama

Birmingham Florence and Muscle Shoals Fort Payne Gulf Shores and Orange Beach Huntsville
Montgomery and Selma

Alaska

Anchorage Fairbanks Juneau

American Samoa

Fagatogo Manu'a Islands Pago Pago



State-wise listing
of cities:

- 50 States
- 5 major territories
- 325 cities

Benchmarking – Destinations – USA

States

Cities

Parks

Search by park



Alaska

Denali National Park

Glacier Bay National Park

Katmai National Park

Arizona

Canyon de Chelly National Monument

Grand Canyon National Park

Petrified Forest National Park

Saguaro National Park

Arkansas

Hot Springs National Park

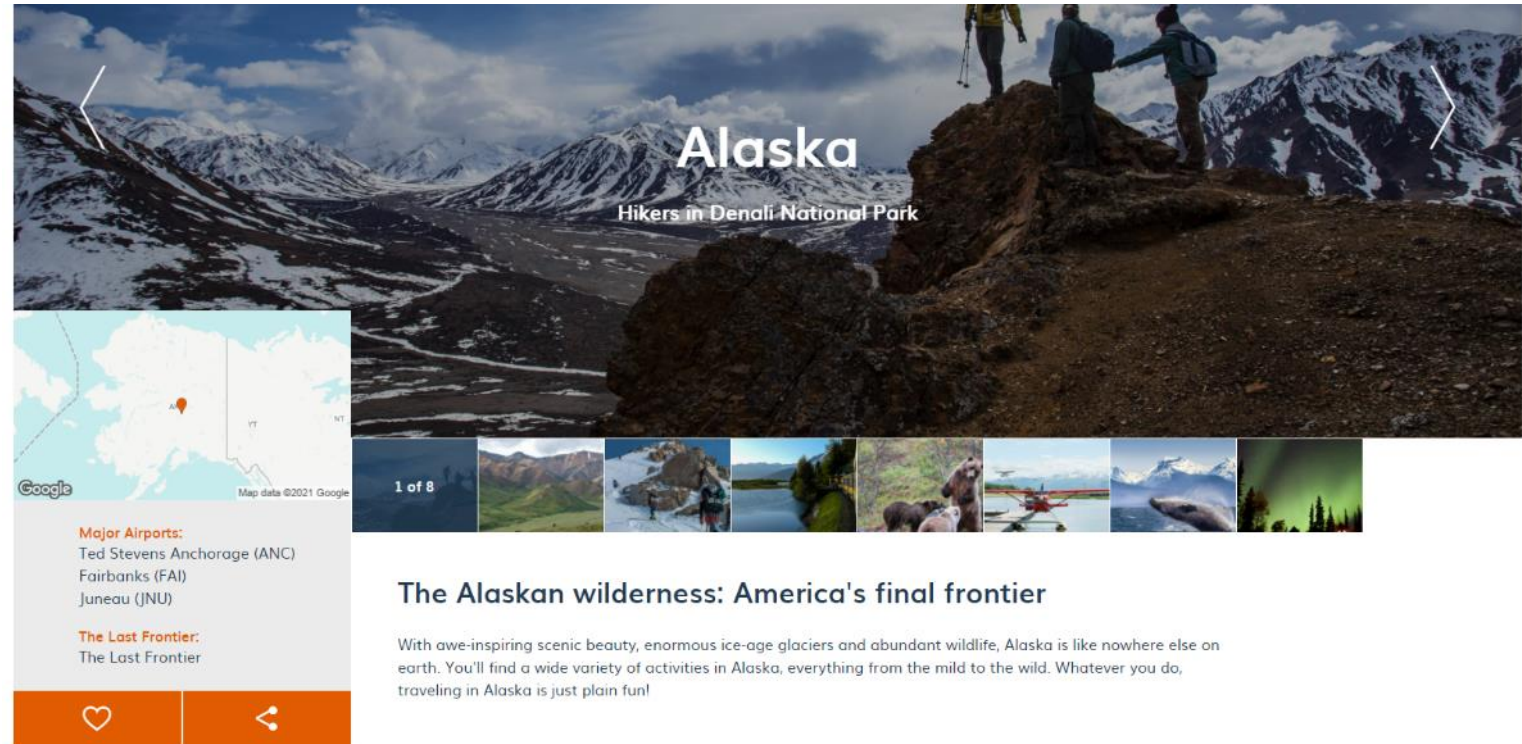
State-wise listing of
60 national parks



Benchmarking – Destinations – USA

State page comprises of the following:

- Banner videos/images
 - With subtitles for each image/video
- Map view
- Major Airports
- Nickname
- Wishlist and Share options
- State Video
- Short writeups on major offerings of the state / history / experiences
- Fun facts
- Must see places (Top 10)
 - Links to internal pages
 - Links to external official attraction pages

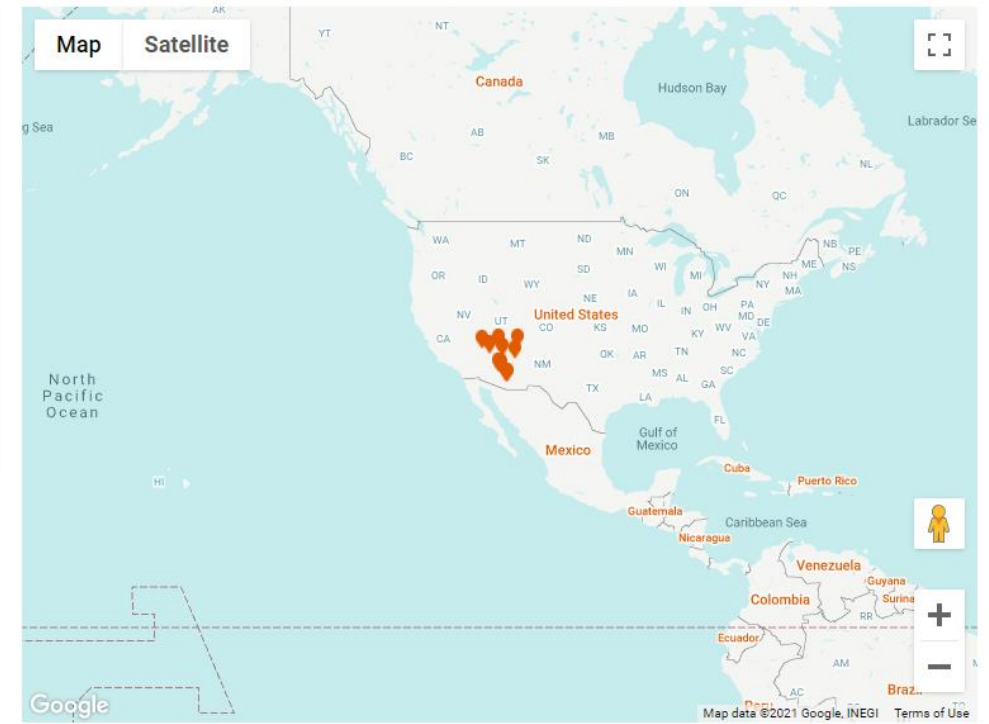
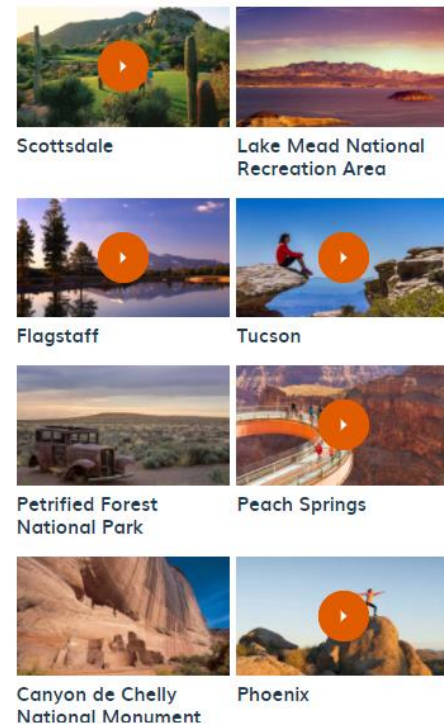


Benchmarking – Destinations – USA

State page comprises of the following:

- Explore destinations
 - Map view
 - Links to individual destination pages within website
- Top experiences (linked to individual experience pages within website)
- Explore trips (linked to individual trip pages within website)
- Ask a Local videos
- Official state travel sites
- Explore More (with option to refresh list of recommendations)

Explore Arizona destinations



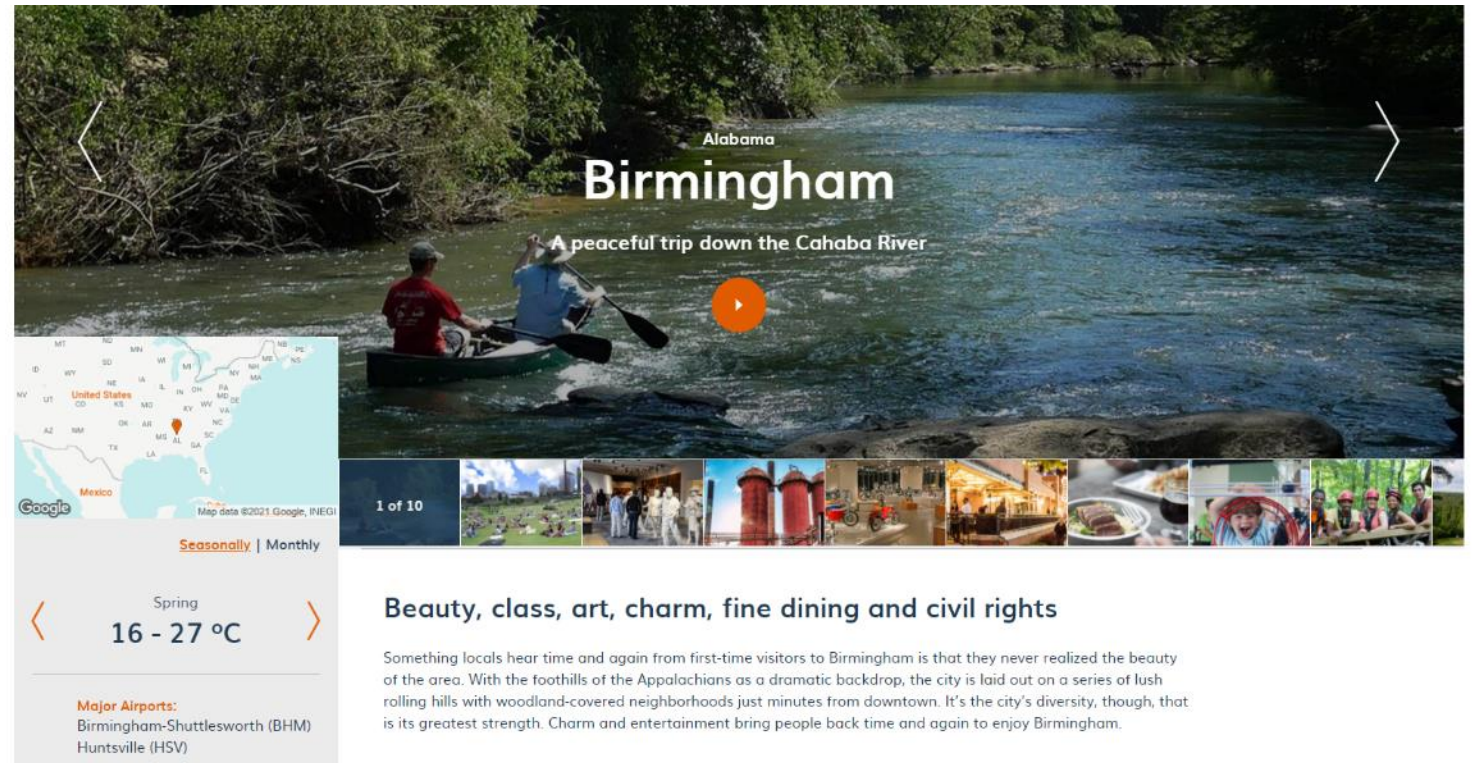
Benchmarking – Destinations – USA

City page comprises of the following:

- Banner videos/images
 - With subtitles for each image/video
- Map view
- Temperature
 - Seasonally
 - Monthly
- Major Airports
- Wishlist and Share options

Writeups on city-specific topics like:

- History and Industry
- Sports and Outdoor Recreation
- Arts, Dining and Entertainment
- Museums



The screenshot displays a city page for Birmingham, Alabama. The main banner image shows two people kayaking on the Cahaba River, with the text "Alabama Birmingham A peaceful trip down the Cahaba River" overlaid. Below the banner is a map of the United States with a red pin on Alabama, and a temperature widget showing "Spring 16 - 27 °C". The page also features a "1 of 10" indicator and a row of small images representing various aspects of the city.

Beauty, class, art, charm, fine dining and civil rights

Something locals hear time and again from first-time visitors to Birmingham is that they never realized the beauty of the area. With the foothills of the Appalachians as a dramatic backdrop, the city is laid out on a series of lush rolling hills with woodland-covered neighborhoods just minutes from downtown. It's the city's diversity, though, that is its greatest strength. Charm and entertainment bring people back time and again to enjoy Birmingham.

Benchmarking – Destinations – USA

City page comprises of the following:

- TripAdvisor Things to Do: Image, Attraction name and Traveller ratings
- Local video
- Fun facts
- Nearby experiences
- Upcoming events (Month wise)
- Official city travel websites
- Explore more experiences (with option to refresh list of recommendations)

Upcoming events



Event

Magic City Art Connection

April

Select a month 



Event

Magic City Brewfest

July



Event

Honda Indy Grand Prix of Alabama

August



Event

Sidewalk Film Festival

Benchmarking – Destinations – Switzerland



Destinations

Experiences

Accommodation

Planning

Search

Meetings

Language



Holiday destinations

- > Cities
- > Summer holiday destinations
- > Winter sports & ski resorts
- > Family destinations
- > Regions

[Read all](#) →

Nature

- > Mountains
- > Waters
- > Swiss Parks
- > Scenic nature

Attractions

- > Top attractions
- > UNESCO World Heritage sites / biospheres
- > Railway experiences
- > Top museums

- 28 cities
- 279 summer destinations
- 142 Winter sport destinations
- 26 Family destinations
- 14 regions
- 8 certified Wellness destinations

Find on the map

[Open the map](#) →



Benchmarking – Destinations – Switzerland

The screenshot shows the top navigation bar of the Switzerland tourism website. The 'Destinations' tab is active and highlighted in red. Below the navigation bar, there are two main content sections: 'Holiday destinations' and 'Attractions'. A yellow callout box highlights the 'Attractions' list.

Switzerland. Destinations Experiences Accommodation Planning Search Meetings Language

Holiday destinations

- > Cities
- > Summer holiday destinations
- > Winter sports & ski resorts
- > Family destinations
- > Regions

[Read all →](#)

Nature

- > Mountains
- > Waters
- > Swiss Parks
- > Scenic nature

Attractions

- > Top attractions
- > UNESCO World Heritage sites / biospheres
- > Railway experiences
- > Top museums
- > Culture

[Read all →](#)

- 15 top attractions
- 14 UNESCO World Heritage sites / biospheres
- 53 top museums
- Culture attractions:
 - Cities and villages
 - Architecture
 - Castle and churches
 - Passes and mountains
 - Sightseeing
 - Offers
- Railway experiences
 - Train rides
 - Grand train tour
 - Cable cars and mountain railways
 - Boat trips

Benchmarking – Destinations – Switzerland

Switzerland. Destinations Experiences Accommodation Planning Search Meetings Language

Holiday destinations

- > Cities
- > Summer holiday destinations
- > Winter sports & skiing
- > Family destinations
- > Regions

[Read all →](#)

Nature

- > Mountains
- > Waters
- > Swiss Parks
- > Scenic nature

- Chosen for you section
- Mountains & glaciers
 - 100 mountains
 - Glaciers
 - Swiss glaciers
 - Glacier experiences
 - Glacier traces
 - Guided glacier treks
 - Glacier hikes
- Swiss parks
 - Swiss parks
 - Stories swiss parks
 - Suggested hiking trails
 - Go exploring by bike
 - Thematic trails
 - Sights
- Scenic nature
- Canyons
- What travellers share

Find on the map

[Open the map →](#)

sites /

Benchmarking – Destinations – Switzerland

Filter

Filters available for:

- Location
- Distance to airport
- Reachability (by various modes of travel)

Sort by:

- Best results
- Alphabetical



Montreux

Lake Geneva Region (Vaud)



Chur

Graubünden



Lugano

Ticino



Zug

Zurich Region



Neuchâtel

Jura & Three-Lakes



Map view of 28 cities



Lugano

Lugano, the largest town in the holiday region of Ticino, is not only Switzerland's third most important ...



Benchmarking – Destinations – Switzerland

Destination page comprises of the following:

- Brief writeup
- Map view
- Weather today
- Weather forecast - external link
- Partner and Quality rating
- Highlights
- Top events
- Discover the surroundings (through map)
- Experiences & activities
- Hotels
- Current offers
- Travel information



HIGHLIGHTS TOP EVENTS EXPERIENCES & ACTIVITIES HOTELS CURRENT OFFERS TRAVEL INFORMATION

Bellinzona is the southernmost capital of Switzerland. The skyline of the capital of Ticino is defined by the powerful fortifications, comprising three of the best-preserved medieval castles in Switzerland, which are listed as a UNESCO World Heritage Site.

[Continue reading ...](#)



Weather today

 13°
partly cloudy

[> Weather forecast ↗](#)



Benchmarking – Destinations – New Zealand

New Zealand's **29 regions** stretch more than 1,600 kilometres across **two main islands**.

The screenshot shows the '100% PURE NEW ZEALAND' website. The navigation bar includes 'Destinations', 'Things to do', 'Facts', 'Itineraries', 'Transport', 'Accommodation', and 'Travel to NZ'. The 'Destinations' page is active, displaying a grid of categories:

- Travel A
- All destinations
- New Zealand map
- National Parks

Below these are three columns of destination lists:

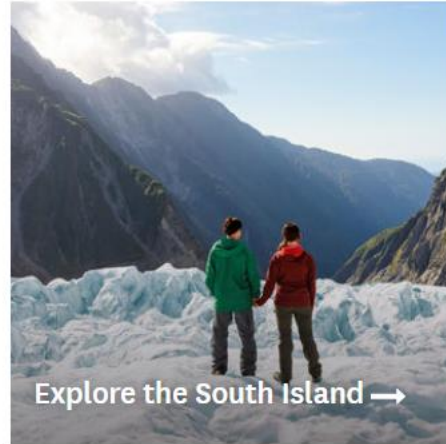
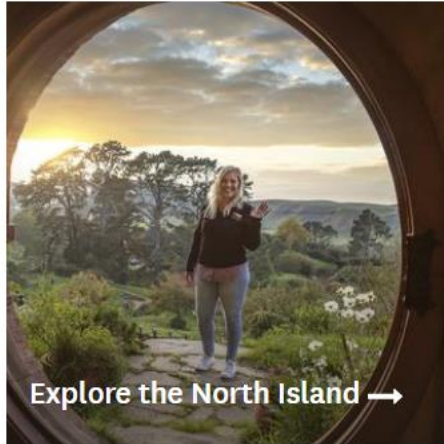
- North Island:** Auckland, Bay of Plenty, The Coromandel, Waikato, Hawke's Bay, Tairāwhiti, Taupō, Manawatu, Northland & Bay of Islands, Rotorua, Ruapehu, Taranaki, Wairarapa, Wellington, Whanganui
- South Island:** Central Otago, Christchurch - Canterbury, Clutha, Dunedin, Fiordland, Marlborough, Nelson Tasman, Queenstown, Southland, Waitaki, Wanaka, West Coast
- Other Islands:** Chatham Islands, Stewart Island - Rakiura, Subantarctic Islands

Under 'Other Islands' is a section for 'Popular places' with 8 items: Aoraki Mount Cook, Fox & Franz Josef Glaciers, Kaikōura, Lake Tekapo, Matamata, Milford Sound, Napier, and Waitomo Caves.

13 national parks

8 popular places

Benchmarking – Destinations – New Zealand

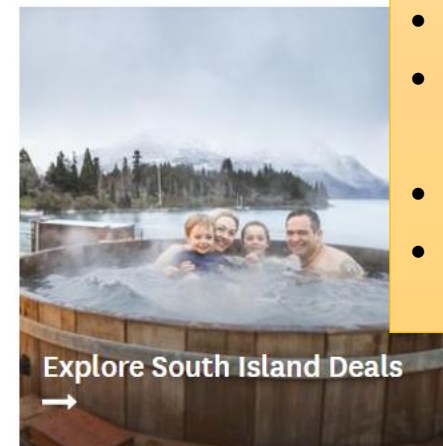
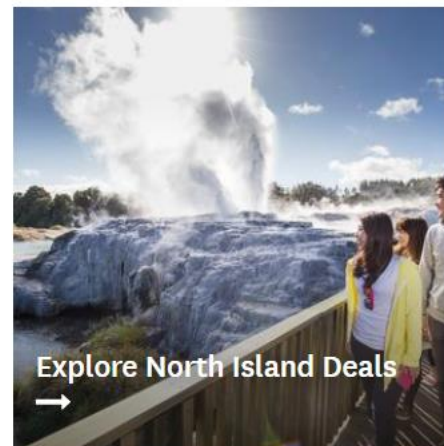
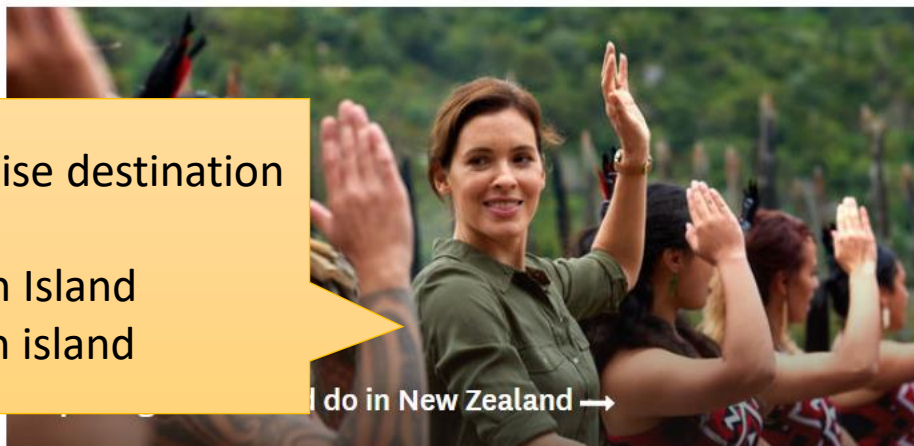


Destination home page also consists of:

- Popular places
- Things to Do
- Deals
- National parks
- Scenery and landscapes
- Map
- Distance calculator

Island-wise destination listing:

- North Island
- South island



Benchmarking – Destinations – New Zealand



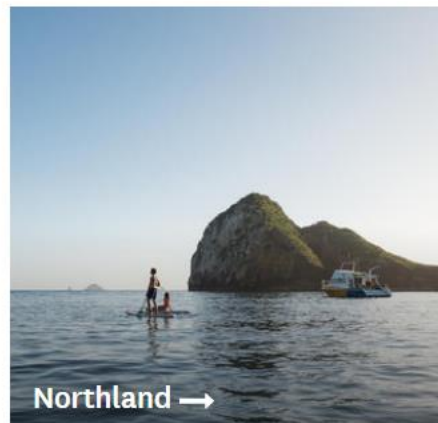
Home > Destinations > North Island

North Island's home page comprising of:

- Destinations
- Top places to visit
- Link to itineraries

New Zealand's North Island offers island sanctuaries and lively cities with a large helping of culture and history for a truly diverse holiday experience.

From the far north where New Zealand's political history began, journey through landscapes that blend magnificent coasts and beaches, sprawling farmlands and geothermal wonders. Māori culture is rich and ever-present in many parts of the North Island.



Benchmarking – Destinations – New Zealand

Destination page comprises of the following:

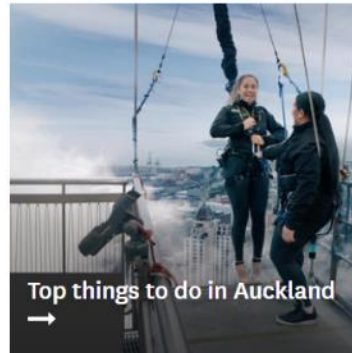
- Banner images
- Map snippet
- Brief introduction
- Things to Do
- Towns
- Experiences like Food and Wine, Beaches, Shopping, etc.
- Islands
- Attractions
- Travel deals (if available)
- Feeds (through the eyes of travellers')
- Useful to know
- Map view
- Plan your holiday section
- Link to official travel website
- Share this page (Social media)



Home > Destinations > North Island > Auckland

Auckland is New Zealand's most populous city and is a multi-cultural hub of food, music, arts and culture.

Also known as Tāmaki Makaurau, Auckland sprawls over volcanic hills and around twin harbours, offering an exhilarating mix of natural wonders and urban adventures.



Benchmarking – Destinations – New Zealand



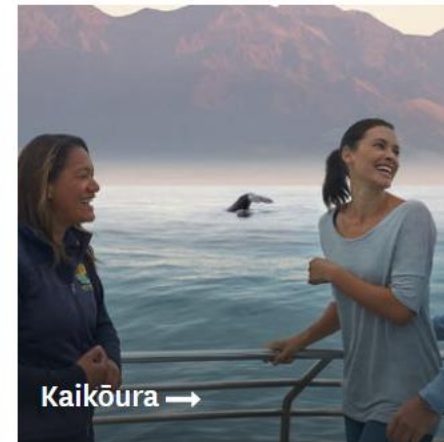
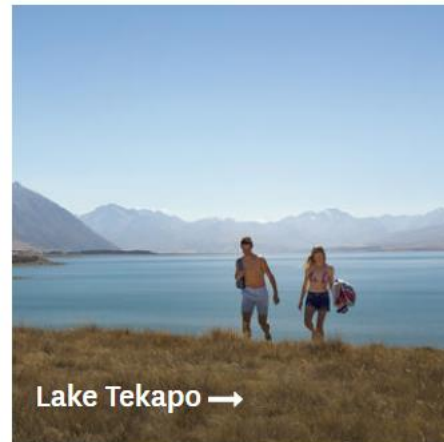
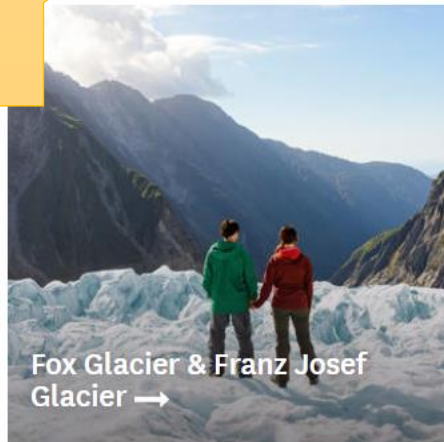
8 popular places

From mountains to glaciers, starry skies to glowing caves, these are the best places to experience the wonders that make New Zealand so popular.

[Home](#) > [Destinations](#) > Popular places

With awe-inspiring landscapes, fun activities and friendly locals, it's little wonder everyone loves these New Zealand spots.

From [mountains](#) to [glaciers](#), [starry skies](#) to [glowing caves](#), these are the best places to experience the wonders that make New Zealand so popular.



Benchmarking – Destinations – New Zealand

New Zealand regional maps


Find your next holiday destination on these regional maps.

North Island

Each region in the North Island is unique. Explore vibrant cities, serene beaches, geothermal hotspots and Māori culture.

Useful links

- [North Island](#)
- [North Island's top experiences](#)



New Zealand's 29 regions stretch more than 1,600 kilometres across two main islands.

Each destination is distinctive in character, and with the country being so compact, you can easily visit several on your holiday. Click the map to learn more about the many places to visit in New Zealand.


Map Legend

- Regions
- National parks
- Driving times
- Flight times



Explore New Zealand itineraries

Not sure where to go? Explore itineraries around New Zealand on the map below.



Alpine Lakes Itinerary

There's a lot to love about the alpine lake region of the Central South Island. Encounter a bounty of delicious food, mountain ranges, & boutique wineries.

7 DAYS

- New Zealand's highest peak
- An ultimate outdoor utopia
- The adventure capital

[Read more](#)


Itinerary maps

Explore the top things to see in New Zealand

top attractions from around the country on the interactive map below.

Regional maps

Top Things to Do maps



Milford Sound

Situated on the west coast of the South Island, Milford Sound is a fusion of spectacular natural features with amazing visual cues around every corner. Check out the Milford Sound waterfalls or kayak the fjords.

[Read more](#)

Benchmarking – Destinations – Inferences

Inferences – Structuring and placement of content

- Region-wise listing is a best practice followed across countries
- This is also accompanied with region-wise map view of destinations
- Destination pages could ideally comprise of the following minimum information:
 - Banner images / videos
 - Brief writeup
 - Map section / view
 - Things to Do / Destination-specific Experiences
 - Attractions
 - Useful information (specific to the destination like tips, facts, travel options, airports, etc.)
 - Link to official travel website
 - Share and wish list options
 - Weather information
 - Events information
 - Travel / How to get there information
 - Recommendation / Explore more

Benchmarking – Destinations – Inferences

Inferences – Structuring and placement of content

- State pages could ideally comprise of the following minimum information:
 - Banner videos/images (With subheadings for each image/video)
 - Map view
 - Must see places/Top destinations
 - Wishlist and Share options
 - State Videos
 - Major experience offerings of the state/Things to Do
 - Interesting/Fun facts
 - Itineraries and Road Trips
 - Recommendations/Explore More
- National parks / other prominent offerings (like Museums, World Heritage Sites) are listed in ‘Destination’ dropdown
- Popular attractions are shown explicitly.
- External links to official attraction websites could be provided wherever applicable.

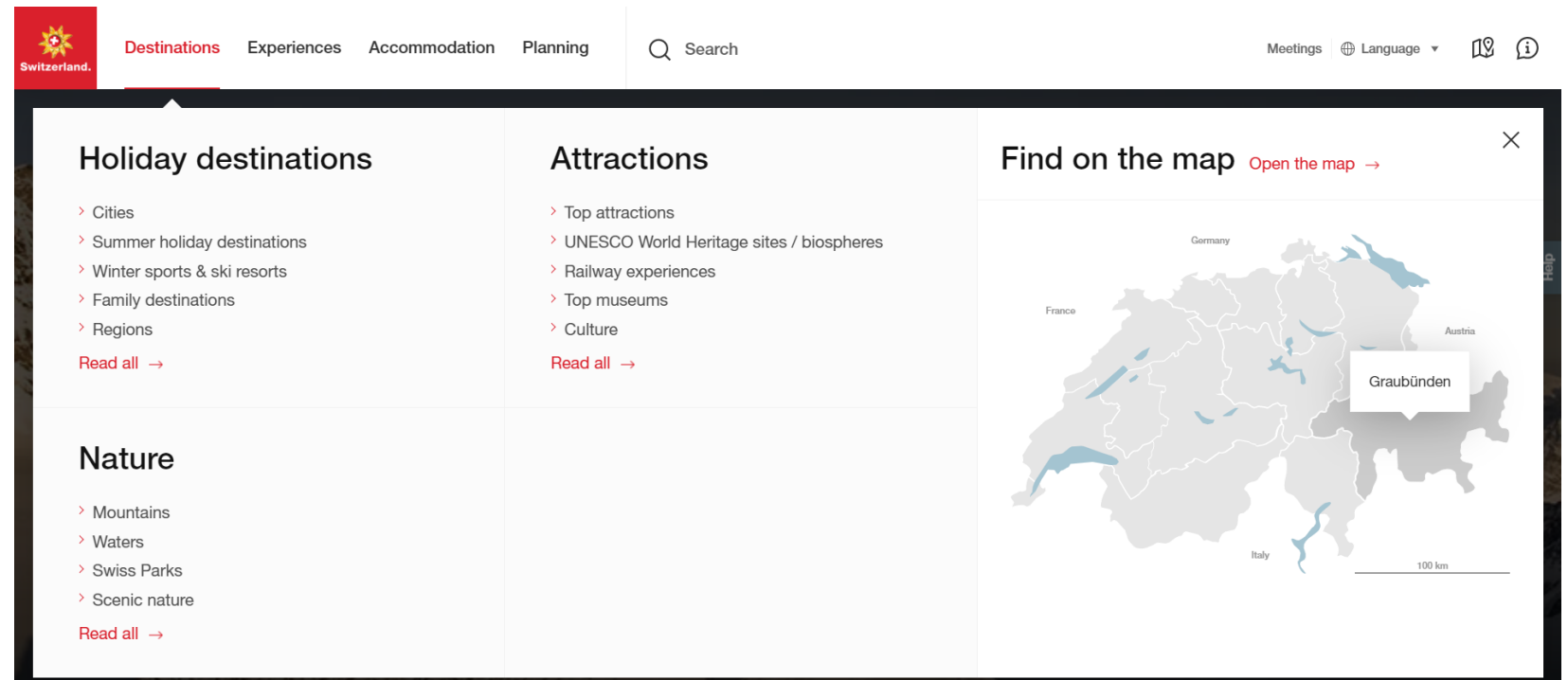
Benchmarking – Destinations – Inferences

Inferences – User Interface

- State listing could be primarily shown Region-wise.
- Destination/City listing could be primarily shown State-wise.
- Map-based depiction and showcase of region-wise destinations is a standard practice followed.
- Primary categories are shown in a ‘Destinations’ drop down.

UI inspiration:

- Switzerland
 - Map view of regions
 - Hover to know more
 - Categorization



Incredible India – Destinations – Level 3

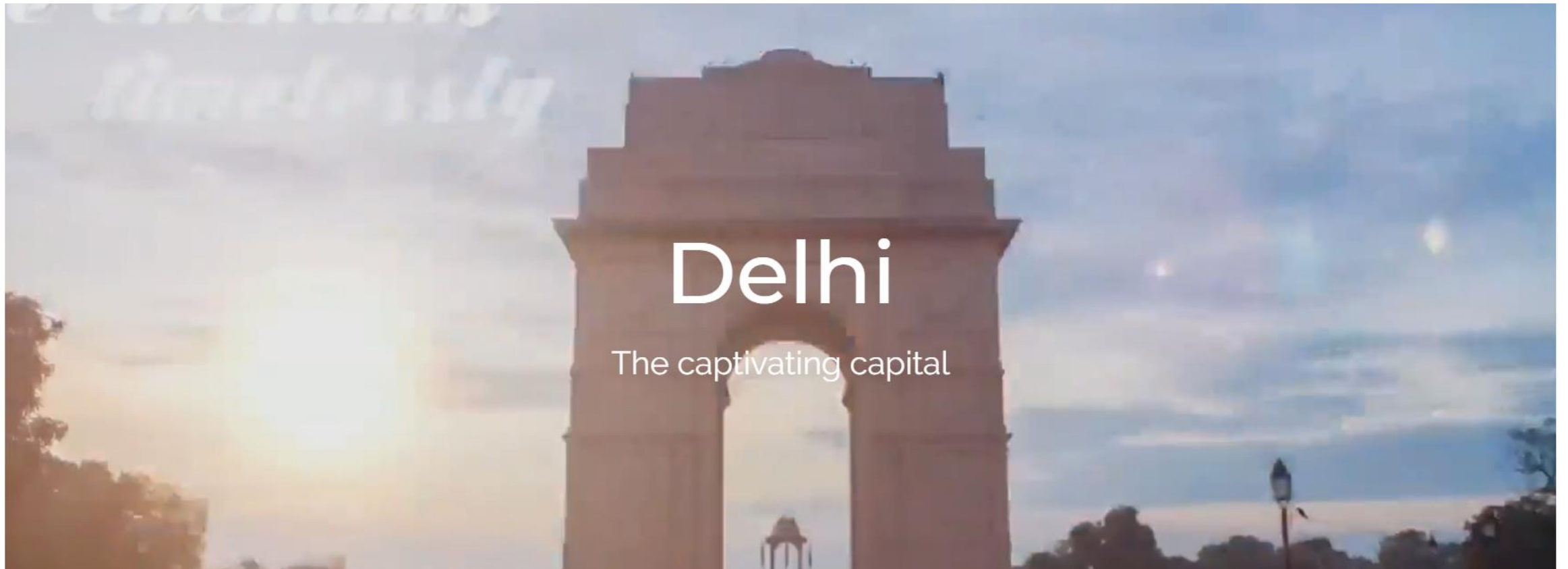
‘Destinations’: Tentative Incredible India view

[Destinations ▼](#) [Experiences ▼](#) [Trips ▼](#)

Incredible India

[Planning ▼](#) [Services ▼](#)

[My profile](#) 



[Home / Destinations / Delhi](#)

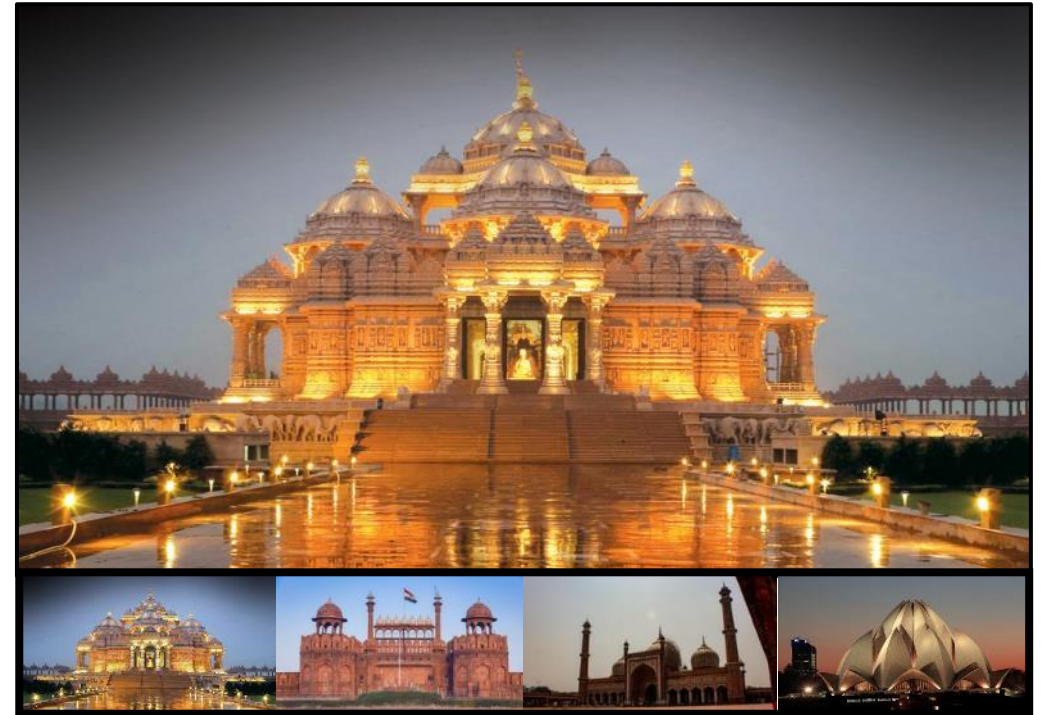
Incredible India – Destinations - Level 3

With old monuments and busy neighbourhoods subtly merging with a vibrant and contemporary cosmopolitan world, Delhi, the capital of India, is a fascinating tourist destination. Poised along the banks of River Yamuna, Delhi, which is almost 1,000 years old, offers a mesmeric mosaic of experiences, both heritage and contemporary. While the former honour the elegant ageing of centuries-old Delhi, the latter reiterate that the capital is the heart of Indian democracy, and can keep pace with the most advanced of the metropolitans of the world.

[Read more...](#)

Facts:

- India's capital city
- Major airport(s) nearby:
 - Airport A
 - Airport B
- State: Delhi



Weather today:



28.2 °C

Sunrise: 06:47 Sunset: 18:21



Humidity : 45%



Wind : 18.3m/s



Incredible India – Destinations - Level 3

Must-see attractions:

India Gate

A stunning archway standing as a tribute to the brave soldiers who sacrificed their lives for the country, India Gate is one of the landmarks of Delhi. Built with sandstone, this 42-m-high gate was the first of its kind in the national capital. The...



Jama Masjid

One Of The Largest Mosques In India, Jama Masjid Is Situated In Old...



Red Fort

Lying At The Heart Of Delhi, The Majestic Red Fort, Made Of Fine Red...



Akshardham

Holding The Guinness World Records As The World's Largest...



Jama Masjid

One Of The Largest Mosques In India, Jama Masjid Is Situated In Old...

Explore More:



Humayun's Tomb | New Discovery



Red Fort - Virtual Tour To Red Fort

[View All \(32\)](#)

Incredible India – Destinations - Level 3

Experiences to offer:



Heritage



Spiritual



Food And Cuisine



An Insider's guide to Delhi



5 must-eat street food of Delhi



Travel back in time at Delhi's historical monuments

Also Explore:



Things To Do



Museum Trail In Delhi



Markets Of Delhi



A Day In Delhi

Incredible India – Destinations - Level 3

Explore on the map:

Search events



Attractions



Nearby



Must See



One Day Itinerary



Two Day Itinerary



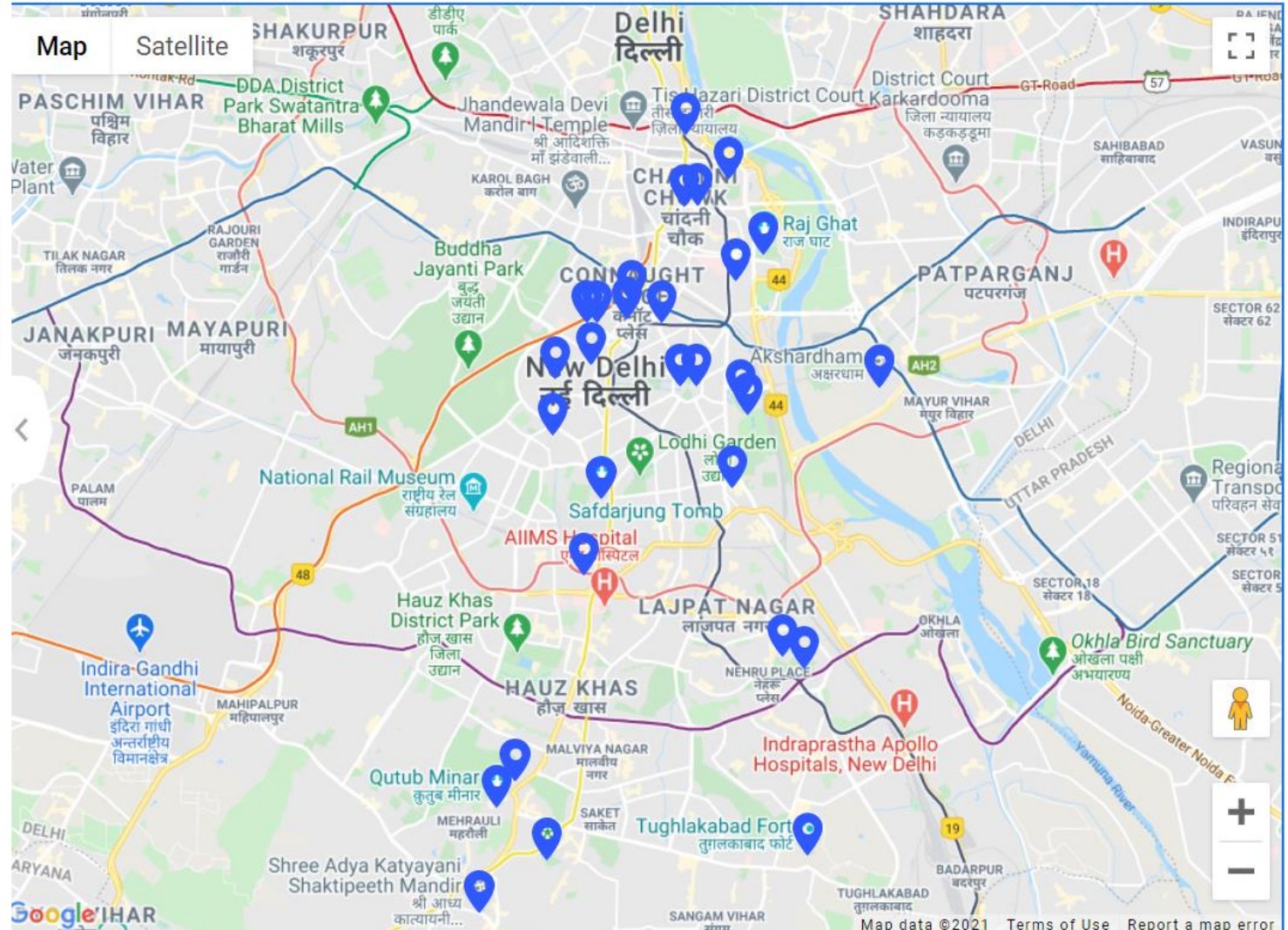
Red Fort

Lying at the heart of Delhi, the majestic Red Fort, made of fine red...



Old Fort (Purana Quila)

The 16th-century stone fort finds a mention in the epic Mahabharata

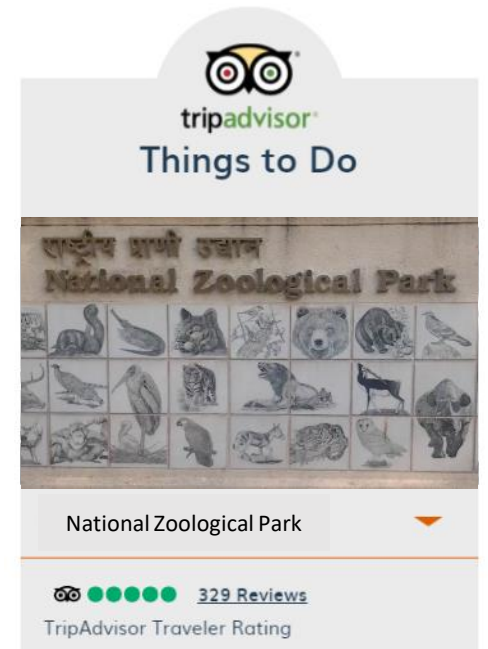


Incredible India – Destinations - Level 3

Interesting facts:



Standing tall at 73 m, the Qutub Minar is the tallest brick minaret in the world. It is also a UNESCO World Heritage Site.



Featured reads:



Best detours
from Delhi
Lonely Planet



Local Delhi stories: From
the eyes of a traveller
Travel Vlogger



How to live like a
Local in Delhi
Lonely Planet

Incredible India – Destinations - Level 3

Upcoming Events: (in and around Delhi)



Event

Adventure Travel Show

March

Select a month 



Event

India International Travel Mart New Delhi

March



Event

India Tourism Conclave

March

How to get there:



By Air

The city is well-connected with all major cities of the country through domestic flights. Not only that, a major number of international flights operate from the Indira Gandhi International Airport at New Delhi.



By Road

The city is well-connected by a network of roads and national highways across the major cities of the country. Inter State Bus Terminus (ISBT) at Kashmiri Gate, Sarai Kale-Khan Bus Terminus and Anand Vihar Bus Terminus are the main bus stands of Delhi.



Rail

The New Delhi Railway Station, Old Delhi Railway Station and Hazrat Nizamuddin Railway Station connect Delhi to major cities of the country.

Incredible India – Destinations - Level 3

Official Delhi travel sites:

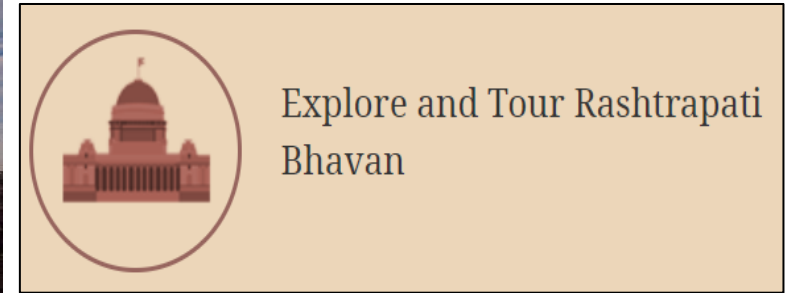


Delhi Tourism
delhitourism.gov.in

Explore more:



www.akshardham.com



<https://rashtrapatisachivalaya.gov.in/rbtour/>

Explore More:



Agra



Jaipur



Varanasi

Refresh

Benchmarking – Content Collaborations - Inferences

- Destination, experience and attraction content has been developed via content collaborations with:
 - Travel Writers/Editors (e.g. Georgia Rickard: Editor at Large, Virgin Australia)
 - Content producers (e.g. Leah Dobihal - Digital Content Producer - Tourism Australia)
 - Influencers like:
 - Heiko Obermoeller for goUSA
 - Chris Hemsworth for Australia
 - Parineeti Chopra for Australia
 - Saoud Alkaabi. Emirati Actor, Producer and TV presenter for Dubai
 - Freelance writers (e.g. Zach Everson from USA)
 - Brand Writer / Freelance digital content specialist (e.g. Idoia Gkikas from USA)
 - Photographers and Bloggers (e.g. Sue Gough Henly from Australia)
 - Entrepreneurs (e.g. Zahirah Marty, Kat Lebrasse from Dubai)
- A majority of State content has been developed in house (via own team or via hired agencies)

Benchmarking – Content Collaborations

Destinations (City) content – Australia

GUIDE TO SYDNEY

Seek out some sunshine and good times in Australia's Harbour City.



By Ellie Schneider

Sydney is the first stop on many Australian itineraries, and for good reason. It's an inviting blend of the exhilarating and easygoing. You can experience excitement in the city, but drive just a few kilometres and you'll find the golden sand of famous beaches like Bondi and Manly. Plus, with endless nature at its doorstep, Sydney is the starting point for day trips serving up fresh air, unique flavours and locals who know a thing or two about living life to the fullest.

Ellie Schneider:
Sydney, Australia
Freelance
Copywriter and
Editor · Self-
employed

GUIDE TO CANBERRA

Find a mix of history, art and the outdoors in Australia's capital city.



By Georgia Rickard

Canberra might be smaller than [Sydney](#) to its north and [Melbourne](#) to its south, but there's still plenty to discover. The small town vibe means it's easy to get around and the locals are eager to share the best of their food, wine, beer and attractions. Within the city limits you'll find museums, galleries, breweries and modern architecture, but just minutes away lies the quiet nature of mountains, valleys and everything in between. It's no wonder that locals here love the lifestyle and landscape.

Georgia Rickard:
Editor at Large,
Virgin Australia
(multi-award-
winning
Australian-born
travel journalist,
magazine editor,
author and media
commentator)

Benchmarking – Content Collaborations

Attractions content – Australia

GUIDE TO NINGALOO REEF

Ningaloo Reef is the best place on Earth to swim alongside the gentle whale shark.



By Fleur Bainger

Ningaloo Marine Park is a World Heritage-listed site for the West Australian coastline. The crystalline water harbours the fringing reef, a 260-kilometre (162-mile) long coral reef swarmed with turtles, tropical fish, manta rays, humpback whales and the elusive whale shark. Nowhere on Earth do these majestic creatures reliably congregate in such large numbers as here, at Ningaloo Reef.

Fleur Bainger:
Director · White Noise Media
Food & travel writer, podcaster and radio talker.

GUIDE TO THE SUNSHINE COAST

The Sunshine Coast is perfect for an action-packed holiday or quiet escape at any time of year. Discover its vast beaches, a thriving food scene at Noosa and the many natural treasures surrounding hinterland.



By Stephanie Williams

Stretching from the coastal city of Caloundra, near [Brisbane](#), to the Great Sandy National Park in the north, the [Sunshine Coast](#) is home to pretty villages, renowned surf spots and spectacular rural hinterland. Surrounded by beach, [Noosa](#) is a holiday hotspot near the centre of the Sunshine Coast, with many fashion boutiques and hip cafés dotted along Hastings Street. Surfers and golfers will love the holiday town of [Coolumb](#), while lush [Eumundi](#) in the Noosa hinterland will satisfy market shoppers and art lovers with its famous [Eumundi Markets](#). [Maroochydore](#) is the cultural

Stephanie Williams:
Freelance writer, editor, content strategist, and the Founder and Editor of The Airloom. Founding editor of Qantas epiQure, an online food and wine community.

Benchmarking – Content Collaborations

Experience content – Australia

LUXURY TRAVEL GUIDE TO AUSTRALIA

Discover diverse and dramatic landscapes, people and places with Australia's luxury offerings.



By Leah Dobihal

More than spacious rooms, metres of marble and fine cuisine, Australia's premium experiences are about finding inspiration in exclusive places, chasing your passion and pausing to revel in moments of true awe.

Discover the best of Australia with this luxury guide.

INDULGE IN EXQUISITE FOOD AND DRINK

**Leah Dobihal -
Digital Content
Producer -
Tourism Australia**

LUXURY LODGES OF AUSTRALIA

Luxury Lodges of Australia is a collection of independently owned and operated luxury lodges and camps offering unforgettable experiences in some of Australia's most inspiring landscapes.



By Sue Gough Henly

From globally acclaimed [luxury lodges](#) and character-filled high-end camps to private wildlife conservancies and a luxury expedition cruiser, sustainably-designed luxe accommodations are immersed in Australia's dramatic landscapes: overlooking the ocean, in the heart of the outback, tucked into sand dunes, amid ancient rainforests, on islands fringed by Heritage coral reefs and surrounded by Australia's finest vineyards. What sets them apart is that they aren't just a place to stay, but a place to connect with genuine Australian experiences. Get up close to wildlife and learn the Aboriginal connection to country with personalised excursions with

**Sue Gough Henly:
Award winning travel
writer, photographer
and blogger at
Genuine
Journeys. Specialises
in luxury travel, soft
adventure and food
and wine stories**

Benchmarking – Content Collaborations

Influencer-sourced content – Australia

Noteworthy contributors:

- Bollywood actress Parineeti Chopra has showcased many of Queensland and the Northern Territory's greatest tourist spots to her 11 million followers on Instagram.
- Tourism Australia has welcomed two high-profile and influential people in China to its **Friends of Australia program**. (Craig Willis - chef and co-founder of Mr Willis Shanghai, a renowned Australia restaurant chain in China AND Angelica Cheung is the chief editor of Vogue China and has over five million followers on her personal weibo account)

CHRIS HEMSWORTH'S TOP 5 AUSTRALIAN BEACHES

Friend of Australia and actor, Chris Hemsworth recalls a childhood spent surfing the waves at Phillip Island and more recent days enjoying the crystal clear waters of Byron Bay with his children.



"[Australia's] beaches are so pristine. We have some of the whitest sand, the bluest water. Our air is unpolluted and people feel free in Australia. It's a place to relax. Feel the sand between your toes and get as close to nature as you can."

- Chris Hemsworth, actor and Global Ambassador for Tourism Australia

Benchmarking – Content Collaborations

Influencer-sourced content – Australia

Noteworthy contributors:

- Brad Farmer's 101 Best Beaches for 2018 (Chief Executive Officer · Victorian Trading Co.)
- Lord Sebastian Coe was appointed a FOA in January 2018. He is President of the International Association of Athletics Federation, former Chairman of the British Olympic Association and one of the greatest British athletes in history.
- Tourism Australia, together with Tourism and Events Queensland, partnered with the Brownlee Brothers to promote the Gold Coast and Queensland in the United Kingdom.

The collage consists of several screenshots from different news and travel websites:

- The Telegraph (Travel - 24 Million Mates):** Two screenshots showing articles. The first is titled "Action man Trent 'Maxi' Maxwell gives his top tips for adrenalin-fuelled trips down under" with a photo of Trent Maxwell. The second is titled "Wildlife expert Tim Faulkner reveals his favourite Aussie adventures for your next trip down under" with a photo of Tim Faulkner holding a koala.
- News4343.com:** A screenshot showing a video player for "Chef Curtis Stone at SXSW".
- BBC News:** A screenshot showing a video player for "The Brownlee Brothers go SURFING" with a photo of the brothers surfing.
- The Times:** A screenshot showing an article titled "Parineeti Chopra hums a tune for Australia" with a photo of Parineeti Chopra.
- Other sections:** Includes "Expert's Recommendations" with a grid of travel guides, "Best Food" with a photo of a chef, and "Australia House Opening Event" with a photo of a stage event.

Benchmarking – Content Collaborations

Experience content – USA



Hawaii's state parks preserve some of the most remarkable places on Earth.

From fascinating historic sites to sublime tropical beauty, here are five state parks across the islands that will leave you breathless with their only-in-Hawaii scenery.

Idoia Gkikas -
Brand Writer -
Focus Lab
Freelance digital
content specialist

Results for: Idoia Gkikas



Experience
New York State: 8 Hikes for Wildlife Watching



Experience
Summer Escape in New York State – 4 Days of Outdoor Adventures



Experience
Vail, Colorado: 4 Seasons, 12 Adventures



Experience
5 of Hawaii's Most Beautiful State Parks



Experience
Top Stops Along Kauai's Holo Holo Koloa Scenic Byway



Experience
Hawaii Bucket List – 5 Epic Outdoor Adventures



Experience
Amazing Stops Along Hawaii's Kau Scenic Byway



Experience
Pennsylvania State Parks: 3 Parks, 3 Incredible Days



Experience
3 Pennsylvania Adventures for an Epic Family Vacation



Experience
Pennsylvania Underground: Explore Caves and Caverns



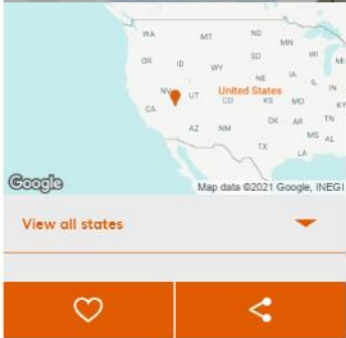
Experience
Carbon County, Wyoming: Must-Do Activities in the Wild



Experience
4 Ways to Sample Idaho's Up-and-coming Food Scene

Benchmarking – Content Collaborations

Experience content – USA



Stop at an eclectic, and sometimes eerie, collection of places while driving the length of Nevada State Route 375, better known as the Extraterrestrial Highway.

It's usually a 2.5-hour drive through the Nevada high desert from the Alamo and Crystal Springs area to Tonopah, but travelers will want to linger longer and visit unusual places and attractions along the way. Will you see an alien from outer space or an unidentified flying object? Probably not, but it's fun to imagine you will, and you'll find plenty of inspiration on the Extraterrestrial Highway.

After leaving the bright lights of bustling Las Vegas, you'll find a variety of places offering various alien souvenirs. Hit the road, driving through the West desert road signs. At either end of your route, make sure

Christi Womack
Content Manager
- Miles Partnership
Writer, Editor and
Content Manager

Results for: Christi Womack



Experience
Birmingham, Alabama: A City Steeped in History and Filled with Culture



Experience
Lake Charles, Louisiana: Journey the Waterways



Experience
New Mexico Underground: Touring Caves and Caverns in the Southwest



Experience
Nevada's Burner Byway: Discovering the Burning Man Spirit



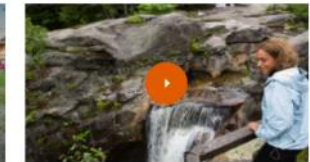
Experience
Driving Nevada's Extraterrestrial Highway: An Otherworldly Experience



Experience
Nevada's Great Basin Highway: Exploring 8 State Parks and 1 National Park



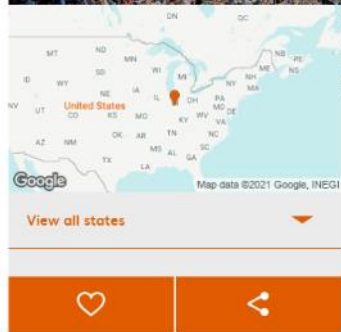
Trip
Central South Dakota: Follow the Footsteps of Native Americans and Explorers



Experience
Maine Outdoors: Exploring Natural Beauty in Bethel and Newry

Benchmarking – Content Collaborations

Experience content – USA



The most-attended, single-day sporting event in the world takes place in Indianapolis, Indiana.

It's the **Indianapolis 500**, and it attracts 250,000 fans to the racetrack to watch 33 cars whip around the Indianapolis Motor Speedway in open-cockpit, twin turbocharged, 500- to 700-horsepower vehicles at up to 378 kilometers per hour. Called the Greatest Spectacle in Racing, the Indianapolis 500 takes place annually on the Sunday of Memorial Day weekend, a United States' holiday that falls on the last Monday in May.

Zach Everson:
Washington, D.C.-based freelance writer, focusing on travel and food.

Results for: Zach Everson



Experience
An Insider's Guide to the Indianapolis 500



Experience
4 U.S. Regions Every Barbecue Lover Must Visit



Experience
How to Get up Close to a Volcano in Hawaii



Experience
An Insider's Guide to Assateague Island



Experience
An Insider's Guide to the Kentucky Derby



Experience
A Pilgrimage to Muhammad Ali's Louisville, Kentucky



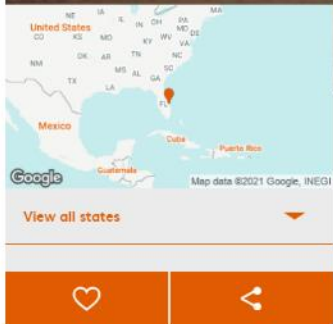
Experience
10 Big-City Barbecue Restaurants You Must Try



Experience
5 Spectacular Balloon Festivals in the United States

Benchmarking – Content Collaborations

Experience content – USA



Indian River County in Southeast Florida exudes a wonderful calm with its bright sunshine and wonderfully warm temperatures

In a rather small area, three important ecosystems come together here: the Atlantic Ocean, the Blue Cypress Marsh and the Indian River Lagoon, one of the most diverse ecosystems in the U.S. This unique combination promises a dream vacation with lots of undisturbed nature in an area where you can still experience relaxed Old Florida charm.

Heiko Obermüller
Actor, moderator,
puppeteer &
speaker

Results for: Heiko Obermoeller



Experience
Charlotte County: Dream Holiday in Sunny Florida



Experience
Chicago's Exciting Attractions



Experience
Culture and Canyons in Utah's San Juan County



Experience
Billings: Culture and Fun in Montana's Largest City



Experience
Kane County, Utah: Amazing Scenery and a Hollywood Past



Experience
Isha Institute for Inner Sciences: Meditation in Tennessee's Nature



Experience
Sioux Falls: Exploring South Dakota's Largest City



Experience
Fort Worth, Texas: Touring All Things Western

Benchmarking – Content Collaborations

Content Curators - Dubai

Meet our curators



Louise Nichol

Fashion expert

Writer, presenter and fashion consultant
Louise Nichol is in the know when it comes to on-trend gems in Dubai.

[Meet Louise Nichol >](#)



Zahirah Marty

Entrepreneur

Entrepreneur, mother and branding expert
Zahirah Marty loves Dubai for its bustling urban vibe and luxurious calm.

[Meet Zahirah Marty >](#)



Butheina Kazim

Film curator

Film enthusiast and producer Butheina Kazim has an eye for Dubai's thriving arts and cultural scene.

[Meet Butheina Kazim >](#)



FASHION EXPERT

Louise Nichol



Writer, presenter and fashion consultant
Louise Nichol is in the know when it comes to on-trend gems in Dubai.

Benchmarking – Content Collaborations

Content Curators - Dubai

Dedicated curator pages consist of:

- Introduction
- Social media handle
- Quotes
- Images
- Curator's picks (for Things to Do)
- Curator's suggested itineraries
- Recommended readings

13 curators listed on the website:
Bloggers, Entrepreneurs, a TV personality,
Food Explorer, Fashion Expert, Film
Curator, Race Car Driver, etc.

Meet Louise

Louise Nichol fell in love with Dubai when she moved here in 2005. Originally from the United Kingdom, she has worked as the editor of fashion magazines *Grazia Middle East* and *Harper's Bazaar Arabia*. Now, Louise works a freelance writer, editor, presenter and consultant for the fashion industry, while raising her three children in the sunny city.

What I love about Dubai

"Wherever you look, Dubai will fire your imagination; that's what I love most about living here. Whether it's the futuristic promise of the skyline or the calming cadence of the desert or the pulse of life in the old trading areas, Dubai will take you out of yourself and open your eyes to the world."



Louise Nichol
Fashion journalist

Louise's picks



CURATORS' PICK

SHOPPING

The Dubai Mall

The world's largest shopping, entertainment and leisure destination



[See more things to do >](#)



CURATORS' PICK

SIGHTS & ATTRACTIONS

Al Qudra Lakes

Unwind and explore Dubai's popular desert oasis



Follow Louise's itinerary



CURATORS' PICK

ENTERTAINMENT

Two sunny days of family fun

Follow Louise Nichol and discover the many sunshine-fuelled joys that Dubai offers, including being barefoot on the beach and climbing over desert dunes.

02 Days



Benchmarking – Experiences

Experiences: Our understanding

An experience is based on the emotions that a tourist experiences through interacting with the destination and attraction; it can be considered as a personal experience that combines both tangible aspects such as physical infrastructure of the location, and intangible aspects such as emotions of serenity, nostalgia, tranquility, and relaxation among others.

Why Experience?

‘Experience’ is an important building blocks of a digital tourism portal. It aims to highlight important destinations, attractions or a group of destinations and attractions offering a similar immersive offering to the visitor (e.g. of experiences – Heritage, Spiritual, Yoga and wellness etc.)

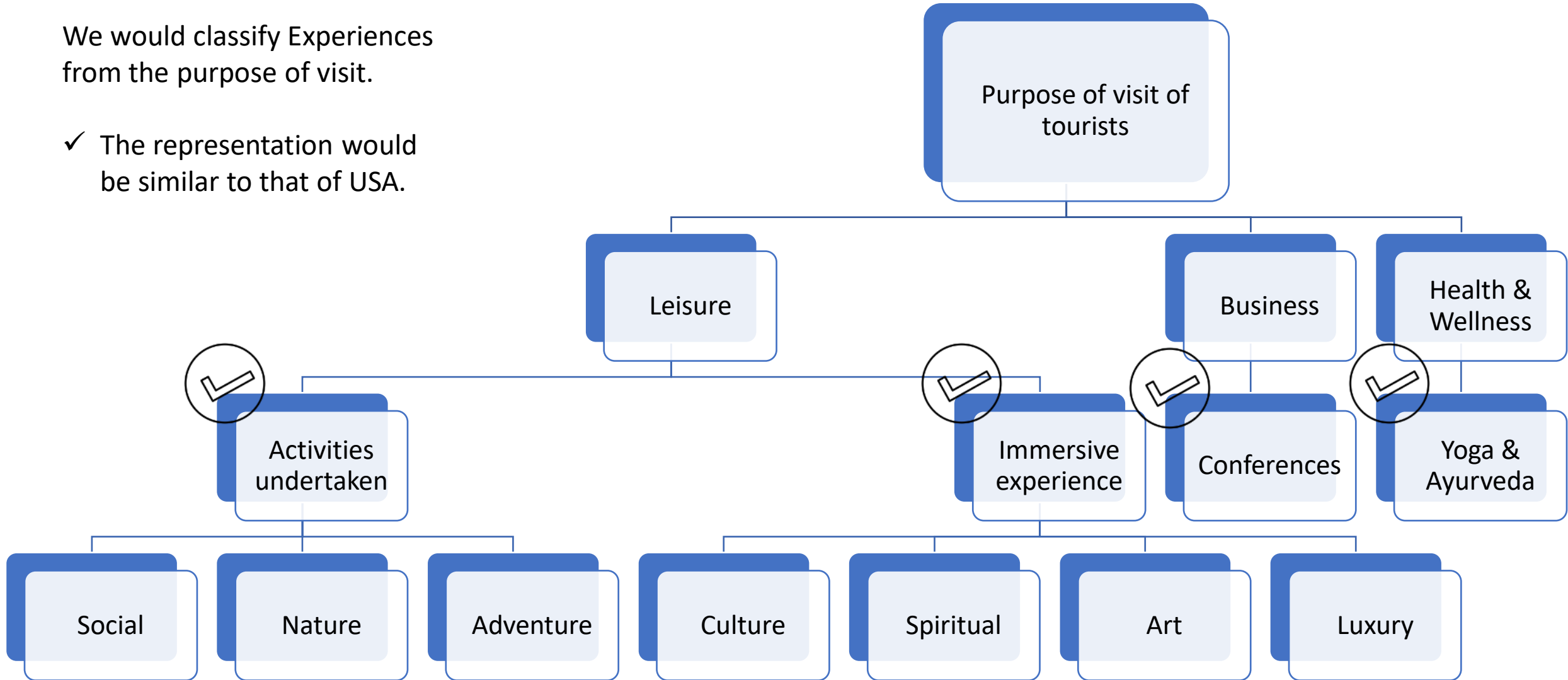
Value derived from ‘Experience’ feature:

A well demarcated listing of experiences on the portal will enable viewers to browse through the variety of experiential offerings and will, in turn, help the viewer in choosing an experience of her/his liking to better plan the trip.

Benchmarking – Experiences - Level 1

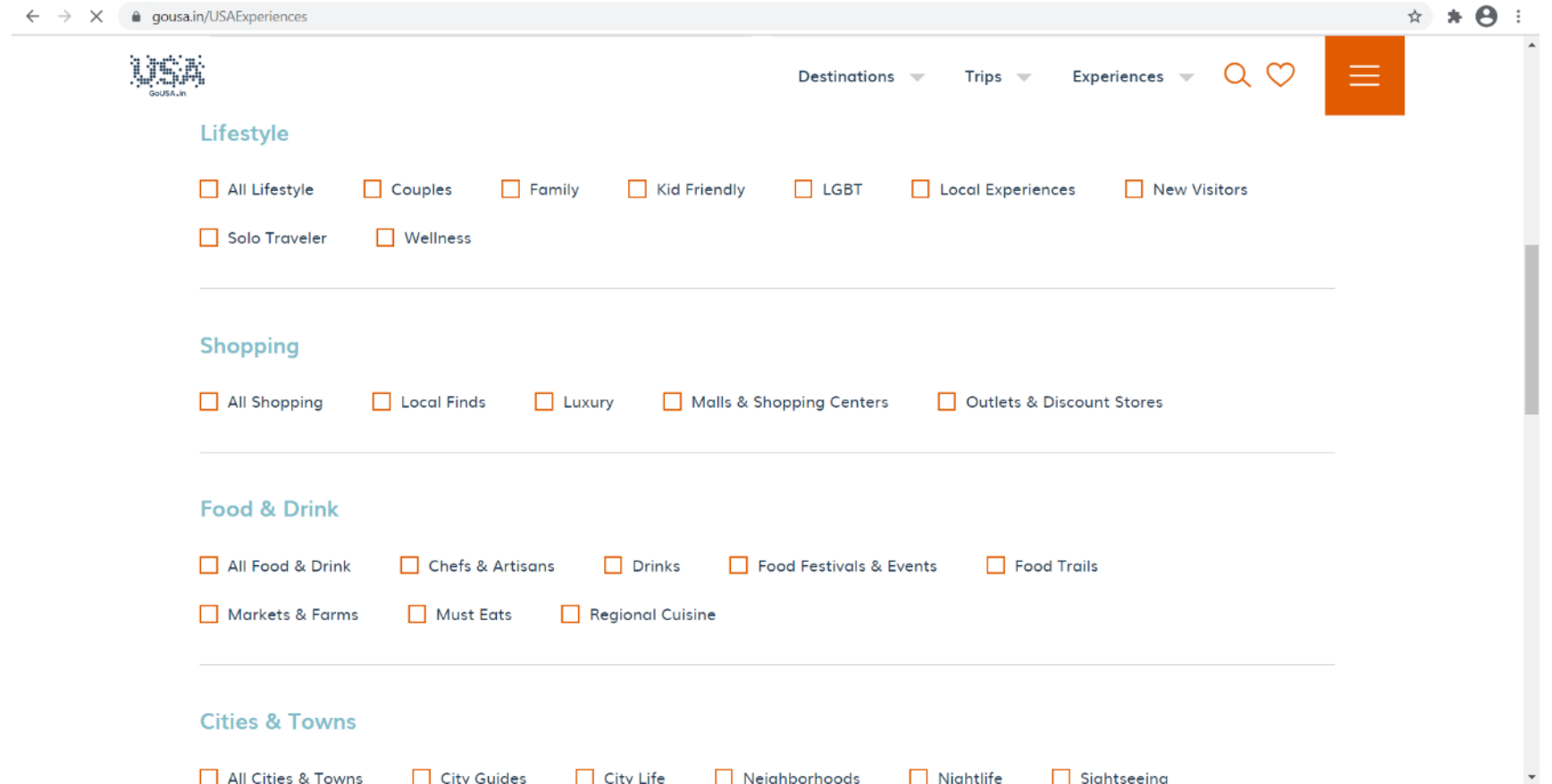
We would classify Experiences from the purpose of visit.

- ✓ The representation would be similar to that of USA.



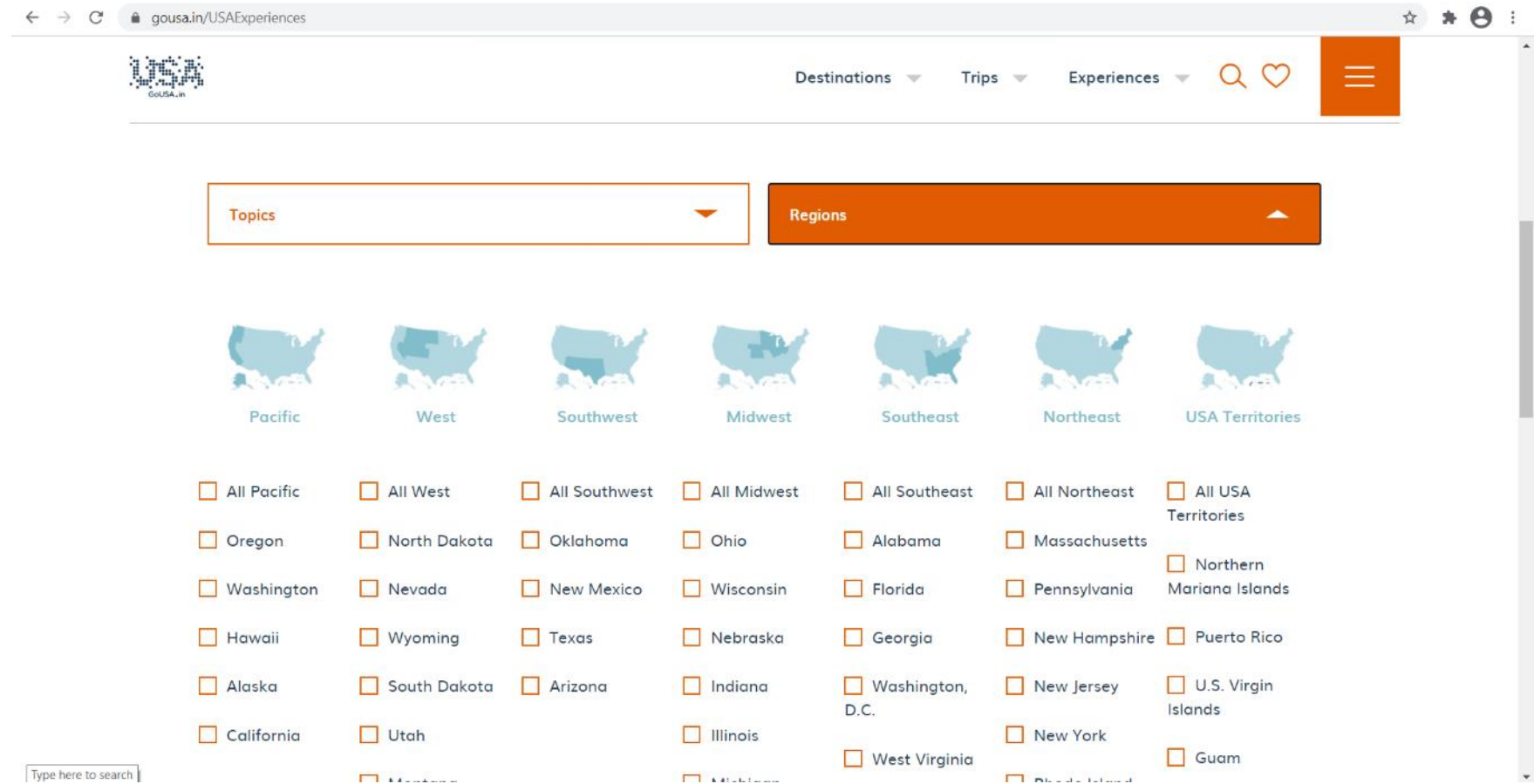
Benchmarking – Experiences – USA - Level 1

- Experiences are clubbed under 7 topics:
 - Lifestyle
 - Shopping
 - Food & Drinks
 - Cities & Towns
 - Outdoors
 - Culture & History
 - Entertainment
- The 7 topics contain 51 experience types



Benchmarking – Experiences – USA - Level 1

- Viewer can explore the Experiences:
 - Regions & State wise
- In total, 1454 unique blogs have been categorised under different topics & regions selection



Benchmarking – Experiences – Switzerland - Level 1

The screenshot shows the 'Experiences' section of the myswitzerland.com website. The navigation bar includes 'Destinations', 'Experiences', 'Accommodation', and 'Planning'. The 'Experiences' menu is expanded to show four main categories, each with a list of subcategories and a 'Read all' link.

Category	Subcategories
Summer & Autumn	Hiking, Bicycle & Mountain bike, Adventure & Sports Summer, Zoo & animal experiences, Excursions
Winter	Ski and snowboard, Cross-country skiing, Snowshoe and winter hiking, Tobogganing, Winter excursions, Christmas in Switzerland
Cities & culture	Old towns, City tours, Parks and Squares, Architecture, Museums
Experience Tour	Car, motorcycle - Grand Tour, Train, bus, boat – Grand Train Tour, Mountain excursions

Summary of Subcategories:

- Summer & Autumn**
 - 9 subcategories
- Cities & Culture**
 - 7 subcategories; and offers
- Winter**
 - 13 subcategories; and partners, offers
- Experience Tour**
 - 3 subcategories

Benchmarking – Experiences – Switzerland - Level 1

The image shows a screenshot of the myswitzerland.com website with a navigation menu for 'Experiences'. A yellow callout box provides details for each category, and a blue bracket groups the categories in the menu.

Events

- 6 subcategories

Family excursions

- 6 subcategories; and partners

Food & Wine

- 4 subcategories; and partners

Group excursions

- 6 subcategories

Guided tours

- 8 subcategories

Luxury & gourmet

- 5 subcategories

Wedding

- 8 subcategories


The screenshot shows the following navigation menu items:

- Summer & Autumn
- Cities & culture
- Events
- Family excursions
- Food & Wine
- Group excursions
- Guided tours
- Luxury & gourmet
- Wedding

Benchmarking – Experiences – Australia - Level 1


The screenshot shows the Australia.com website with a dark teal header. The navigation menu includes 'Places to go', 'Things to do', 'Plan your trip', 'Youth travel', and 'Be inspired'. Below the navigation are three main sections: 'INTERESTS', 'ACTIVITIES', and 'TRIPS AND ITINERARIES'. The 'INTERESTS' section features a large image of a cave opening overlooking a bay, with a caption 'Nature and national parks' and a list of 7 categories: Food and drink, Beaches and islands, Arts and culture, Wildlife, Health and wellness, and Luxury. The 'ACTIVITIES' section features a large image of a hiker on a rocky trail, with a caption 'Walks and hikes' and a list of 6 categories: Adventure and sports, Events and festivals, Aboriginal experiences, Seasonal travel, and Youth travel and backpacking. The 'TRIPS AND ITINERARIES' section is partially visible with a large image of a person on a beach. Below these sections is a 'TRAVELLER ESSENTIALS' section with three 'FACTS AND PLANNING' cards.

← → ↻ 🔒 australia.com/en-us ☆ ⚙️ 👤 🔍

AUSTRALIA 


Places to go Things to do Plan your trip Youth travel Be inspired

INTERESTS


Nature and national parks


- > Food and drink
- > Beaches and islands
- > Arts and culture
- > Wildlife
- > Health and wellness
- > Luxury

ACTIVITIES


Walks and hikes

- > Adventure and sports
- > Events and festivals
- > Aboriginal experiences
- > Seasonal travel
- > Youth travel and backpacking

TRIPS AND ITINERARIES



TRAVELLER ESSENTIALS

FACTS AND PLANNING

FACTS AND PLANNING

FACTS AND PLANNING

Interest-wise categorization

- 7 categories

Activity-wise categorization

- 6 categories

Benchmarking – Experiences – Japan - Level 1

Multiple categories of
“Things to do” in Japan

The screenshot shows the website's navigation bar with 'Media & Industry' and 'Meetings & Events' on the left, and a heart icon on the right. Below the navigation bar, the 'Japan. Endless Discovery.' logo is on the left, and a search bar is on the right. The main navigation menu includes 'Destinations', 'Things to do' (highlighted with a red underline), 'Plan Your Trip', and 'Articles'. The 'Things to do' section is organized into three columns of text links and a grid of four image-based article cards.

Media & Industry Meetings & Events

Japan. Endless Discovery.

Destinations Things to do Plan Your Trip Articles

Search

Spring Guide Mt Fuji Guide Action & Adventure Cherry Blossoms World Heritage Sites Hot Springs Mountains & Highlands All Stories & Guides

Art & Design Attractions Culture Festivals & Events Food & Drink History Nature All Itineraries

Relaxation Shopping National Parks Luxury Adventure Diving Guide Japan Heritage All Things to Do

National Parks of Japan

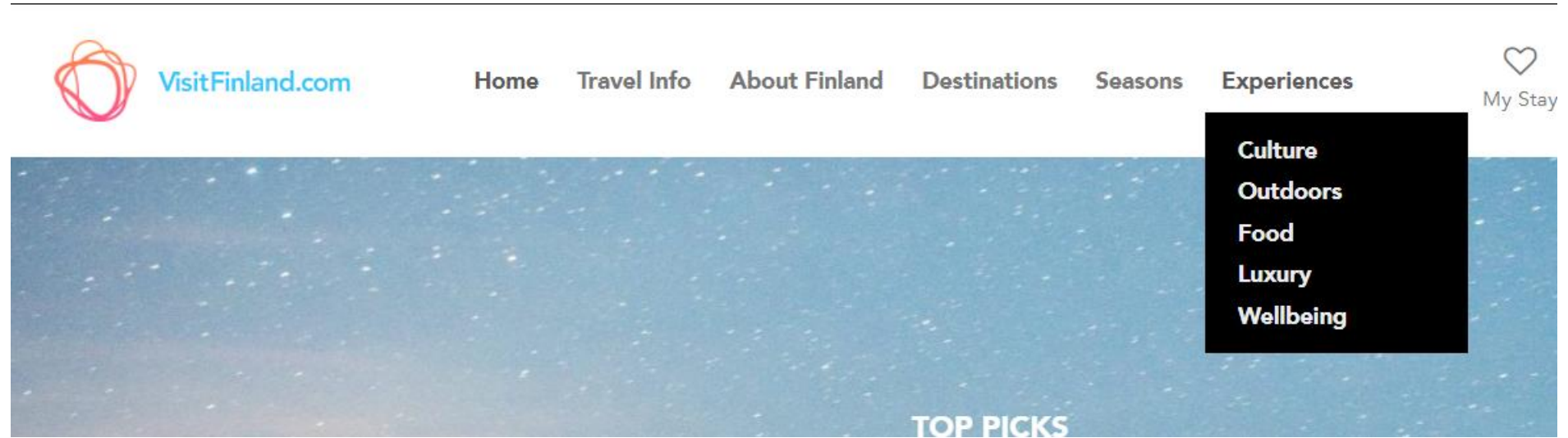
Luxury

SNOW LIKE NO OTHER

Ashikaga Spring Flow...

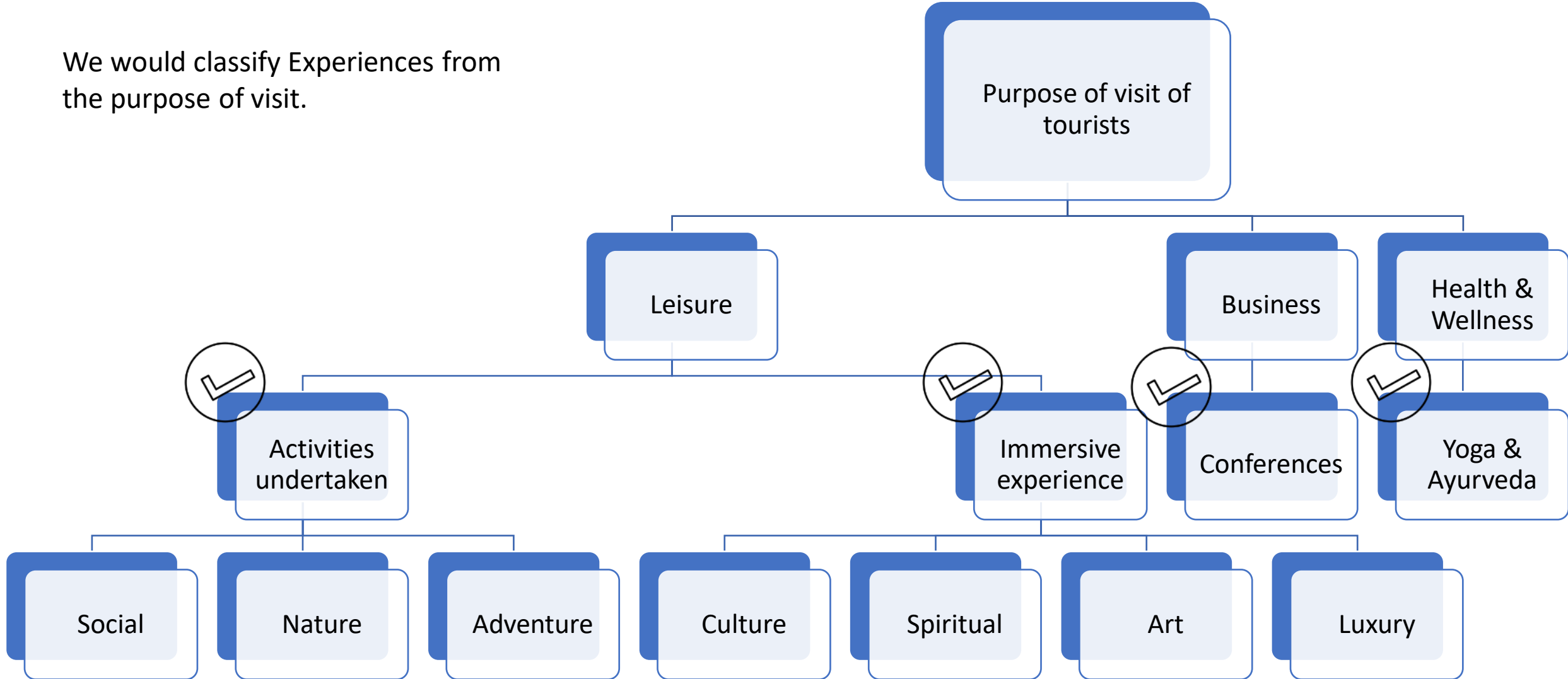
Benchmarking – Experiences – Finland - Level 1

5 categories of
“Experiences” in Finland

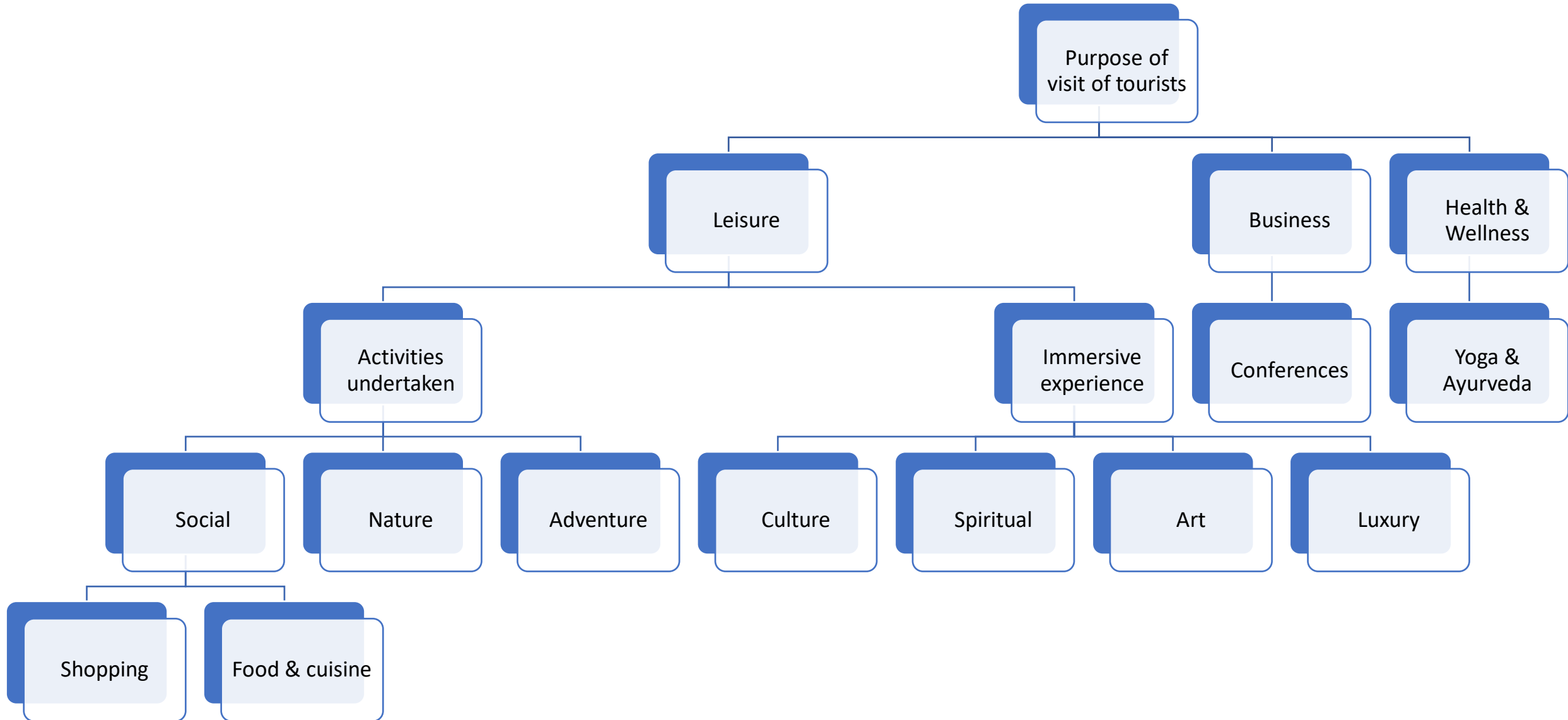


Benchmarking – Experiences – Multiple sub classification

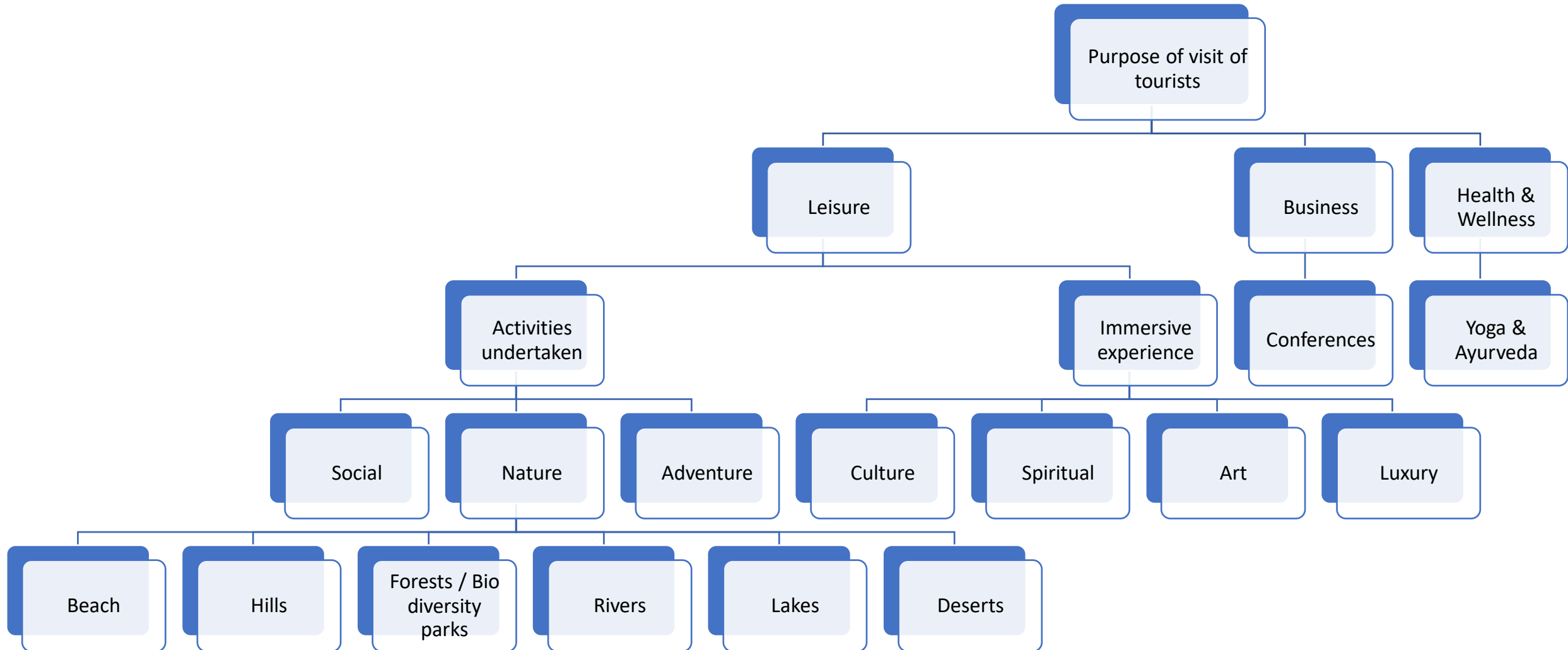
We would classify Experiences from the purpose of visit.



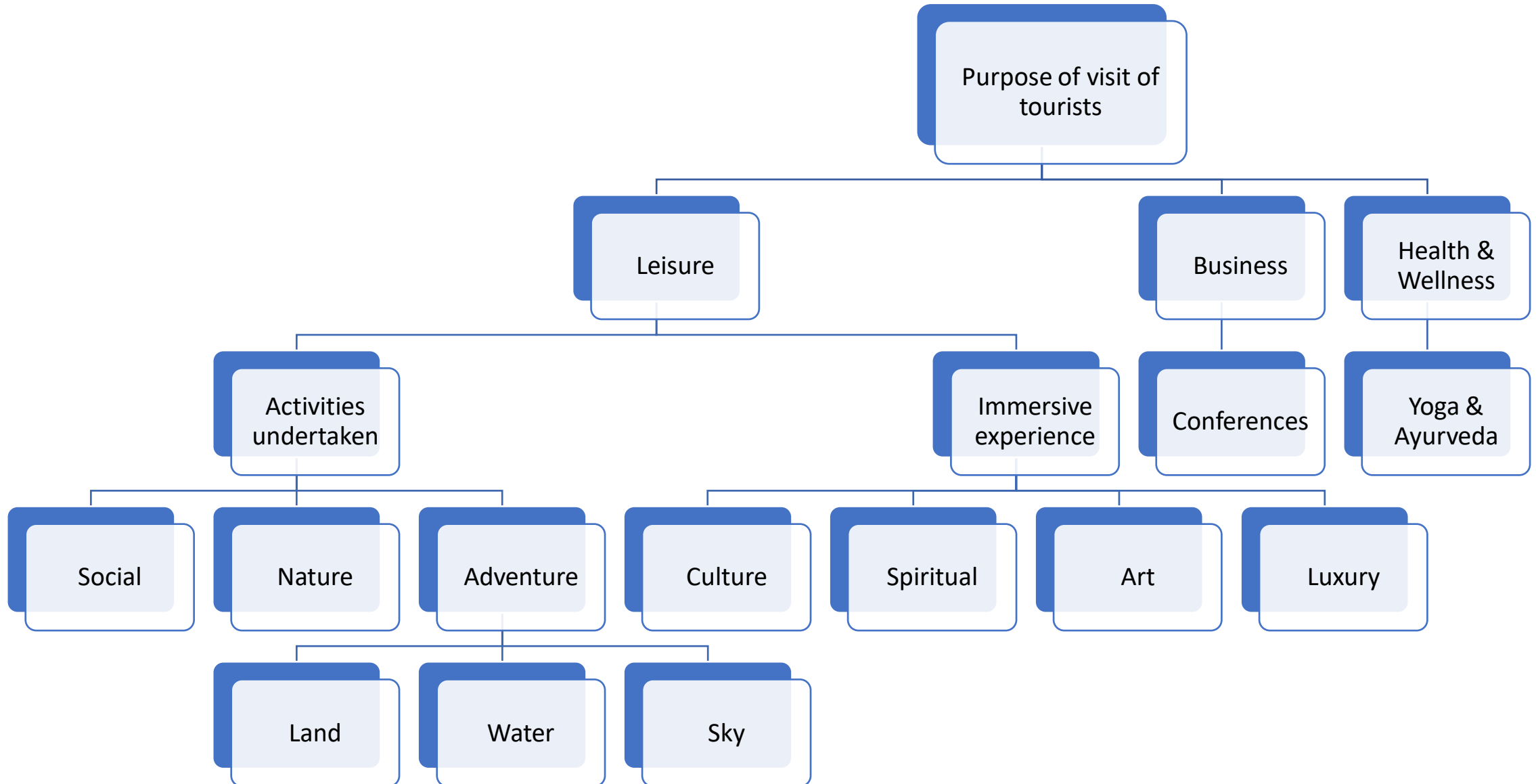
Benchmarking – Experiences - Multiple sub classification



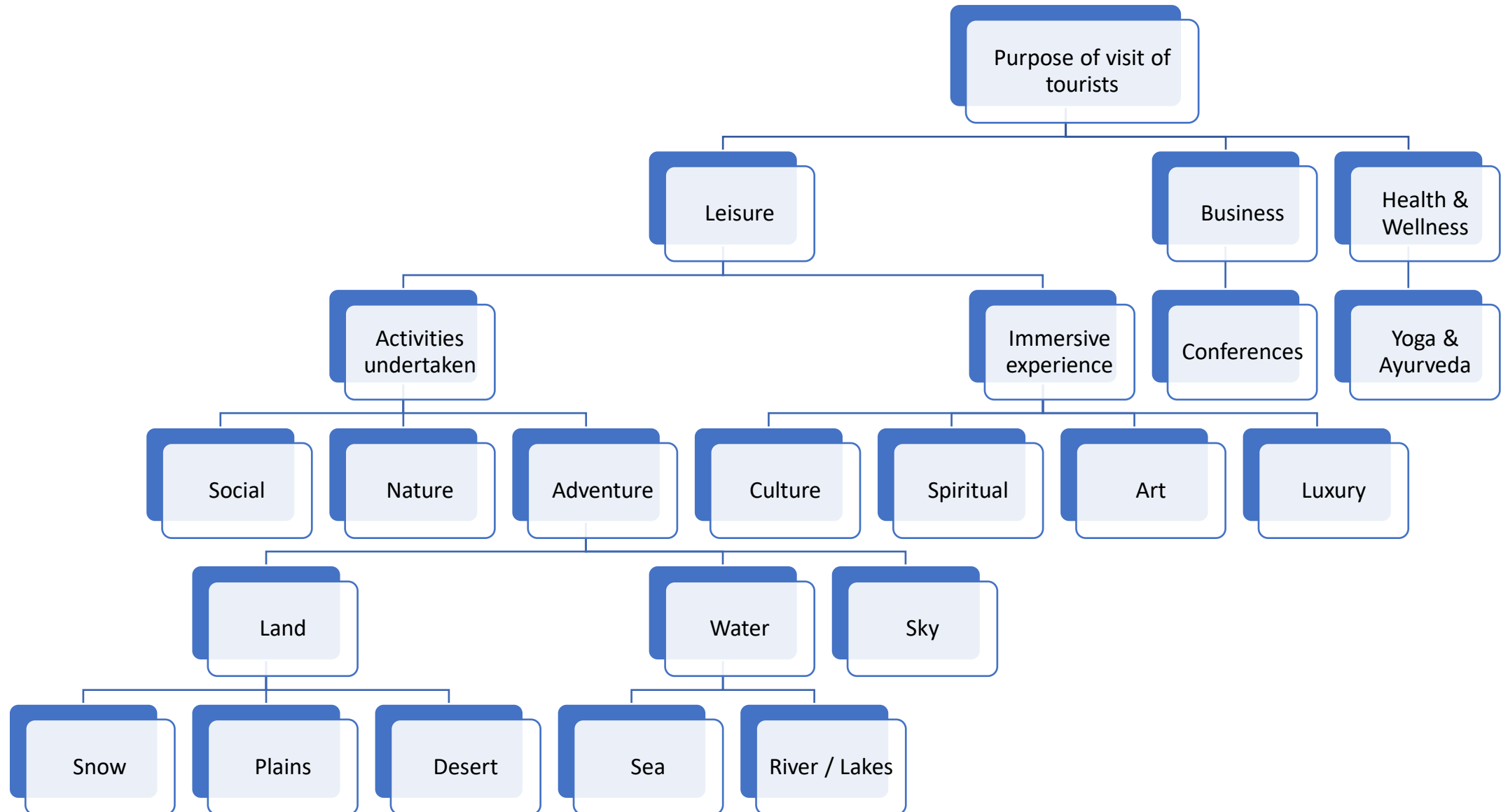
Benchmarking – Experiences - Multiple sub classification



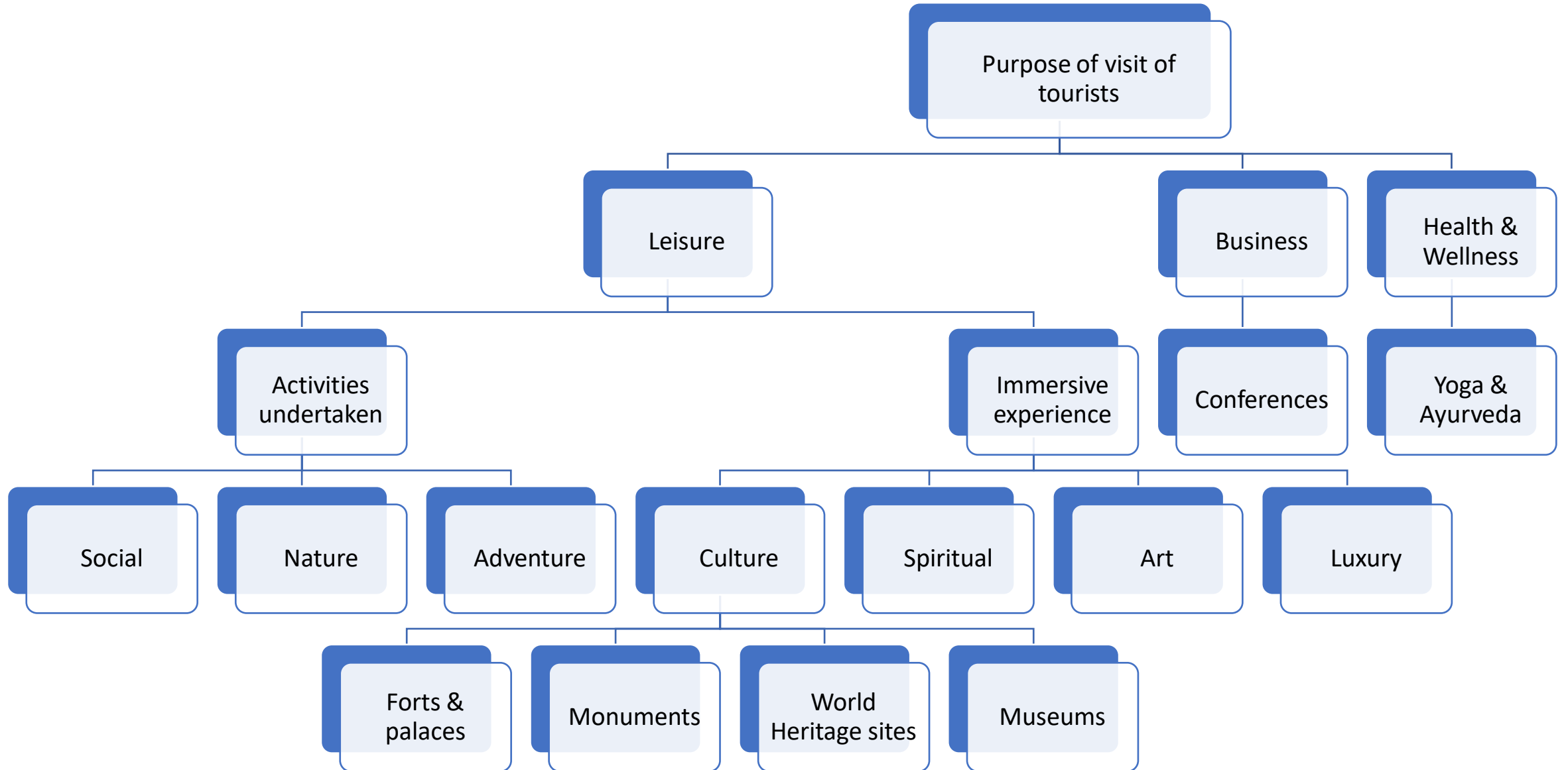
Benchmarking – Experiences - Multiple sub classification



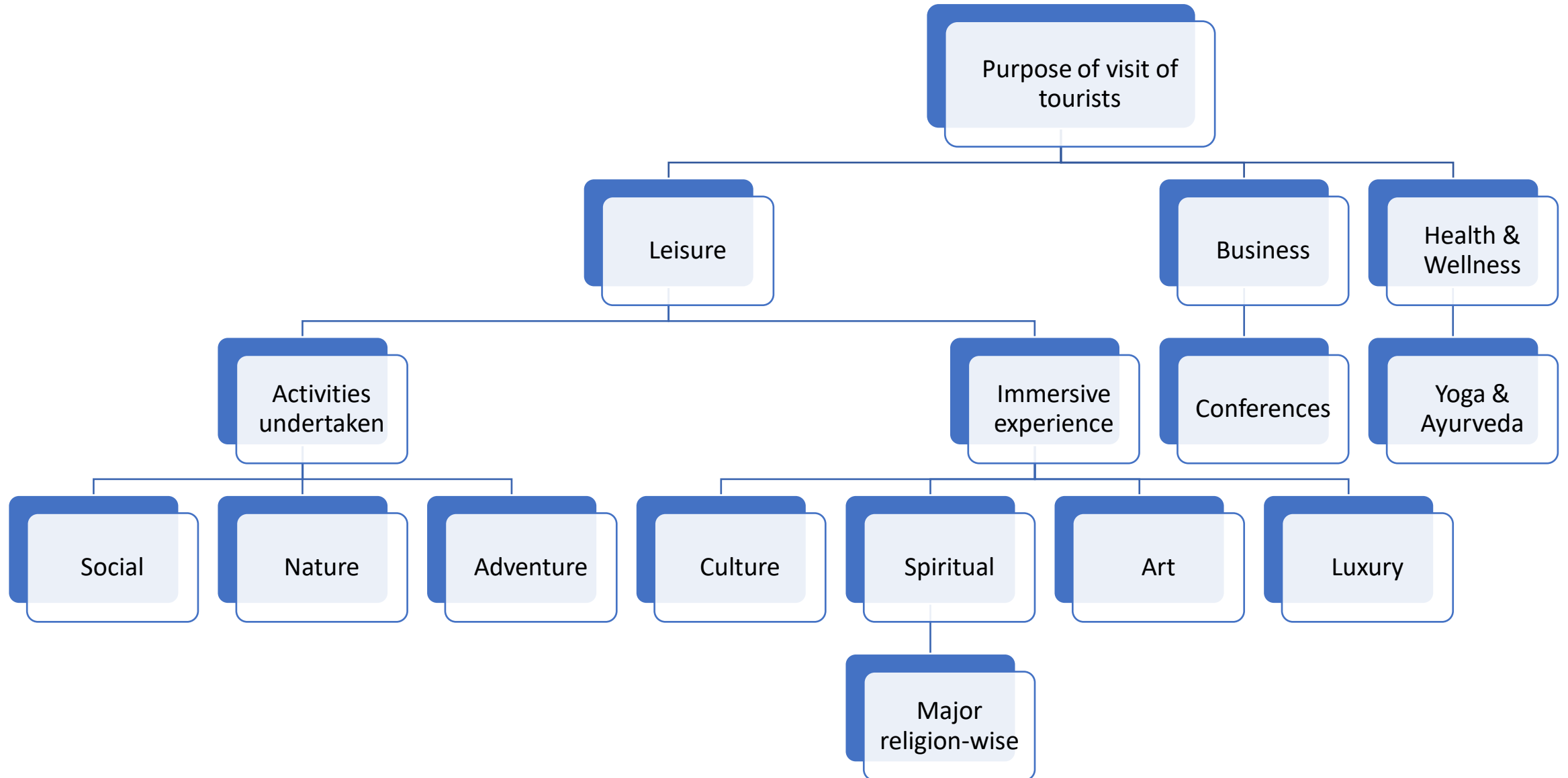
Benchmarking – Experiences - Multiple sub classification



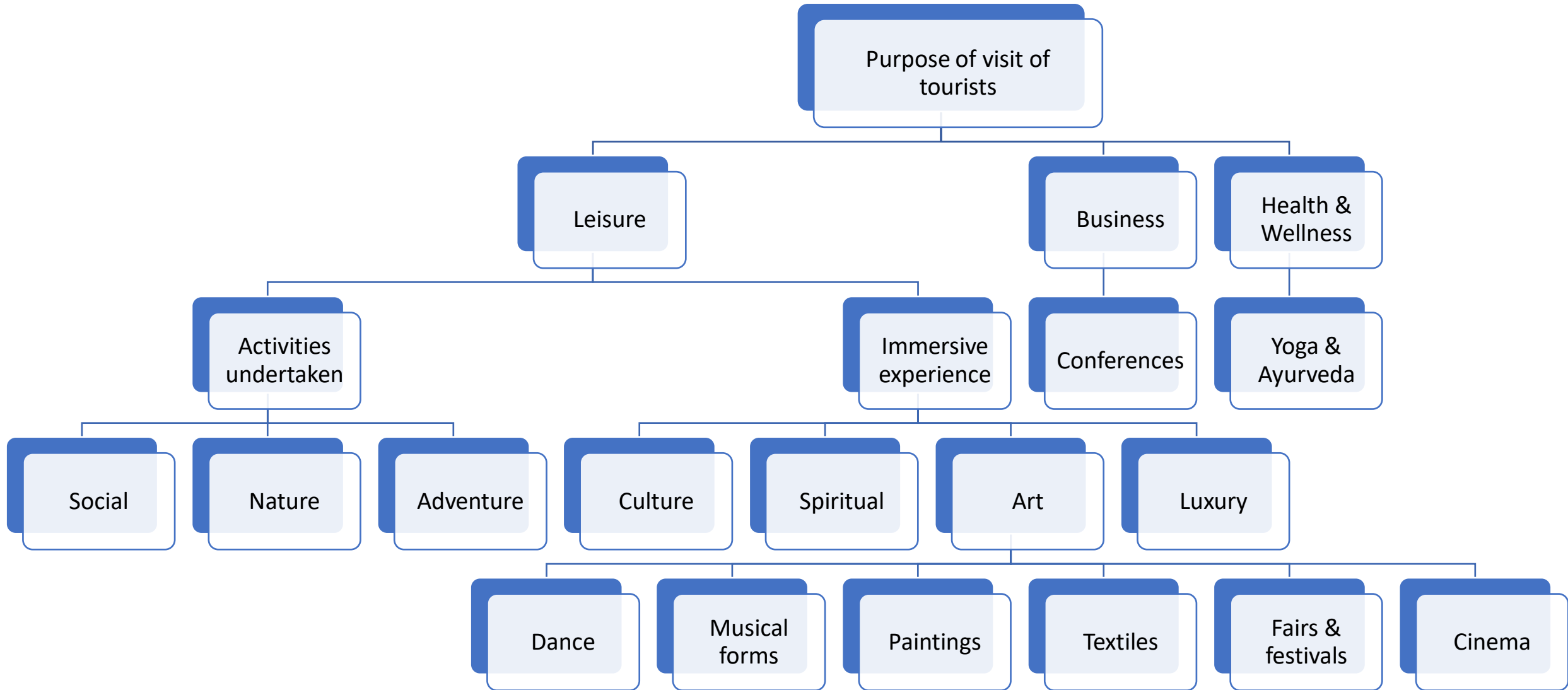
Benchmarking – Experiences - Multiple sub classification



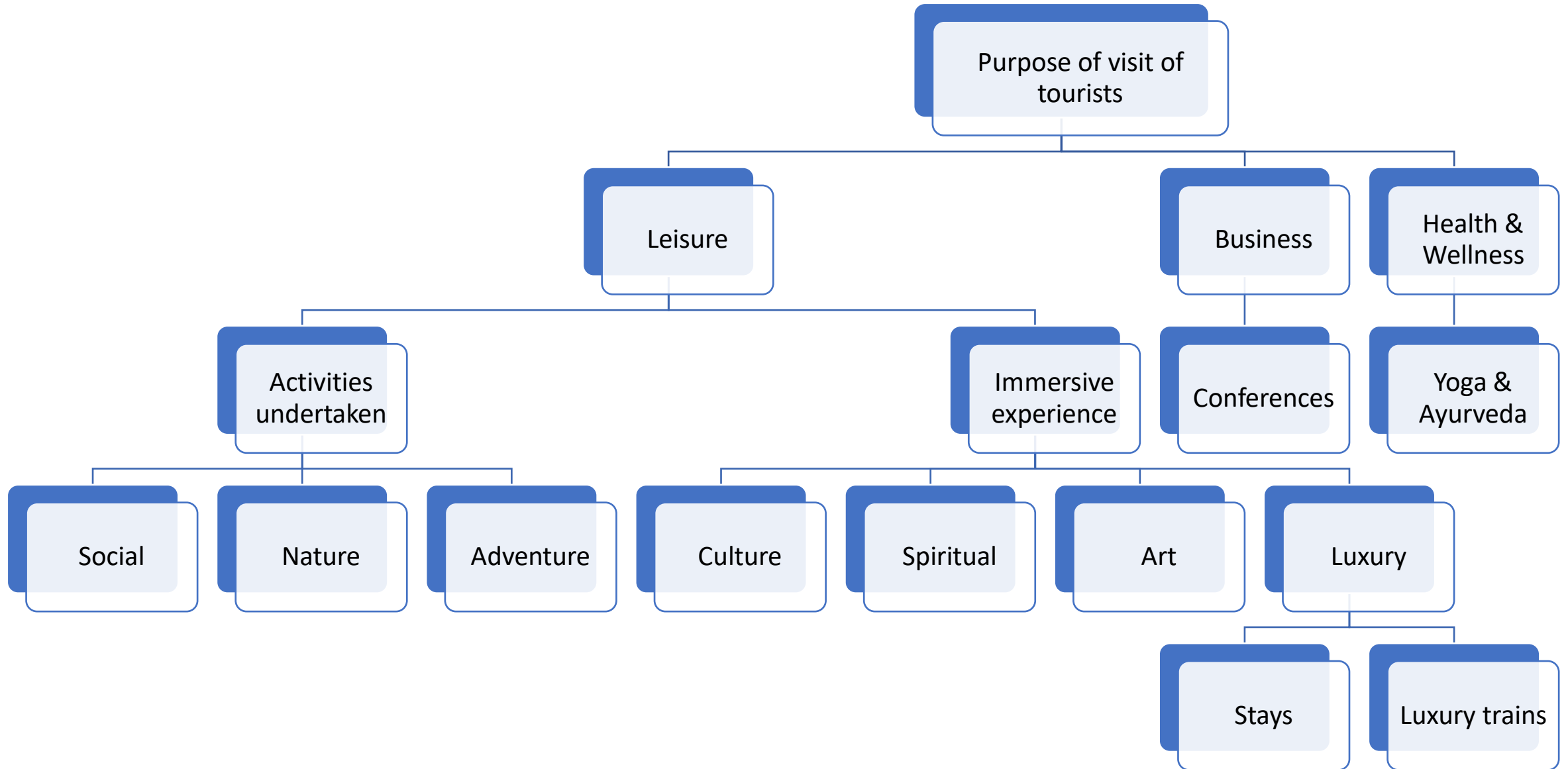
Benchmarking – Experiences - Multiple sub classification



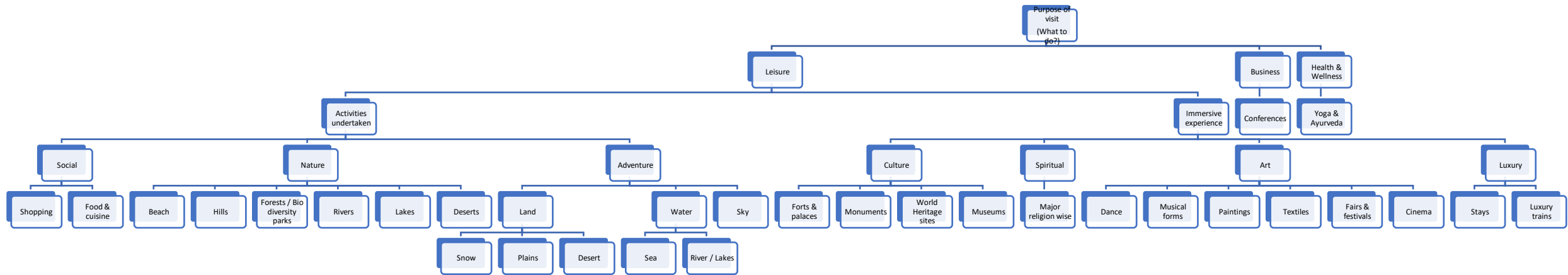
Benchmarking – Experiences - Multiple sub classification



Benchmarking – Experiences - Multiple sub classification



Benchmarking – Experiences - Multiple sub classification



Benchmarking – Experiences – Level 2

Structuring of content

- Category/topic wise listing is a best practice followed across countries
- Region-wise listing alongside category-wise makes for a good user experience (navigation becomes easy)
- Experience pages ideally comprise the following minimum information:
 - Banner images / videos
 - Map view of the locations offering the experience
 - Write-up of the experiences with accompanying media (images & videos) - including trips & itineraries
 - More information via Links to external website
 - Hyperlinks to Destination pages
 - ‘How to reach’ information
 - More Experiences nearby showcasing other experiences (Region-wise)
 - Related topics to choose from (category and sub-category wise)
 - Public images as highlights

Benchmarking – Experiences – USA – Level 2

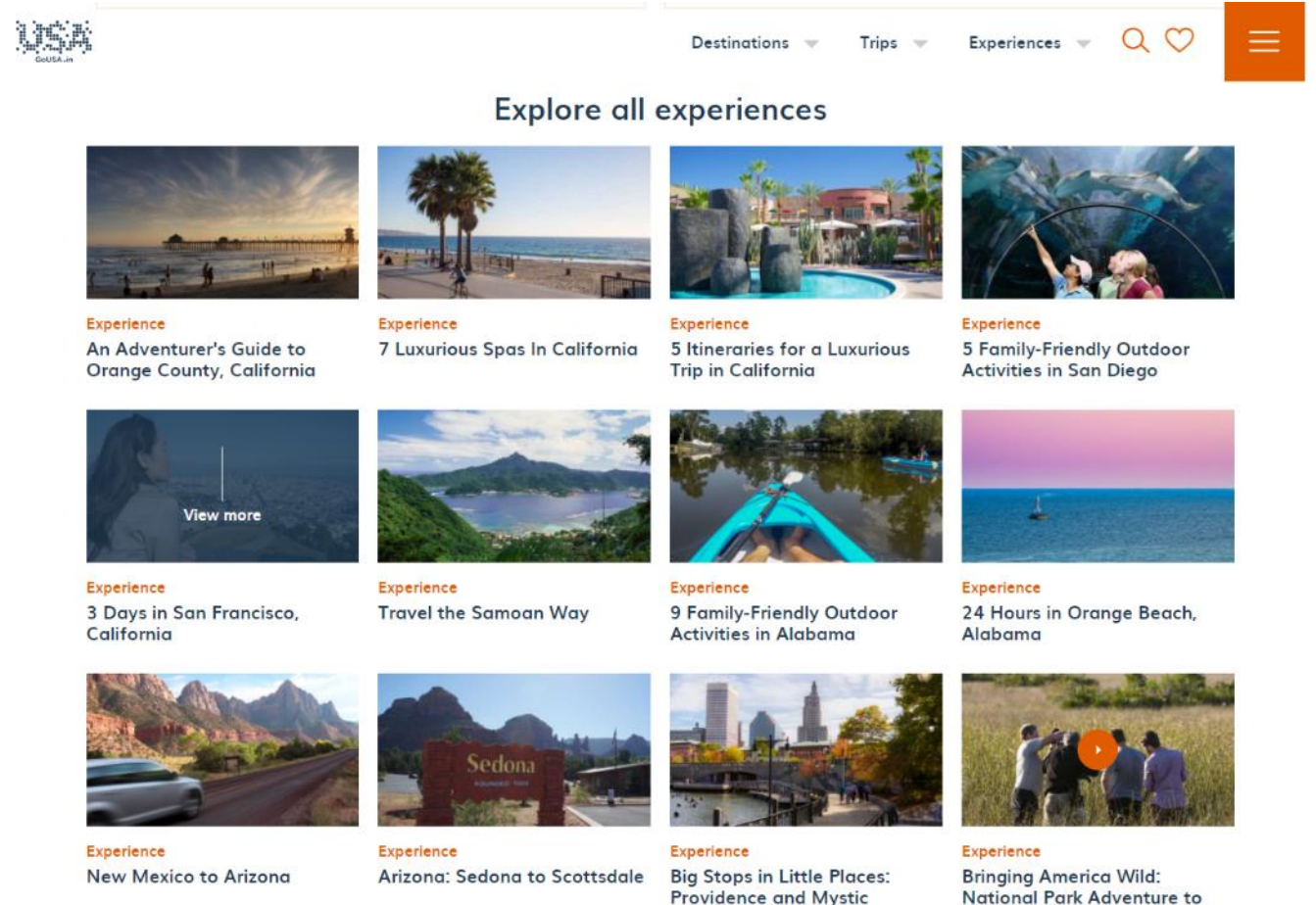
Example:

Region – California (under Pacific region)
Topics – Lifestyle

Observation 1: The Couples and Family selection gave us a few common writeups.

Observation 2: Similarly, Couples and LGBT populated a few common writeups.

Finding: The writeups can be mapped to multiple sub-topics.



The screenshot shows the GoUSA.in website interface. At the top, there is a navigation bar with the GoUSA.in logo, a search icon, and a heart icon. Below the navigation bar, the text "Explore all experiences" is displayed. The main content area features a grid of 12 travel experience cards, each with a thumbnail image, a title, and a brief description. The cards are arranged in three rows and four columns.

Experience	Experience	Experience	Experience
An Adventurer's Guide to Orange County, California	7 Luxurious Spas In California	5 Itineraries for a Luxurious Trip in California	5 Family-Friendly Outdoor Activities in San Diego
3 Days in San Francisco, California	Travel the Samoan Way	9 Family-Friendly Outdoor Activities in Alabama	24 Hours in Orange Beach, Alabama
New Mexico to Arizona	Arizona: Sedona to Scottsdale	Big Stops in Little Places: Providence and Mystic	Bringing America Wild: National Park Adventure to

Benchmarking – Experiences - USA - Level 2

Example:

Any write-up is opened.

The write-up has some **Related Topics** mentioned at the end.

Observation 1: The items listed under **Related Topics** are sub-topics (from under different types)

Observation 2: The write-up is being showcased under each of the listed sub-topics (i.e. those under “Related Topics”)

Finding: The write-ups have been mapped to multiple sub-topics (even of different types).

protest of great political importance? A music legend? Whatever you encounter, it
will be a show to remember.

Destinations ▾ Trips ▾ Experiences ▾
Hear the Music, E

Kat Meoz exploring a West Hollywood street

Related Topics:
[Lifestyle](#) [Cities & Towns](#) [Culture & History](#) [Entertainment](#) [LGBT](#) [Sightseeing](#) [Nightlife](#) [Music](#)

Benchmarking – Experiences – USA - Level 2

- All the Experience page comprise the following –
 - Banner image
 - Map view of the locations
 - Write-up on experiences
 - More information -
 - Links to external website
 - How to reach
 - More Experiences nearby



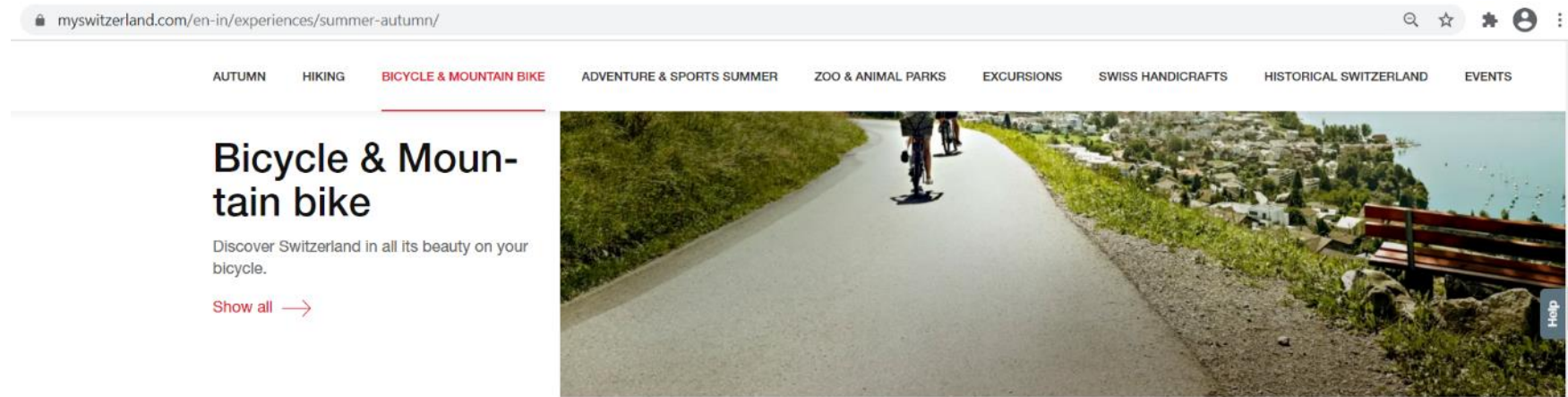
The screenshot shows a web browser displaying a travel page for Sonoma County, California. The URL is gousa.in/experience/sonoma-county-california-8-simple-pleasures-savor-wine-country. The page features a large banner image of a vineyard with two people sitting on a picnic blanket in the foreground. The text on the banner reads "California" and "Sonoma County, California: 8 Simple Pleasures to Savor in Wine Country". Below the banner is a map of the United States with a red pin on California. The map includes state abbreviations and the text "United States" and "Map data ©2021 Google, INEGI". Below the map is a "View all states" button. At the bottom of the page, there are two orange buttons: one with a heart icon and one with a share icon. The page also has a navigation bar with "Destinations", "Trips", and "Experiences" dropdown menus, a search icon, a heart icon, a hamburger menu icon, and a "Map" button.

From world-class wineries to unforgettable views, this Northern California jewel offers much to explore.

Sonoma County is most well-known for its award-winning winemaking regions. But this Northern California gem offers much more for visitors, including delectable dining, unforgettable outdoor adventures, historic sites and plenty of opportunities to take part in local arts and culture.

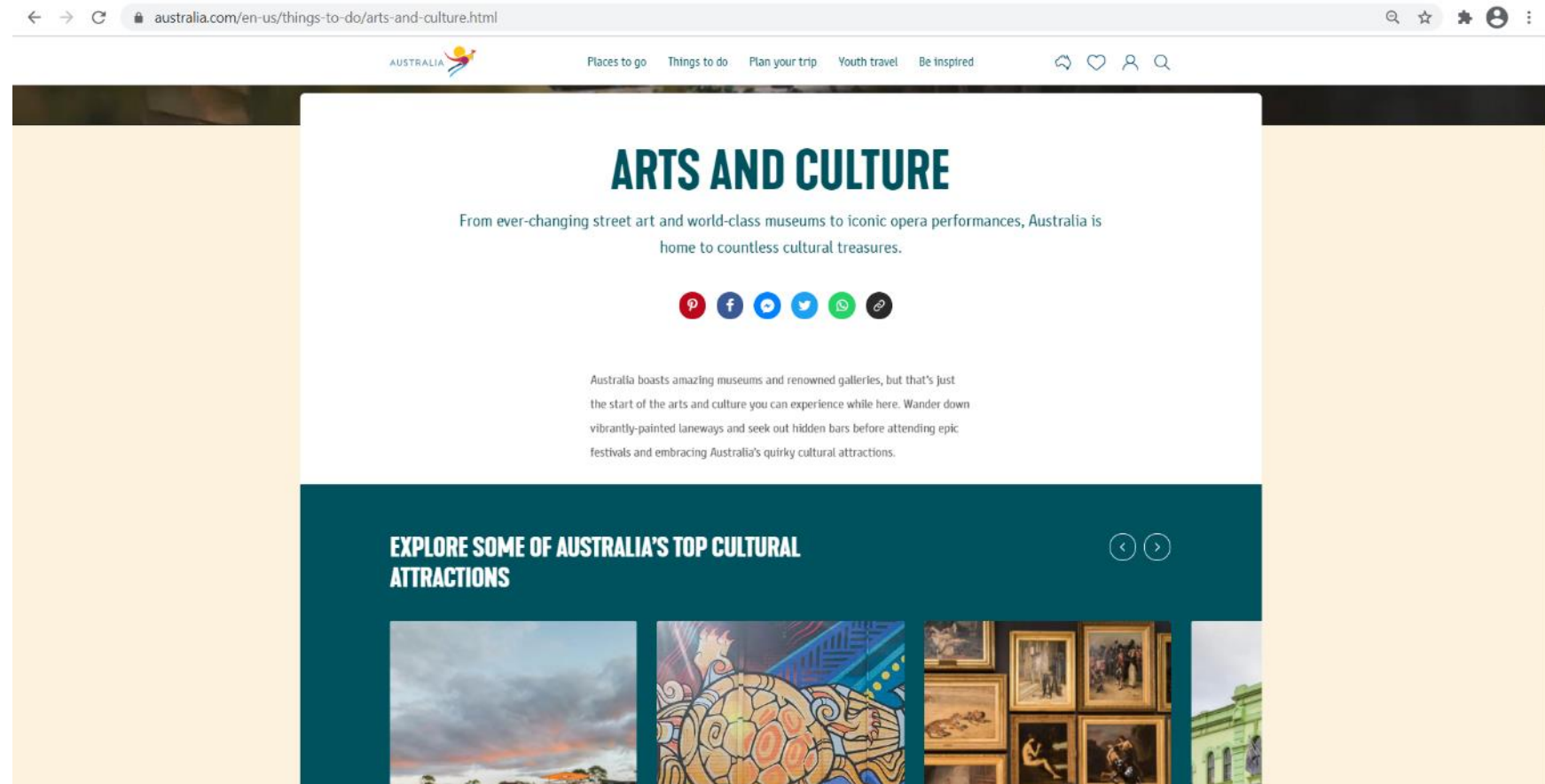
Benchmarking – Experiences – Switzerland - Level 2

- The page for the categories under Experiences comprise the following:
 - Brief writeup about categories contained within with 'Show All' option
 - 2-3 writeup links for containing sub-category
- 'Show All' represents the multiple sub-categories—
 - Description of sub-category
 - Different options available within the sub-category



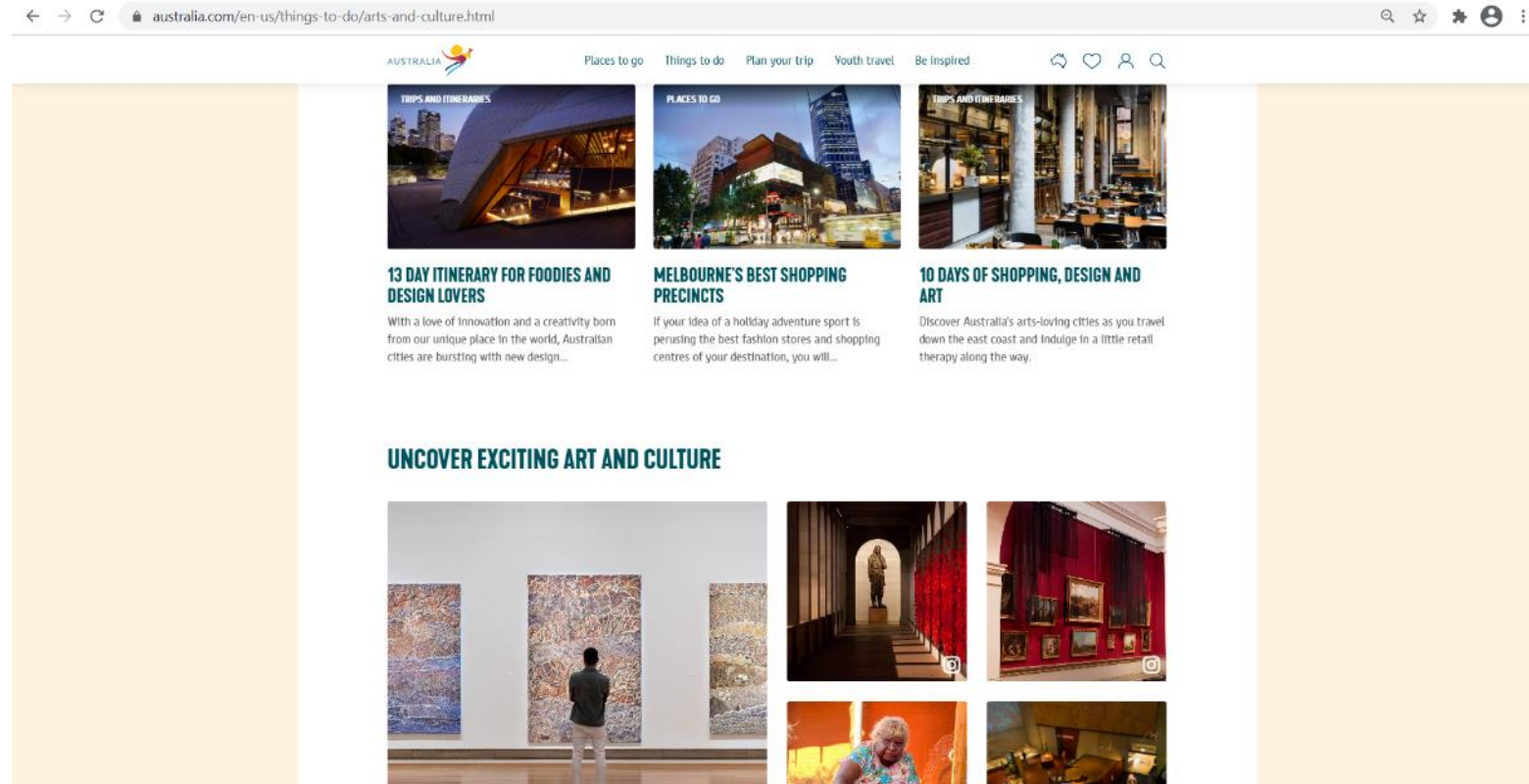
Benchmarking – Experiences – Australia - Level 2

- The pages for each category within 'Interests' comprise the following:
 - Banner image/video
 - Introductory write-up
 - Key highlights of the experience - Multiple writeups (trips & itineraries are included too)
 - Links to external websites
 - Interesting facts (when available)
 - 'More articles like this' section (with 2-3 suggestions)



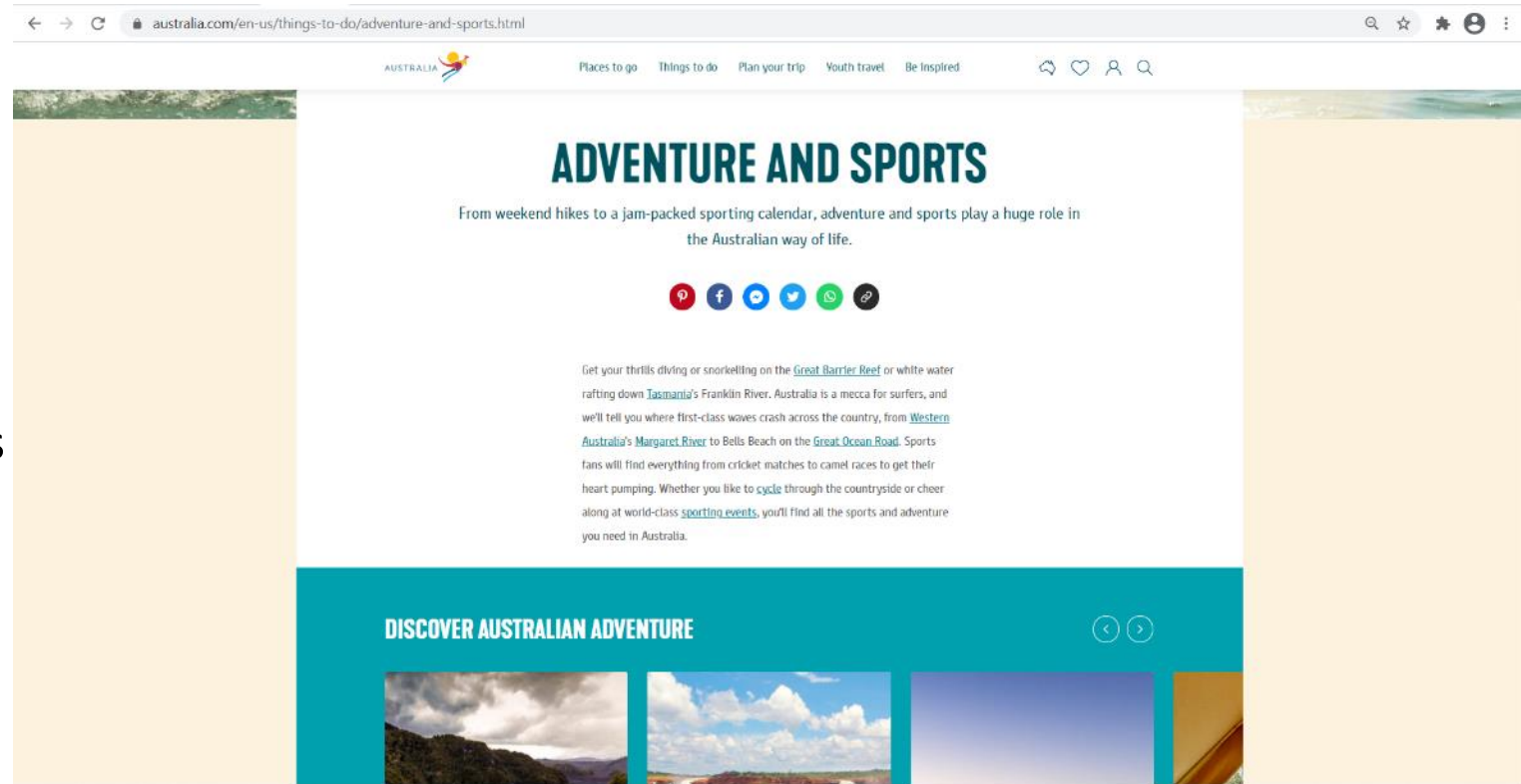
Benchmarking – Experiences – Australia - Level 2

- The pages for each category within 'Interests' comprise the following (contd.):
 - Additional sub-categories - writeups, with tags such as –
 - 'Places to Go',
 - 'Trips & Itineraries',
 - 'Things to Do' (at some locations),
 - 'Events' (as per availability)
 - Highlights of the experience
 - Public images (shared by official tourism portals and individual contributors on social media sites)



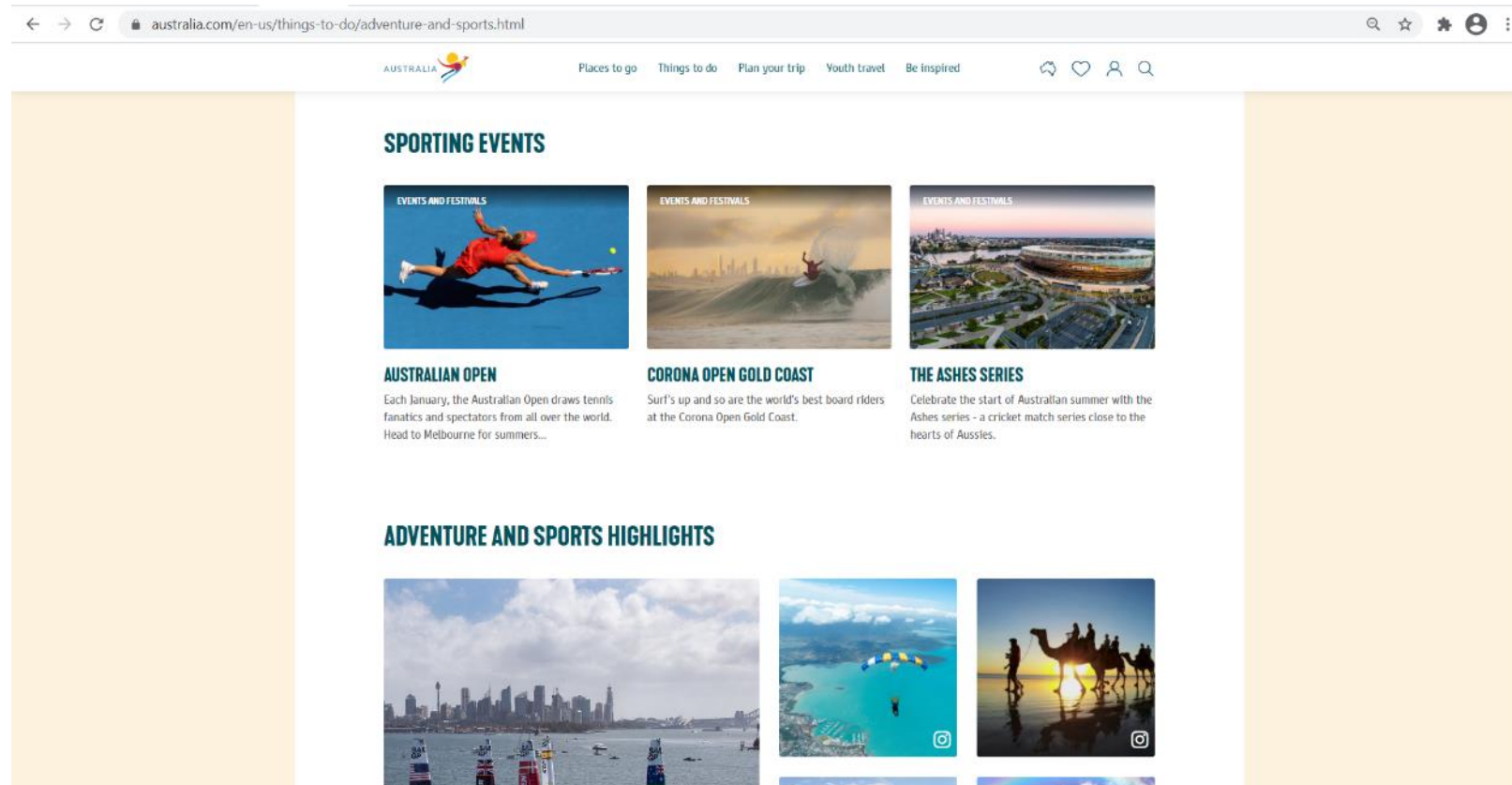
Benchmarking – Experiences – Australia - Level 2

- The pages for each category within ‘Activities’ (except Events & Festivals) comprise the following:
 - Banner image
 - Introductory write-up
 - Key highlights of the experience - Multiple writeups
 - Writeups are tagged as ‘Places to go’, ‘Events & Festivals’ and ‘Things to Do’ and contain -
 - Links to external websites
 - Interesting facts (when available)
 - ‘More articles like this’ section (with 2-3 suggestions)



Benchmarking – Experiences – Australia - Level 2

- The pages for each category within ‘Activities’ (except Events & Festivals) comprise the following (contd.):
 - Additional sub-categories - writeups, with tags such as –
 - ‘Places to Go’,
 - ‘Trips & Itineraries’,
 - ‘Things to Do’ (at some locations),
 - ‘Events’ (as per availability)
 - Highlights of the experience
 - Link to public images (shared by official tourism portals and individual contributors on social media sites)



Benchmarking – Experiences – Inferences on User interface

Inferences – User Interface (similar to that of USA)

- Category-wise and Region-wise filters of Experiences
- Categories split into sub-categories
- Regions split into states/UTs
- Content is written in the form of engaging blogs (with the intent of providing curated travel ideas)
- External website links mapped with the relevant section
- Hyperlinking to destination pages

Benchmarking – Trips

Trips: Our understanding

A trip refers to a journey or excursion undertaken for the purpose of leisure or business among other purposes.

Why trips?

‘Trip’ is a primary building block of any digital tourism portal. It includes details of itineraries comprising multiple destinations and / or attractions. Using the feature, the visitor can plan for the journey.

Value derived from ‘Trips’ feature:

A listing of itineraries on the portal will be beneficial for the viewers who would be able to better prepare for their journey from the list of available itineraries.

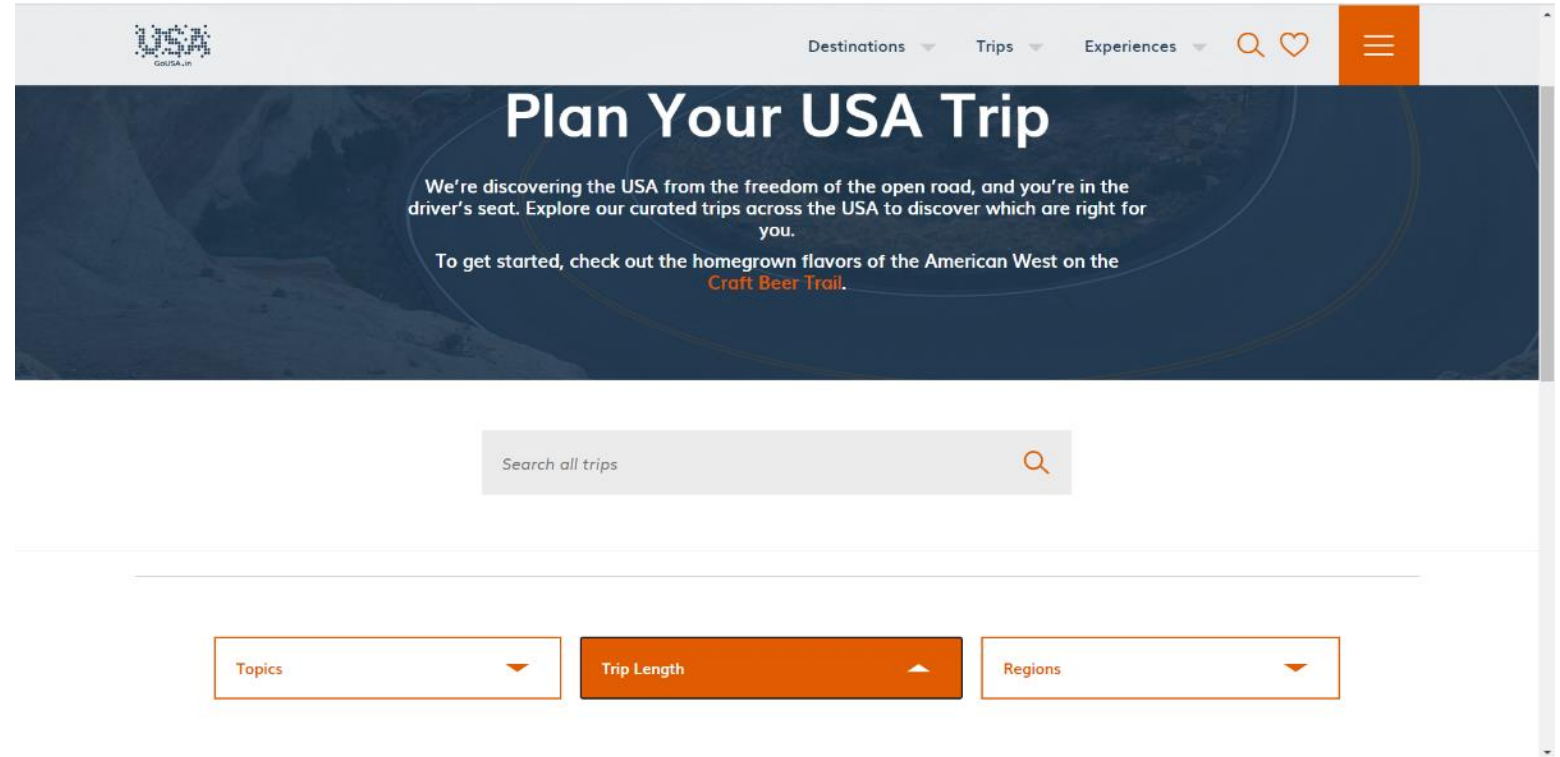
Benchmarking – Trips – Level 1

The Trips could be filtered as per following:

- Experiences
 - Different categories and sub-categories
 - Trip Length
 - 1-2 days
 - 3-4 days
 - 5-7 days
 - 8+ days
 - Regions
 - Region (with State/UT)
 - Mode of transport – Walking, Cruise, Car, Bus, Train
-
- Trips page highlights the following:
 - Featured trips
 - as per ongoing campaign
 - Popular trips
 - Trips comprising most visited attractions
 - Explore all trips
 - All the trips on the portal

Benchmarking – Trips – USA – Level 1

- Trips can be filtered as per following:
 - Topics (Experiences)
 - 7 categories, and containing sub-categories
 - Trip Length
 - 1-2 days
 - 3-4 days
 - 5-7 days
 - 8+ days
 - Regions
 - Region and State-wise



Benchmarking – Trips – USA - Level 1

- Also, below the selection panel, the following options are there –
- Trips page highlights the following:
 - Featured trips
 - Popular trips
 - Explore all trips

The screenshot displays the USA Southern website interface. At the top, there is a navigation bar with the USA Southern logo, a search icon, a heart icon, and a menu icon. Below the navigation bar, the 'Featured trips' section is highlighted with a light blue background. It contains three trip cards, each with a featured image, a 'Featured' label, a duration, and a title. Below this, the 'Popular' section is shown with four trip cards, each with an image, a duration, and a title. At the bottom, there is a section titled 'Explore all trips' with a row of four small, partially visible images.

USA
southern

Destinations ▾ Trips ▾ Experiences ▾ 🔍 ❤️ ☰

Featured trips

Trip - 5 days
For the Love of Southern Food

Trip - 4 days
Savory Southern Cuisine

Trip - 5 days
Barbecue and Brews Itinerary

Popular

Trip - 6 days
Pacific Northwest

Trip - 1-2 weeks
Going Down the Great River Road

Trip - 1-2 weeks
Coast to Coast by Rail

Trip - 1-2 weeks
Southern States

Explore all trips

Benchmarking – Trips – Singapore – Level 1

- Trips can be filtered as per following:
 - Topics (Experiences)
 - 7 categories
 - Trip Length
 - 0-7 days (slider)
- Total 51 itineraries are listed

Home > Itineraries

Itineraries


Show me only

- See & Do (39)
- Beyond Singapore (2)
- Things to See & Do (29)
- History (1)
- Where to Shop (7)
- Nature & Wildlife (1)
- Dining Out (5)

Length of stay 7 Days

0 ————— 7


➔ Update Results



THINGS TO SEE & DO

Hip meets heritage—a 1-day guide


Experience the delightful contrast between Singapore's past and present, with our guide to trendy and traditional neighbourhoods.



THINGS TO SEE & DO

3-day Itinerary in Singapore


In town for a short while? Shop, eat, and play with this detailed 3-day itinerary and enjoy the best of Singapore.



THINGS TO SEE & DO

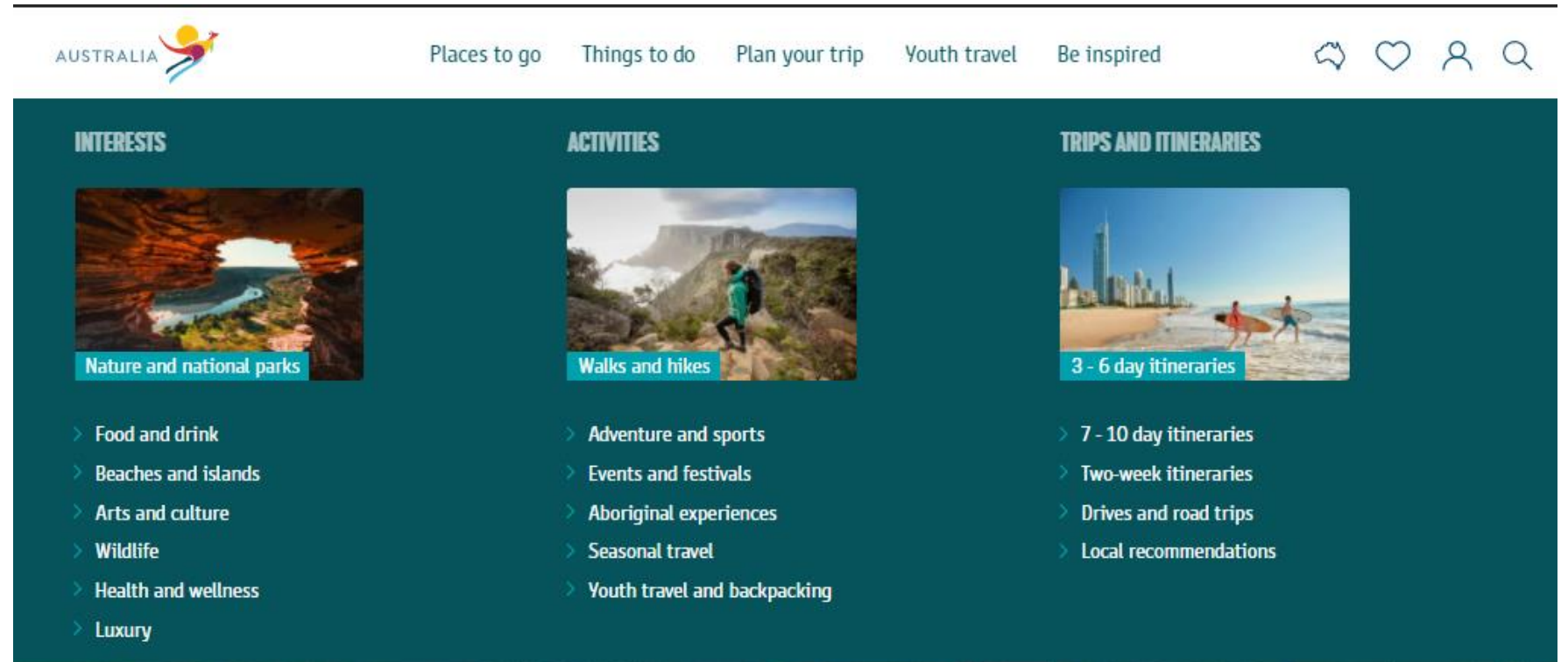
Secret Singapore: A 3-day itinerary

Go off the beaten track and discover a whole new dimension to Singapore with this three-day itinerary.






Benchmarking – Trips – Australia – Level 1

- Itineraries are categorised as per length of travel:
 - 3-6 days
 - 2 week
 - Drives & Road trips
- There is also a provision for local recommendations



The screenshot displays the Australia Travel website interface. At the top, the 'AUSTRALIA' logo is on the left, and navigation links for 'Places to go', 'Things to do', 'Plan your trip', 'Youth travel', and 'Be inspired' are in the center. On the right, there are icons for a map, a heart, a person, and a search magnifying glass. Below the navigation, the page is divided into three main sections: 'INTERESTS', 'ACTIVITIES', and 'TRIPS AND ITINERARIES'. Each section features a representative image and a list of sub-categories.

INTERESTS	ACTIVITIES	TRIPS AND ITINERARIES
 Nature and national parks	 Walks and hikes	 3 - 6 day itineraries
<ul style="list-style-type: none">> Food and drink> Beaches and islands> Arts and culture> Wildlife> Health and wellness> Luxury	<ul style="list-style-type: none">> Adventure and sports> Events and festivals> Aboriginal experiences> Seasonal travel> Youth travel and backpacking	<ul style="list-style-type: none">> 7 - 10 day itineraries> Two-week itineraries> Drives and road trips> Local recommendations

Benchmarking – Trips – Scotland – Level 1

- Following filters to choose the itineraries:
 - Mode of transport
 - Days
 - 1-3 days
 - 4-6 days
 - 7-11 days
 - 12+ days

There are a total of 52 itineraries.

The screenshot shows the website visitscotland.com/see-do/itineraries/. The 'FILTERS' section includes a 'Transport' row with icons for walking, cycling, sailing, car, bus, train, and ferry, with the car icon selected. The 'Days' row has buttons for 1-3, 4-6, 7-11, and 12+ days. Below the filters, it states 'Search returned 37 result(s)' and includes a 'Reset filters' button. Three itinerary cards are displayed:

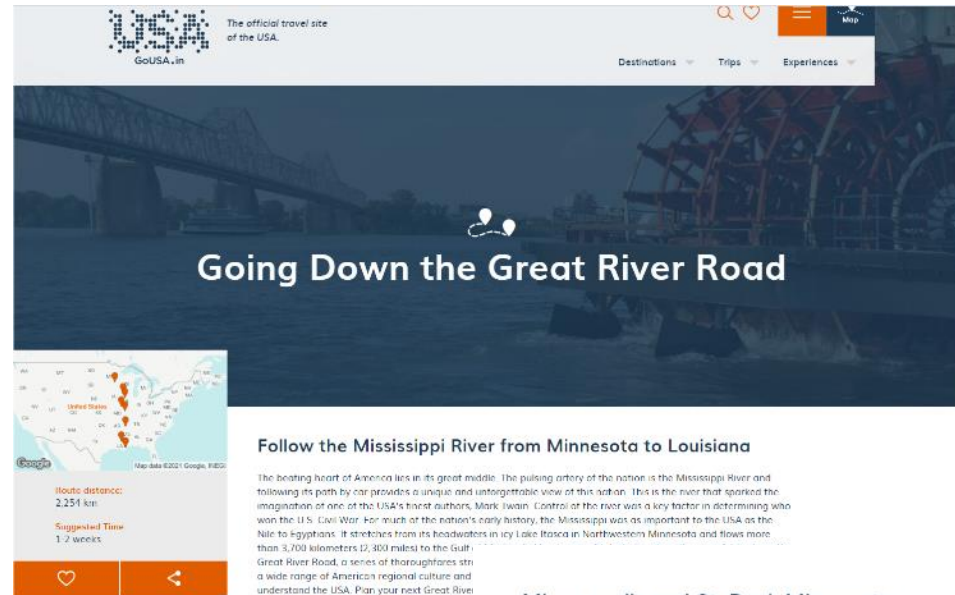
- THE ULTIMATE SCOTLAND ITINERARY**: Features a photo of the aurora borealis. Description: 'Venture around some of the most popular attractions and locations in this 14 day Ultimate Scotland Itinerary.' Duration: 14 Days | 855 Miles. Includes icons for bus, car, and walking.
- 7 DAYS IN THE EAST OF SCOTLAND**: Features a photo of a historic stone ruin. Description: 'Follow this itinerary to see the highlights of the east of Scotland including dramatic coastline, historic castles and awesome attractions!' Duration: 7 Days | 396 Miles. Includes a car icon.
- 7 DAYS OF IC SIGHTSEEING OF SCOTLAND**: Features a photo of a lake and mountains. Description: 'From Glasgow to the lochs, this itinerary takes you to some of the best bits.' Duration: 7 Days | 341 Miles. Includes a car icon.

Benchmarking – Trips – Level 2

- All the itineraries page could comprise the following –
 - Banner video
 - Map view of the locations
 - Route distance
 - Suggested time of undertaking the trip (in days/weeks)
 - Brief write-up about the route/trip
 - Following details about each stop on the trip -
 - Images
 - Brief write-up (with internal/external links)
 - ‘More information’ - external links
 - ‘You may enjoy’ - Highlighted experience of the place
 - ‘Continue exploring’ section – region-wise proximity
 - Indicator graphics to show progress in the itinerary – with links to the stops

Benchmarking – Trips – USA – Level 2

- All the Trips page comprise the following –
 - Banner video
 - Map view of the locations
 - Route distance
 - Suggested time (in days/weeks)
 - Brief write-up about the route/trip
 - Starting Point (1st location in the itinerary)
 - Images
 - Brief write-up (with internal/external links)
 - ‘More information’ - external links
 - ‘You may enjoy’ - Highlighted Experience of the place (1 only)



The screenshot shows the GoUSA.in website interface. At the top, there's a navigation bar with 'Destinations', 'Trips', and 'Experiences' menus. The main header features a large banner image of a river with a water wheel and the text 'Going Down the Great River Road'. Below the banner is a map showing the route along the Mississippi River, with a sidebar displaying 'Route distance: 2,251 km' and 'Suggested Time: 1.2 weeks'. The main content area has a sub-header 'Follow the Mississippi River from Minnesota to Louisiana' and a paragraph of text describing the river's significance in American history.

Minneapolis and St. Paul, Minnesota

Begin your trip in **Minnesota** when you fly into Minneapolis-St Paul International Airport. The modern metropolis of **Minneapolis** was the jumping off point for westward expansion and home to grain mills along the Mississippi River banks, remnants of which you can see today. The friendly city was also the lifelong home to one of the USA's most innovative performers: Prince. The First Avenue Club is the venue where Prince began performing and would continue to play throughout his career. Nearby in **Bloomington**, the Mall of America – the second largest shopping mall in the United States – offers 500 retail stores, rollercoaster rides, luxury hotels and a water park. In the summer, catch a Minnesota Twins game at Target Field, consistently ranked as one of the best ballparks in Major League Baseball.



More information [Official Minneapolis Travel Site](#)
[Bloomington and Mall of America](#)



Experience
8 Bike-Friendly Cities in the USA

385 km

5 hours by car

Benchmarking – Trips – USA – Level 2

- All the Trips page comprise the following (contd.) –
 - Between every location - Distance and time taken (by car) to reach the next location on the itinerary
 - Next location (till the end of the trip)
 - Images
 - Brief write-up (with internal/external links)
 - ‘More information’ - external links
 - ‘You may enjoy’ - Highlighted Experience of the place (1 only)
 - ‘Continue exploring’ section – region-wise proximity
 - Progress bar of the itinerary on top – with links to the destination

The screenshot displays a travel website interface. At the top, a dark banner with the Golden Gate Bridge in the background contains the text "Continue exploring" and a heart icon. Below this, a grid of six trip cards is shown, each with a representative image and a title. The cards are: "Small Towns and Country Roads through Louisiana and Arkansas" (1-2 weeks), "Southern Sights: Nashville, Memphis, Northern Alabama and Atlanta" (1-2 weeks), "Savory Southern Cuisine" (4 days), "Southern Atlantic Coast" (1-2 weeks), "Nashville to New Orleans" (1-2 weeks), and "Sweet Home Alabama" (1-2 weeks). A yellow circle highlights a card for "Fresh Finds in Jackson, Mississippi" which is currently selected. Below the grid is a progress bar with several dots representing destinations. The main content area features a large image of a bridge over a river, with a text box titled "Blues, Views and Delicious Eats in Greenville, Mississippi" and a "More information" link. A sidebar on the right contains a "You may enjoy" section with links to "Visit Greenville" and "Warfield Point Park".

Continue exploring

Trip - 1-2 weeks
Small Towns and Country Roads through Louisiana and Arkansas

Trip - 1-2 weeks
Southern Sights: Nashville, Memphis, Northern Alabama and Atlanta

Trip - 4 days
Savory Southern Cuisine

Trip - 1-2 weeks
Southern Atlantic Coast

Trip - 1-2 weeks
Nashville to New Orleans

Sweet Home Alabama

Fresh Finds in Jackson, Mississippi

Blues, Views and Delicious Eats in Greenville, Mississippi

More information

Visit Greenville
Warfield Point Park

You may enjoy

Benchmarking – Trips – USA – Level 2

Other Features:

More information

[Official Minneapolis Travel Site](#)
[Bloomington and Mall of America](#)

You may enjoy



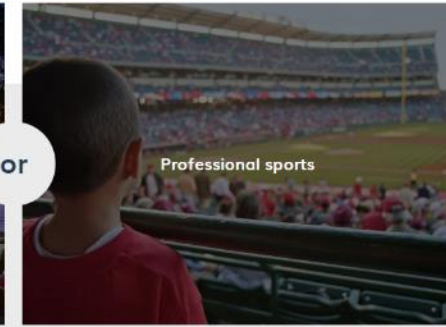
Experience
8 Bike-Friendly Cities in the USA

Links to official attraction websites

Recommendation for next itinerary / trip

See How Far You Can Go

Choose one of the two images below to customize your journey and match you with content that interests you.



Cities & Towns

Outdoors

Browse your results



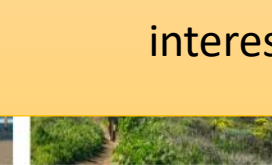
Trip
Small Towns, Big Cities and Beaches: Driving Florida's Gulf Coast and Beyond



Trip
Puerto Rico: An Island Exploration of Culture, Beaches and Cuisine



Experience
Huntington Beach, California: Surf, Shop and Dine in Paradise



Trip
California's Central Coast: Road Trip through Natural and Cultural Wonders

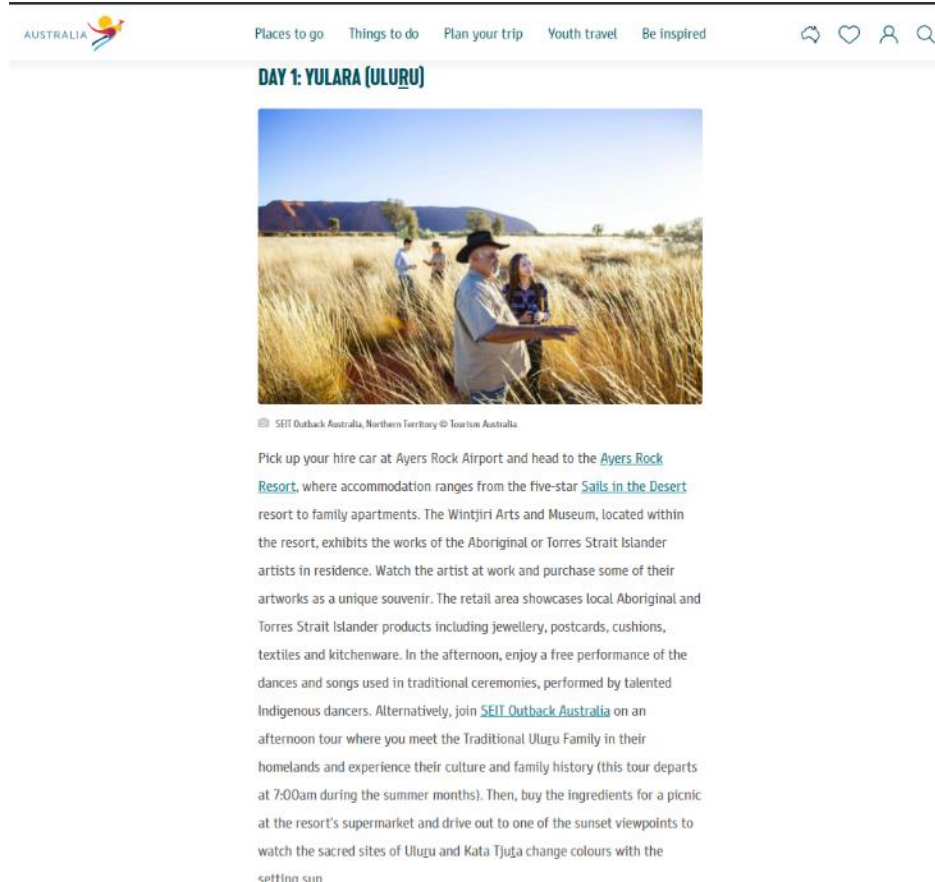
Recommendations based on interests

Shuffle results

Benchmarking – Trips – Australia – Level 2

All the itineraries comprise the following:


- Day wise write-up (highlighting places of attraction)
- External website links
 - To book accommodation or to book some tours
- “Explore nearby” section



AUSTRALIA

Places to go Things to do Plan your trip Youth travel Be inspired

DAY 1: YULARA (ULURU)



© SEIT Outback Australia, Northern Territory © Tourism Australia

Pick up your hire car at [Ayers Rock Airport](#) and head to the [Ayers Rock Resort](#), where accommodation ranges from the five-star [Sails in the Desert](#) resort to family apartments. The Wintjiri Arts and Museum, located within the resort, exhibits the works of the Aboriginal or Torres Strait Islander artists in residence. Watch the artist at work and purchase some of their artworks as a unique souvenir. The retail area showcases local Aboriginal and Torres Strait Islander products including jewellery, postcards, cushions, textiles and kitchenware. In the afternoon, enjoy a free performance of the dances and songs used in traditional ceremonies, performed by talented Indigenous dancers. Alternatively, join [SEIT Outback Australia](#) on an afternoon tour where you meet the Traditional Uluru Family in their homelands and experience their culture and family history (this tour departs at 7:00am during the summer months). Then, buy the ingredients for a picnic at the resort's supermarket and drive out to one of the sunset viewpoints to watch the sacred sites of Uluru and Kata Tjuta change colours with the

Benchmarking – Trips – Australia – Level 2

TRIPS AND ITINERARIES

Discover the journey of a lifetime in Australia.



THREE-DAY ITINERARIES



3 DAYS IN SYDNEY

Discover Sydney's glistening waterways and charming inner-city precincts before indulging yourself in the Hunter Valley wine...

TWO-WEEK ITINERARIES

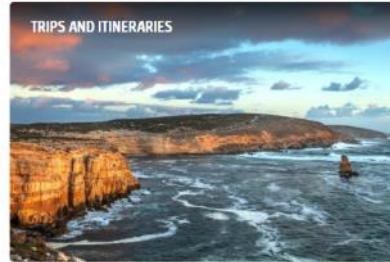


14 DAYS DRIVING AUSTRALIA'S STUNNING SOUTH WEST EDGE

Experience the extraordinary landscape of the South West in one great road trip.

Types of itineraries available:

POPULAR ITINERARIES



ADELAIDE TO THE EYRE PENINSULA IN 10 DAYS

Ready for the ultimate seafood-and-sea-creatures adventure? Departing Adelaide, this 10 day road trip will take you along the epic...

SELF-DRIVE ITINERARIES



12-DAY ROAD TRIP THROUGH NEW SOUTH WALES

Venture beyond landmarks like the Sydney Harbour Bridge and Bondi Beach, and you'll be rewarded with world-class wineries,...

COASTAL ITINERARIES



DRIVE THE LEGENDARY PACIFIC COAST TOURING ROUTE

From world-class wine to sparkling beaches and ancient rainforest walks, the New South Wales Legendary Pacific Coast is a drive to...

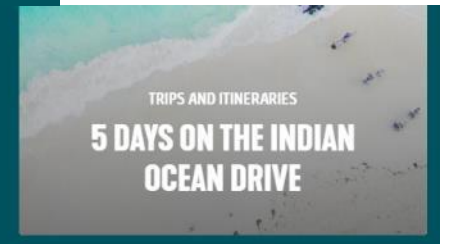
RECONNECT WITH NATURE



10 DAYS OF WATERHOLE HOPPING IN THE NORTHERN TERRITORY



6-DAY JOURNEY THROUGH TASMANIA'S WESTERN WILDS



5 DAYS ON THE INDIAN OCEAN DRIVE

Benchmarking – Trips – Australia – Level 2

[Australia Tourism - https://www.australia.com/](https://www.australia.com/)

9 GREAT AUSTRALIAN ROAD TRIPS

Enjoy the freedom of the wide open road on one of these classic Australian road trips.



By Lee Atkinson

Road tripping is arguably the best way to see Australia. Even in the outback you'll generally find regular gas stations, friendly towns and plenty of roadhouses and restaurants to visit, not to mention some of the world's most breathtaking scenery. Hire a car, pack your sense of adventure and drive into the sunset on one of these great trips.

Collection of road trips

ROAD TRIPS AND SELF-DRIVE JOURNEYS

Dreaming of the open road? From expansive outback adventures to dramatic coastline routes and lush green landscapes, there's no better place to traverse on wheels than Australia. Choose a type of road trip, location and duration that suits you; your journey begins here.



Location Duration More Filters



3 DAYS IN CANBERRA

Canberra makes for a perfectly rounded short break full of food, culture, history and outdoor activity.

[View on map](#)

Links to external website

FROM MELBOURNE: DRIVE THE GREAT OCEAN ROAD

This is one of Australia's most celebrated road trips, and for good reason. You'll quickly lose count of the "wow" moments on the 243 kilometre (150 mile) [Great Ocean Road](#), which starts an easy 90 minute drive from [Melbourne](#), as one you witness stunning views at every turn. You'll see the famous Twelve Apostles (large limestone rock formations in the ocean) and historic lighthouses, and visit waterfront cafés and hotels with sea views. There are lush patches of rainforest, shipwrecks, koalas, migrating whales, national parks, wild surf and windswept beaches. Stay for a couple of nights at one of the seaside towns or do the return trip in a day.

[Read more about the Great Ocean Road](#)

FROM ADELAIDE: DRIVE TO THE FLINDERS RANGES AND OUTBACK

The Explorers Way drive to the [Flinders Ranges](#) takes you into the heart of this dramatic mountain range, one of the oldest on the planet. From [Adelaide](#) it takes five hours to reach Wilpena Pound, a natural phenomenon that looks like a giant crater in the heart of the Flinders Ranges. Stay a couple of nights and join a 4WD sunset tour or take a scenic flight over the Pound. If you have a 4WD vehicle of your own, explore the network of gravel roads through ancient gorges and over rocky, weathered peaks. Try some grilled kangaroo, camel and emu at one of the outback's most famous pubs, the [Prairie Hotel](#) at Parachilna, before heading back to the city.

[Read more about the Explorers Way](#)

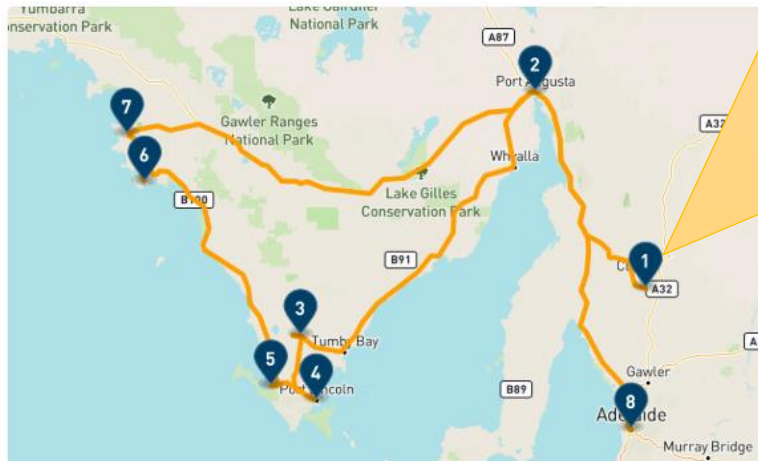
Benchmarking – Trips – Australia – Level 2

What to expect

- Taste Australia's most celebrated seafood
- Swim with dolphins, dive with great white sharks
- Explore a gorgeous outback peninsula the size of Ireland

Fast facts

- Time: 10 days
- Distance: 1,700 kilometres (1,056 miles)
- Transport: car
- Nearest major city: Adelaide
- Price: \$\$\$



Clicking on the map leads users to a separate page with detailed information and map integration

A screenshot of a travel app interface. The main heading is "Adelaide to the Eyre Peninsula in 10 days". Below the heading is a short description: "Ready for the ultimate seafood-and-sea-creatures adventure? Departing Adelaide, this 10 day road trip will take you along the epic coastline of, famous for its incredibly bountiful oceans." There is a "Find out more" link. Below this is a list of stops: 1 Clare Valley/Mintaro, 2 Port Augusta. To the right is a map showing the route with numbered stops 1 through 8. A callout box for "BAIRD BAY" is open, showing a photo of a diver and text: "It's a 3.5-hour drive up the west coast of the Eyre Peninsula triangle to Baird Bay, so break up the journey in Elliston." There is a "Find out more" link. A speech bubble points to the callout box with the text "Suggestions on duration and mode of travel".

Benchmarking – Trips – Scotland – Level 2

Scotland Tourism - <https://www.visitscotland.com/>



ITINERARIES

SCOTLAND ITINERARIES

Indications for suggested mode of transport

personality, Scotland has bucket-loads of experiences and adventures – so how will you know where to start? Don't worry, there's a range of itineraries to help you get planning your ideal trip – whether it's a **week's island-hopping**, or a three-day tour of Highland castles. And there's something for **golf lovers** and whisky fans too –

this is Scotland, after all!



FILTERS

Transport:



Days:



Explore Dundee over just 24 hours, with this great one-day itinerary! From amazing food & drink, to inspiring museums & galleries.

1 Days | 14 Miles

[MORE >](#)



Venture around some of the most popular attractions and locations in this 14 day Ultimate Scotland Itinerary.

14 Days | 855 Miles

[MORE >](#)

Benchmarking – Trips – Scotland – Level 2

Scotland Tourism - <https://www.visitscotland.com/>

Search for in

Information at a glance

Home » Holidays & breaks » The Ultimate Scotland Itinerary

OUTDOORS THE ULTIMATE SCOTLAND ITINERARY



Venture across Scotland, exploring some of the most popular attractions and locations in this 14 day Ultimate Scotland Itinerary.

TRANSPORT 	DAYS 14	MILES 855
ROUTE Explore a variety of regions across Scotland	HIGHLIGHTS Edinburgh Castle, Loch Ness, Cairngorms National Park, Loch Lomond, The Kelpies	AREAS COVERED Scotland-wide

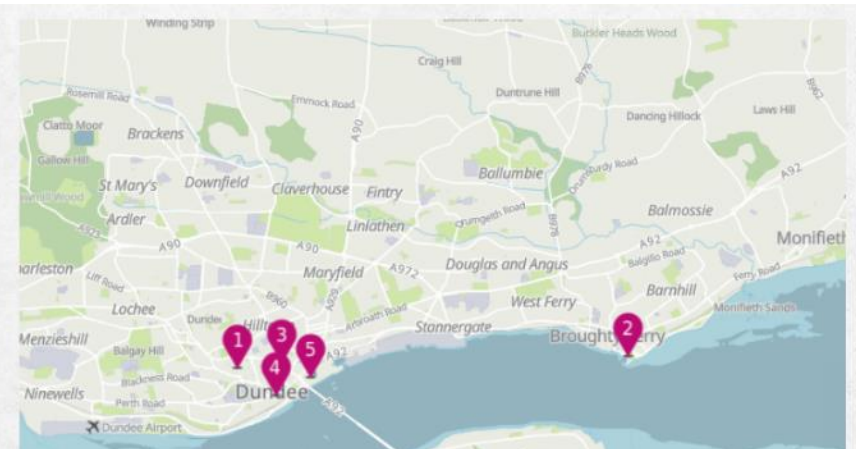
Links to external attraction websites

VERDANT WORKS

...complete without stopping off at the V&A Dundee - Scotland's first museum which opened in September 2018, is the first museum of its kind which puts Dundee centre-stage. Enjoy spending a few hours taking in the city's fashion and engineering to video game design. If that's not enough, make sure to check out the [V&A Dundee](#) website to get the latest updates on upcoming events throughout the year.

Just a short walk away from the museum is the Verdant Works. This world-class attraction offers visitors a unique insight into the history of Dundee's industrial textile heritage. Step back in time as the mill workers take you on a journey of what it was like working here, all while being in awe of the attraction's amazing architecture.

Duration of stay: 2 Hours



Benchmarking – Trips – Scotland – Level 2

Scotland Tourism - <https://www.visitscotland.com/>

DAY 1 2 3 4 5 6 7 8 9 10 11 12 13 14



DAY 1


OVERVIEW

EDINBURGH

Where better to start off your journey than in the Scottish capital? **Edinburgh** is one of Scotland's much loved cities and is home to world-renowned summer festivals, a UNESCO World Heritage Site, as well as bags of **history** to uncover.

Explore **historic monuments**, lovely green spaces, top-class dining experiences, fantastic shopping locations and much more in all the nooks.

MILES 3.5 | KM 5.6 | STOPS 3 | TRANSPORT  



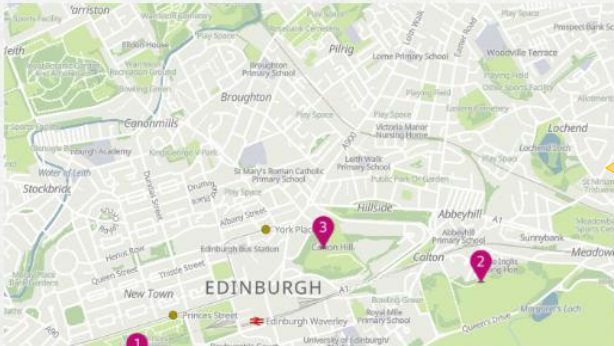

EXPLORE STOP

STOP 1 STOP 2 STOP 3

EDINBURGH CASTLE

Edinburgh Castle is a world-famous landmark, perched proudly on Castle Rock, and overlooks the Old and New Towns below. It is without a doubt the most famous of **Scottish castles**, so come along, take a guided tour and explore the turbulent events that have occurred here in centuries past.

[FIND OUT MORE >](#)



Distance and mode of transport suggestion

Suggested stops in a day

Links to attraction pages within website

Static maps

Benchmarking – Trips – Scotland – Level 2

[Scotland Tourism - https://www.visitscotland.com/](https://www.visitscotland.com/)

SELF-DRIVE TOURS

Book an organised self-drive tour of Scotland and let the professionals organise your transport, accommodation, route and more.

SEARCH TOURS

IDEAS & INSPIRATION

SCOTLAND'S MOST SCENIC DRIVING ROUTES

6 CAN'T-MISS DRIVES ACROSS SCOTLAND

SOUTH WEST COASTAL 300

DRIVING ITINERARIES

Get off the beaten track by following one of Scotland's National Tourist Routes, or check out our brilliant driving and road trip itineraries. Whether you've got a couple of days or whole week, you'll find fantastic route inspiration and details on fascinating attractions to see along the way.

HARRY POTTER FILM AND BOOK LOCATIONS ITINERARY

AN ISLAND HOPPING HOLIDAY ON THE WEST COAST

Road trip guide (13 routes)

SCOTLAND'S ROAD TRIPS

Nothing beats the freedom of exploring a new place on your own personalised road trip. Stop off where you like, see what you like and enjoy the route at your own pace – the perfect holiday!

These spectacular driving routes are all scenic alternatives to the main roads, with a range of great attractions en route. Check out our suggestions for what to see and do on each of the routes and plan your ultimate Scottish road trip.

GET STARTED

Disclaimer



68 miles (109 km)

ANGUS COASTAL ROUTE

Choose this route for – the cliffs and beaches of the east coast, wildlife spotting and historic attractions.



Benchmarking – Planning

Planning: Our understanding

The Planning section will highlight features which the visitor would require to refer while planning for the trip (i.e. before (s)he has set out for the trip).

Why Planning?

‘Planning’ is an important building block of the digital tourism portal. It will include those services and features which the visitor can use or refer to before visiting India in order to plan the journey.

Value derived from ‘Planning’ feature:

A listing of features and services on the portal will be beneficial for the viewers who would be able to better prepare for their journey.

Benchmarking – Planning – Level 1

Planning section could comprise the following sections –

- Trip Planner tool
- IRCTC, ITDC and NIDHI hotel database for hotel booking
- Flight and Railway booking via different service providers
- OTA's listing to redirect visitors to their pages – Tour packages
- IRCTC cruise packages
- MHA e-Visa services & Visit India app integration
- Region-wise Airport information
- Weather details and seasonal information

Benchmarking – Planning – Australia - Level 1

Australia lists down the following:

- Generic facts for planning the trip
- Weather
- Season
- Information about territories
- Time zones
- Hyperlinks to Visa application along with Visa processing FAQs
- Listing of public holidays
- Booking options – Accommodation, tours, travel packages and deals

The screenshot displays the Australia tourism website interface. At the top, the 'AUSTRALIA' logo is on the left, and navigation links for 'Places to go', 'Things to do', 'Plan your trip', 'Youth travel', and 'Be inspired' are in the center. On the right, there are icons for a map, heart, user profile, and search. Below the navigation, the main content area is divided into three columns: 'ABOUT AUSTRALIA' with a 'Facts and planning' link and a list of sub-links; 'TRAVEL INFORMATION' with a 'Visa FAQ' link and a list of sub-links; and 'BOOK YOUR TRIP' with a 'Find a travel agent' link and a list of sub-links. A large image of a person on a beach is visible in the background. At the bottom, a cookie consent banner is present with an 'Ok, I agree' button.

AUSTRALIA Places to go Things to do Plan your trip Youth travel Be inspired

ABOUT AUSTRALIA

Facts and planning

- > Weather in Australia
- > Australia's seasons
- > Cities, states and territories
- > Time zones

TRAVEL INFORMATION

Visa FAQ

- > Getting around
- > Useful tips
- > Australian public holidays

BOOK YOUR TRIP

Find a travel agent

- > Find accommodation
- > Find tours
- > Deals and travel packages
- > Explore Australia by map

We use cookies on this site to enhance your user experience. [Find out more.](#)
By clicking any link on this page you are giving your consent for us to set cookies.

Ok, I agree

Benchmarking – Planning – Switzerland – Level 1

Switzerland lists the following:

- Transport and accommodation related information
- Weather and climate with forecasts
- General facts and history of Switzerland
- Offers around tour packages among others

The screenshot displays a website menu for Switzerland, organized into four main sections:

- Transport & stay**
 - > Travel to Switzerland
 - > Barrier-free travel
 - > Tickets public transport
 - > Service & support
 - > Money and shopping
 - [Read all →](#)
- About Switzerland**
 - > General facts
 - > Custom and tradition
 - > History of Switzerland
 - > The Swiss Art and Culture Scene
 - > Brochures
 - > Health Travel
 - [Read all →](#)
- Weather & Climate**
 - > Forecast
 - > Climate in Switzerland
 - > Snow Report
 - > Water and pool temperatures
 - [Read all →](#)
- Offers**
 - > City offers
 - > Touring offers
 - > Wellness offers
 - > Nature and outdoor offers
 - > Offers for families
 - [Read all →](#)

The **At a glance** section is expanded, showing:

- Languages**: French, with a button for «Bonjour» [bɔ̃ʒuʁ]
- Currency**: Swiss Franc (1 CHF), Euro (0.83 €)
- Weather**: Weather today (Zurich) 5° cloudy, sleet
- Important Numbers**: Ambulance (144), Swiss Air Ambulance (1414)

Benchmarking – Planning – Japan – level 1

Japan lists the following information:

- Information for first time visitors from tips to key travel information
- Travel guides
- Information on different airports
- Transportation related information
- Visitor hotline details
- FAQs section

Media & Industry Meetings & Events

Japan. Endless Discovery.

Destinations Things to do **Plan Your Trip** Articles

Search

First-Time Visitor Info
Airport Access
Getting to Japan
Practical Travel Guides
PDFs

Transportation in Japan
Tourist Info Centers
Japan Visitor Hotline
Volunteer Guides
FAQ

Hotel & Ryokan Search

Restaurant Search

Tours & Activities

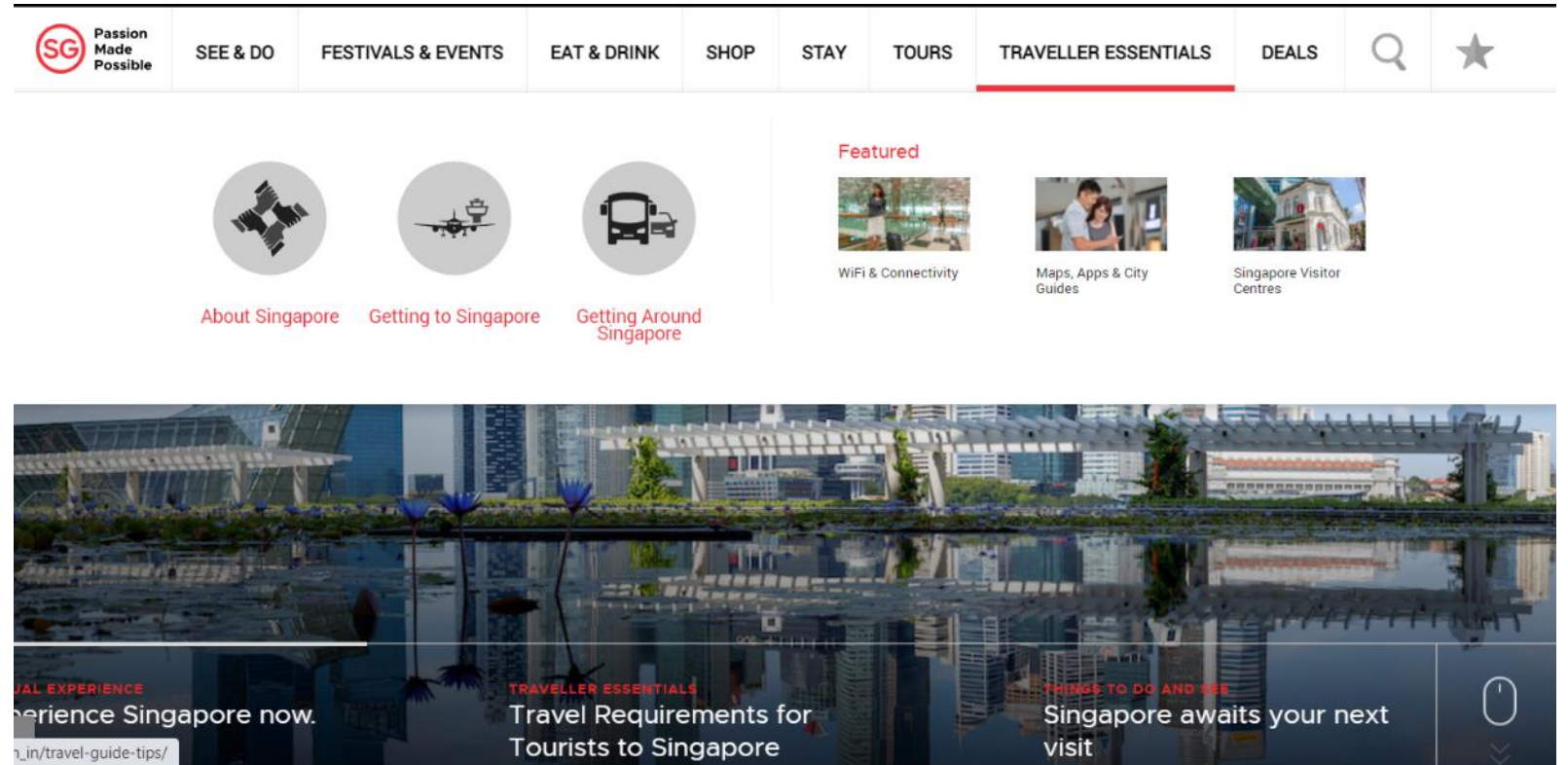
Weather Forecast



Benchmarking – Planning – Singapore – Level 1

Singapore lists the following:

- General information about the country
- Transportation within the country
- Maps and city guides



Benchmarking – Planning – Level 2

Planning section could comprise the following sections and sub-sections –

- Trip Planner tool
 - Integration of a tool to set up an itinerary as per visitor's preferences
- IRCTC, ITDC and NIDHI hotel database for hotel booking
 - Form to collect basic information post which redirected to concerned website
- Flight and railway booking via different service providers
 - Form to collect basic information post which redirected to concerned website
- OTA's listing to redirect visitors to their pages – Tour packages
 - Major OTAs who get into an agreement with the Ministry could be listed down as per the facilities provided by them for the visitors to explore
- IRCTC cruise packages
 - Form to collect basic information post which redirected to concerned website

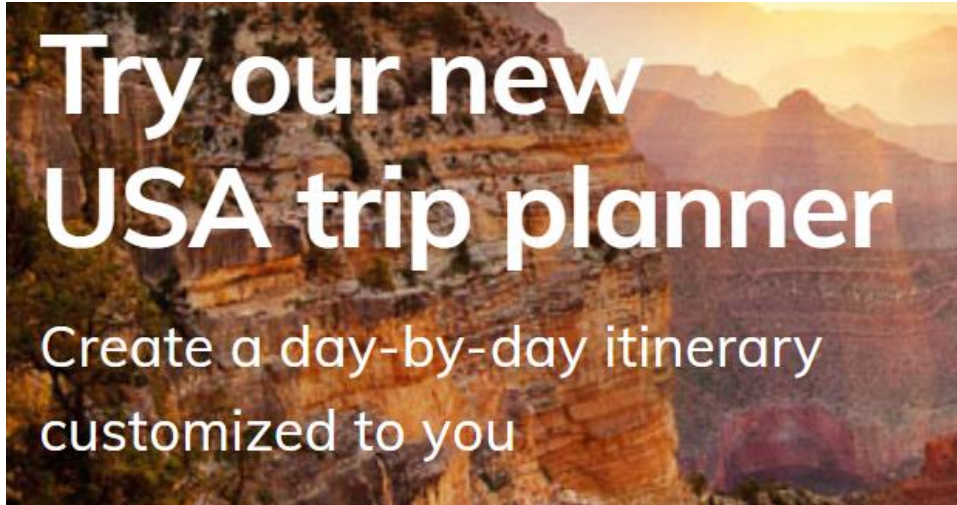
Benchmarking – Planning – Level 2 contd.

Planning section could comprise the following sections and sub-sections –

- MHA e-Visa services & Visit India app integration
 - Integration with MHA e-Visa services post Visit India app integration
- Region-wise Airport information
 - Region wise airport information (preferably on map) along with major cities listed for the ease of navigation of visitor
- Weather details and seasonal information
 - Information of weather of the major cities of the country
 - Major seasons prevalent in the country with hyperlinks to popular destinations to be visited during those seasons

Benchmarking – Planning – USA

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)



Easy to use, easy to browse



Get a personalized plan

A complete day-by-day itinerary based on your preferences



Customize it

Refine your plan. We'll find the best routes and schedules



Manage it

Everything in one place. Everyone on the same page.

Itinerary Planner

Enter destination (Country, Region, or City)

+ Add destination

Start → End 2 adults

ACTIVITIES PREFERENCES (OPTIONAL) ^

Popular	Balanced	Hidden gems
Slow & easy	Medium	Fast-paced

<input type="checkbox"/> culture	<input type="checkbox"/> outdoors	<input type="checkbox"/> relaxing
<input type="checkbox"/> romantic	<input type="checkbox"/> beaches	<input type="checkbox"/> historic sites
<input type="checkbox"/> museums	<input type="checkbox"/> shopping	<input type="checkbox"/> wildlife

See your plan

Add multiple destinations or regions

Add personal preferences, get custom recommendations:

Matches travel preferences with data points like:

- Best places & time to visit
- Reviews
- Transportation options
- Hidden gems

Benchmarking – Planning – USA

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)

The screenshot shows the 'Trip Planner Login' section of the website. At the top, there is a search bar, a 'Start planning' button, and icons for a heart, a grid, and a help question mark. Below the search bar, the text reads 'Trip Planner Login' with a question mark icon. Underneath, it says 'Login to access your plan from any device' and 'By continuing, you agree to Inspirock's Terms of Use and Privacy Policy'. There are three login options: 'Sign in with Google', 'Sign in with Facebook', and 'Login with Email'. At the bottom, there is a link for 'Don't have an account? Sign up'. A yellow callout box points to the text 'Our groundbreaking Trip Planner is powered by Inspirock, which requires a separate login'. Another yellow callout box points to the 'Login with Email' button and contains the text 'Backend: https://www.inspirock.com/'.

The screenshot displays a trip itinerary titled '8 days in Western US & Pacific Northwest' for the dates '15-Jul-2020 - 22-Jul-2020'. The itinerary is shown in a vertical timeline format with the following stops: Start: New Delhi; Flight: 19 h 15 min; Stop 1: San Francisco – 2 nights; Flight: 6 h; Stop 2: Yellowstone National Park – 3 nights; Flight: 5 h 45 min; Stop 3: Seattle – 1 night; Flight: Shuttle + Subway + Fly: 20 h 15 min; End: New Delhi. To the right of the itinerary is a map of the Western US showing the route between San Francisco, Yellowstone National Park, and Seattle. Below the map is a calendar for the dates 'Wed, 15 Jul – Wed, 22 Jul'. The calendar shows the days of the week (Su, Mo, Tu, We, Th, Fr, Sa) and the dates (15, 16, 17, 18, 19, 20, 21, 22). A yellow callout box points to the itinerary and contains the text 'Generates customized trip based on inputs'. At the bottom right, there is a link 'See full calendar'.

Benchmarking – Planning – USA

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)

Route Day by Day Checklist + Add

See & edit your plan's high level route

See & edit your day-by-day schedule

Add more destinations to your plan

Edit dates and reorder your route

Update your trip dates

Change transportation options

Start: New Delhi

Fly: 19 h 15 min

1 San Francisco – 2 nights

Fly: 6 h

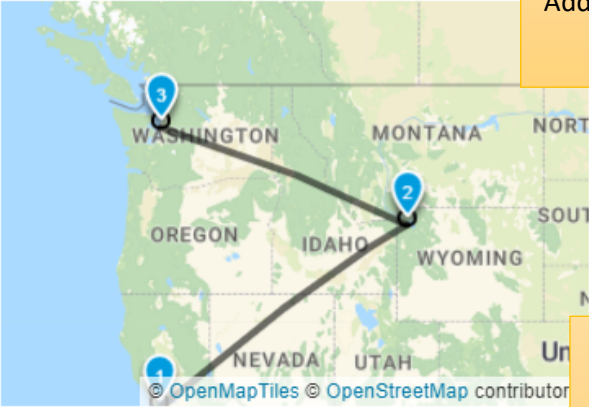
2 Yellowstone National Park – 3 nights

Fly: 5 h 45 min

3 Seattle – 1 night

+2 Shuttle + Subway + Fly: 20 h 15 min

End: New Delhi



Washington Montana North Oregon Idaho Wyoming Nevada Utah

Wed, 15 Jul – Wed, 22 Jul Edit

Su	Mo	Tu	We	Th	Fr	Sa
			15	16	17	18
19	20	21	22			

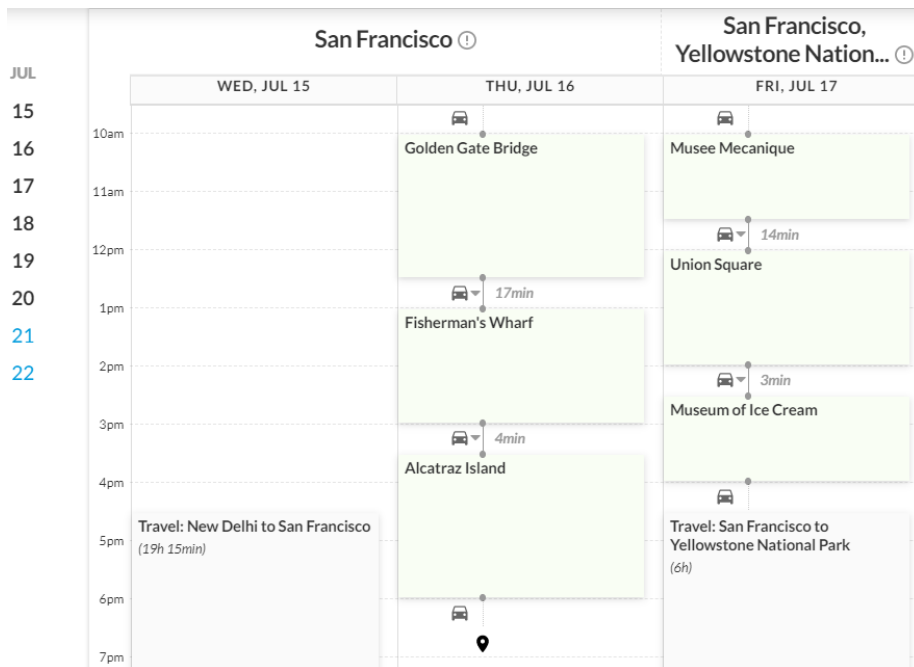
See full calendar

Benchmarking – Planning – USA

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)

Other features:

Calendar view



Day-by-day planner

Route Day by Day Checklist

JUL 15 16 17 18 19 20 21 22


Thu, 16 Jul

Add reservation for better travel calculation

Add reservation

- Forward booking confirmation email to plans@inspirock.com (recommended)
- Or
- Enter reservation details

10:00am 12:30pm



Golden Gate Bridge
4.8 ★★★★★ Must See · Bridge · Historic Site

One of the most photographed structures in the world, Golden Gate Bridge is the first feature of San Francisco you'll see when driving in fi... See more

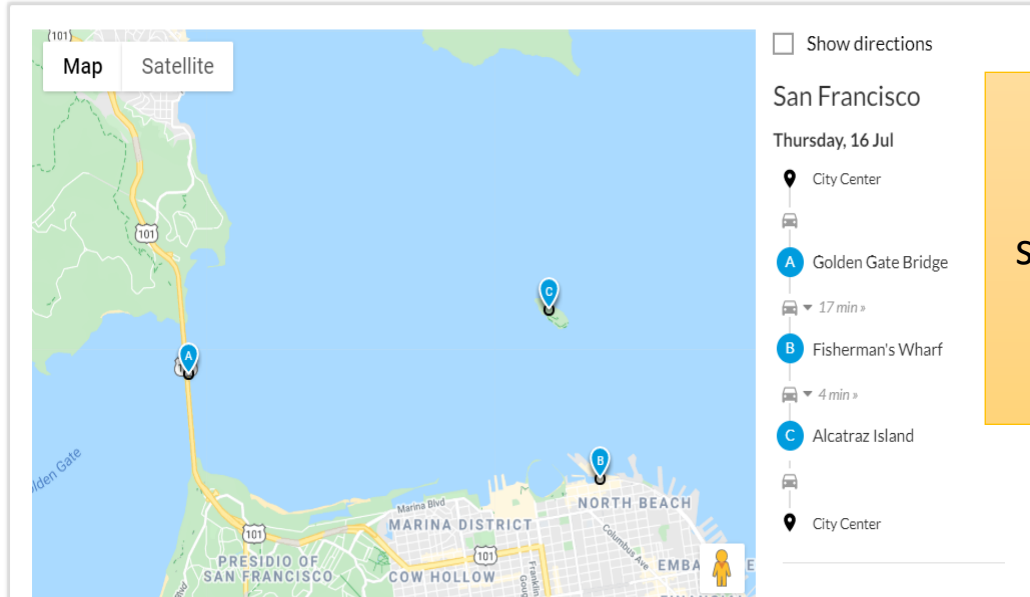
17 min

Benchmarking – Planning – USA

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)

Other features:

Calendar view



Trip checklist

HOTELS (3)

TRAVEL (4)

Book a hotel in San Francisco
Wed 15/7 – Fri 17/7

Book a hotel in Yellowstone National Park
Fri 17/7 – Mon 20/7

Book a hotel in Seattle
Mon 20/7 – Tue 21/7

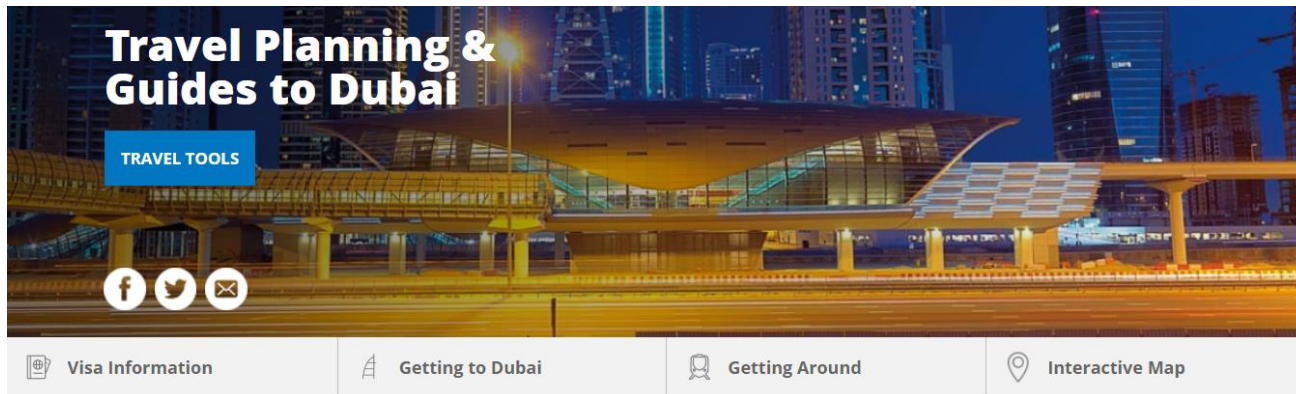
TRAVEL (4)

New Delhi to San Francisco
Book a flight: New Delhi – San Francisco non-stop

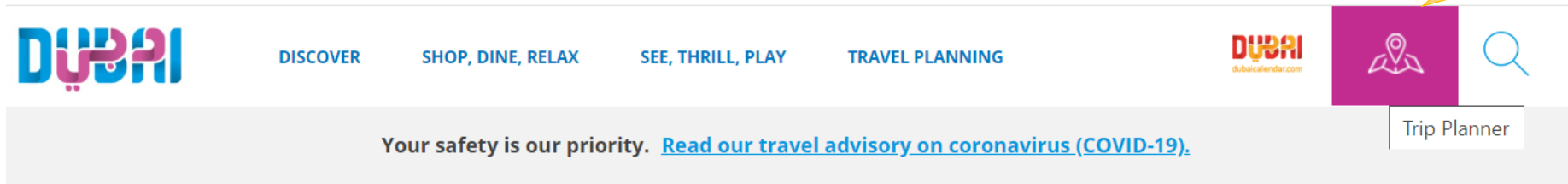
Picks up location and suggests travel options (for checklist)

Benchmarking – Planning – Dubai

[Dubai Tourism - https://www.visitdubai.com/](https://www.visitdubai.com/)



Trip planner icon on Header Menu



My Trip

Want to build an incredible itinerary? Sign in to create one you can save, access and share your "My Trip" itinerary

[Sign In](#)

or [Create an Account](#)

Sign in to access trip planner – Save, Access and Share 'My Trip' itinerary

Benchmarking – Planning – Dubai

[Dubai Tourism - https://www.visitdubai.com/](https://www.visitdubai.com/)

My Personal Dubai Trip
- Next Summer [Edit]

Set Dates for trip

Add multiple trips



You May Also Like



At The Top, Burj Khalifa
At 555 metres up, enjoy the highest view of Dubai.



Dubai Spice Souk
A galaxy of flavours to spice up your life



The Outlet Village
Grab the best deals on the market at Outlet Village Dubai

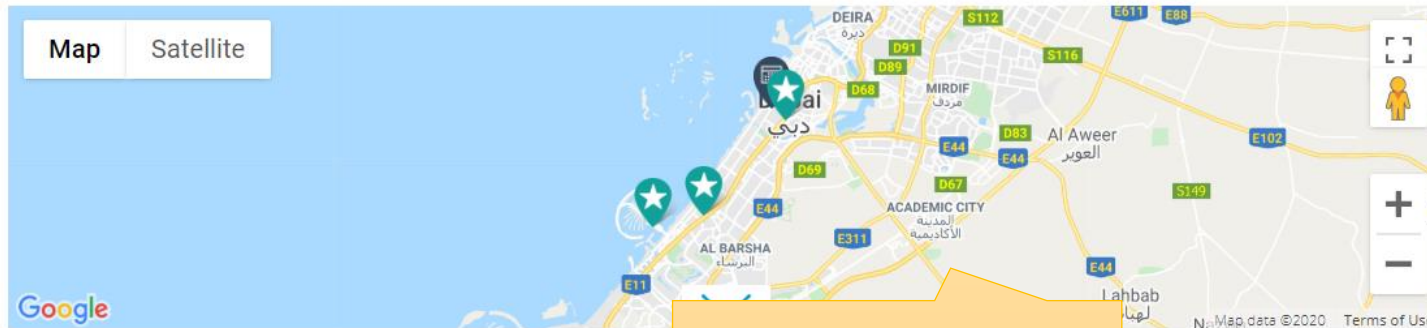


Recently Added



Shopping, Cuisine and Dining
City Walk

Add more Favourites



Map-view for selected destinations

Benchmarking – Planning – Dubai

Dubai Tourism - <https://www.visitdubai.com/>

Sort Favourites

To place your saved items where you want them, drag and drop each one to the appropriate day by clicking on the ☰ icon.

Day 1: Arrival - 25th Apr 2021 ☰

 # Best Experiences in Dubai
Burj Khalifa 🗑️ ☰

Day 2: 26th Apr 2021 ☰

 # Best Experiences in Dubai
Palm Jumeirah 🗑️ ☰


Day 3: 27th Apr 2021 ☰


 # Best Experiences in Dubai, Winter Sports, Indoor Activities
Ski Dubai 🗑️ ☰


Organize your saved items day-wise according to dates of travel


Share trips via prominent channels

Share

 Facebook

 Twitter

 Google Plus

 Email

Print

Benchmarking – Services

Services: Our understanding

Any facility/utility/solution to assist tourists and deliver tourism experience to the visitors.

Why Services?

‘Services’ is an essential building block of any digital tourism portal. It includes facilities provided in the form of services to tourists pertaining to visitor assistance. These are derived from a wide variety of tourist services including on-trip assistance, emergency support, banking, nearby facilities, accessibility, etc.

Value derived from ‘Services’ feature:

A comprehensive listing of available services on the portal, integrated via various service providers, will be beneficial for the viewers who would be able to access all these essential services during their trip.

Benchmarking – Services – Level 1

Level 1 components: Services

Services dropdown shall comprise of the following services:

1. Public toilet facilities – SBM
2. Banks and ATMs listing – SBI
3. ASI monument ticket booking services
4. Audio Guides – Audio Odigos

Going further, other services that will be included in ‘Services’ dropdown-menu could include:

1. Currency Converter – SBI
2. Tour Operator’s listing
3. Booking services (through external agencies like OTAs, other service providers)
4. Login service
5. Rating and Feedback services

Benchmarking – Services - Australia

Australia: Visitor Information Centres

Region-wise centre information (via regional websites) and related services offered



[Places to go](#) [Things to do](#) [Plan your trip](#) [Youth travel](#) [Be inspired](#)



FIND ACCREDITED VISITOR INFORMATION CENTRES

There are Accredited Visitor Information Centres (AVIC) located around Australia to provide you with useful tips and help you get to know the local area in which they're located.



At an AVIC, you'll find maps, brochures and up-to-date information on all kinds of attractions and events in the surrounding area. AVIC staff can also assist with booking accommodation, attractions, dining or sightseeing tours.

Accredited Visitor Information Centre logo © Tourism Australia

FIND ACCREDITED VISITOR INFORMATION CENTRES AROUND AUSTRALIA

- [Australian Capital Territory](#)
- [New South Wales](#)
- [Northern Territory](#)
- [Queensland](#)
- [South Australia](#)
- [Tasmania](#)
- [Victoria](#)
- [Western Australia](#)

Benchmarking – Services - Australia

Australia: Canberra region

- Visitor services offered
- Location of centres and timings

visitcanberra.com.au/canberra-and-region-visitors-centre

LOCATION AND OPENING HOURS

Regatta Point, Barrine Drive, Parkes ACT 2600

Phone: **1300 554 114** (if calling from overseas use **+61 2 6205 0044**)

Open 9am-5pm weekdays

Open 9am-4pm weekends and public holidays

Closed Christmas Day

VISITOR SERVICES

Canberra's official and fully accredited tourism information centre is operated by VisitCanberra for the benefit of tourists and locals alike.

Providing tips and assistance so you get the most out of your stay, the centre is centrally located within the Regatta Point precinct and boasts one of Canberra's best views, overlooking **Lake Burley Griffin** towards a range of iconic **national attractions** including **Parliament House**, the **National Gallery of Australia**, the **National Library of Australia** and **Questacon – The National Science and Technology Centre**.

Come and have a chat to our friendly staff and volunteers. They're a wealth of local knowledge and will give you the insights you need to get the most out of your visit. Whether it's help with a last-minute accommodation deal or tips about cool new restaurants and cafes, you'll soon discover why they won a **2017 TripAdvisor Certificate of Excellence**. You can also purchase authentic Canberra region produce and it's a great place to pick up local merchandise or souvenirs for friends and family.

There is limited free parking, with designated free space available to park caravans, camper trailers, coaches and RVs. Free Wi-Fi is also available.

Benchmarking – Services - Australia

Australia

- Service-related FAQs pertaining to:
 - Calling
 - Mails
 - Accessible tourism

SERVICES IN AUSTRALIA



What is the international dialing code for Australia?

How can I send mail from Australia?

What services are there in Australia for travelling with a disability?

If you have a disability and are planning to travel throughout Australia, there are many services to meet your needs. Thorough preparation is essential for a successful trip, so you should speak to your travel agent about your specific requirements. More information on accessible tourism in Australia is available on the [Smart Traveller](#) website.

Benchmarking – Services - Dubai

Dubai: Visitor passes

Choose your Dubai Pass

Take your pick from these incredible options



Dubai Flexi Attractions Pass

Save up to 40% on over 40 Dubai experiences. Choose three, five or seven top Dubai attractions.

Buy now from AED459 >



Dubai Select Attractions Pass

Save up to 50% on selected attractions with seven days to use your pass.

Buy now from AED425 >



Dubai Unlimited Attractions Pass

Save up to 60% on 40+ attractions, with three or five-day passes to fit your schedule.

Buy now from AED1189 >



Dubai Theme Park Pass

Save up to 40% on Dubai's best theme parks, with multiple options to suit you.

Buy now from AED424 >



Benchmarking – Services - Dubai

Dubai: Visitor SIM cards

How to get a visitor SIM card in Dubai

MON, 24 AUGUST 2020 • 1 MIN READ

Find out how to stay connected while on holiday in the city, quickly and easily.

Where can you get a Dubai SIM card?

Getting a SIM card in Dubai is a quick and easy process. Tourists above the age of 18 can get a complimentary Tourism SIM card from telecom operator du when they cross immigration at Dubai International Airport. Those with a transit visa, visit visa, visa on arrival and GCC citizens can take advantage of this offer and receive three-minutes talk time and 20MB mobile data for free.

Travellers can then top this up at a du kiosk in the arrivals area of Dubai International airport or [Dubai Duty Free](#). Other local operators – Etisalat and Virgin – also have kiosks at the airport offering prepaid SIM cards tailored specifically for tourists and business travellers with various options, offers and discounts on voice, data and text bundles.

You can also get a SIM card in the city from major shopping hubs like [The Dubai Mall](#) and [Mall of the Emirates](#).

Visitor SIM cards are valid for 90 days and phone plans can be purchased either as voice and data bundles, pay-as-you-go plans, or prepaid recharge cards. When making calls, remember that mobile phone numbers in the UAE are ten digits long and the country code for the UAE is +971. To call your mobile in the UAE from abroad, callers will need to dial 00971 and then your number.

You must be 18 years or above to register your SIM card, which requires your passport or ID card along with your valid UAE tourist visa.

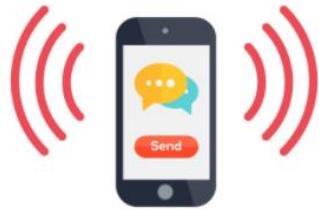
Benchmarking – Services - Singapore

Singapore: Information on multiple services



Tax Refund

Tourists can claim a refund on the 7% Goods and Services Tax (GST) paid on your purchases if you spend more than \$100 at any participating shops.



Wi-Fi & Connectivity

Visitors can access free Wi-Fi at any Wireless@SGx hotspot with their foreign mobile numbers by downloading the Wireless@SGx App. Overseas charges may apply.



Useful Numbers

Police
999

Ambulance & Fire Brigade
995

Flight Information
1800 542 4422



Singapore Tourist Pass

Looking to explore as many attractions as you can? Purchase a Singapore Tourist Pass— a special EZ-Link stored-value card—for unlimited travel between one and three days.

[Visit official website](#)



Grab a Taxi

Download the app for free to book a budget or premium taxi with ease.

[App Store](#)
[Google Play](#)

Singapore Visitor Centre

If you need assistance or have any queries, drop by one of any of the seven [Singapore Visitor Centres](#).

The visitor centres boast a range of helpful services and information. You'll be able to plan your itinerary, get tips on must-see attractions, purchase tickets for sightseeing, book accommodation and even pick up a souvenir (or two).

[Find Out More](#)



SimplyGo

Enjoy the convenience of contactless payment on buses and trains, by using your preferred contactless bank cards for your fare payments.

[Visit official website](#)
[App Store](#)
[Google Play](#)

Benchmarking – Services - Switzerland

Switzerland: Travel passes

Our most popular tickets



Unlimited travel by train, bus and boat on consecutive days

Swiss Travel Pass

- Unlimited travel on premium panoramic trains (seat reservation required and/or surcharges apply)
- Unlimited use of public transportation in more than 90 towns and cities
- Free admission to more than 500 museums
- 50% discount on mountain excursions

from
CHF 257

[Order now](#)

[Learn more](#)



Unlimited travel by train, bus and boat on freely selectable days within one month

Swiss Travel Pass Flex

- Unlimited travel on premium panoramic trains (seat reservation required and/or surcharges apply)
- Unlimited use of public transportation in more than 90 towns and cities
- Free admission to more than 500 museums
- 50% discount on mountain excursions

from
CHF 382

[Order now](#)

[Learn more](#)



Up to 50% discount on travels by train, bus, boat, mountain railways and urban transportation

Swiss Half Fare Card

- Up to 50% discount on travel by train, bus and boat and most mountain railways
- Up to 50% discount on use of public transportation in more than 90 towns and cities

from
CHF 120

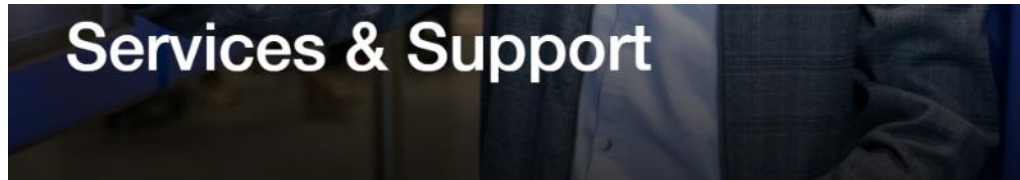
[Order now](#)

[Learn more](#)

Benchmarking – Services - Switzerland

Switzerland: Services and support:

- Connectivity services
- Train services



[SWISS TRAVEL GUIDE](#) [MORE TOPICS](#)

Providing most reliable services, Swiss public transportation turns a journey into delight.



On the train

Onboard catering

Enjoy beverages, meals and snacks in a relaxed setting – in onboard SBB restaurants and bistros.

[Show all](#) →

SBB onboard WiFi

With the SBB “FreeSurf” app, SBB offers a free, fast and secure internet connection on all national long-distance trains. Travellers from abroad surf free-of-charge with a Sunrise SIM card.

[More information](#) →

Luggage transport services within Switzerland

Relaxed travel through Switzerland – without bulky luggage or long waiting times.

[Learn more](#) →

Benchmarking – Services - Switzerland

Switzerland: Services and support:

- Locker services
- Currency exchanges
- Ticketing services

Lockers

For passengers who plan a stopover or need to deposit luggage at the station, all main railway stations in Switzerland offer lockers in various sizes.

[Learn more](#) →

Currency exchange

Roughly 150 Swiss railway stations offer exchange of more than 90 currencies into Swiss Francs – or vice versa.

[Learn more](#) →

Ticket counter

In Switzerland, ticket counters at main railway stations do not just offer ticket sales or information – they are multifunctional.

[Learn more](#) →

Benchmarking – Services – New Zealand

New Zealand: i-SITE visitor information centres

i-SITE is New Zealand's official visitor information network with almost 70 i-SITES nationwide

With over 350 expert staff scattered across New Zealand, your [local i-SITE visitor centre](#) is there to answer your questions, provide free maps and point you in the right direction.

The experts can assist with taking care of your transport bookings including, bus, rail and rental car and domestic flights.

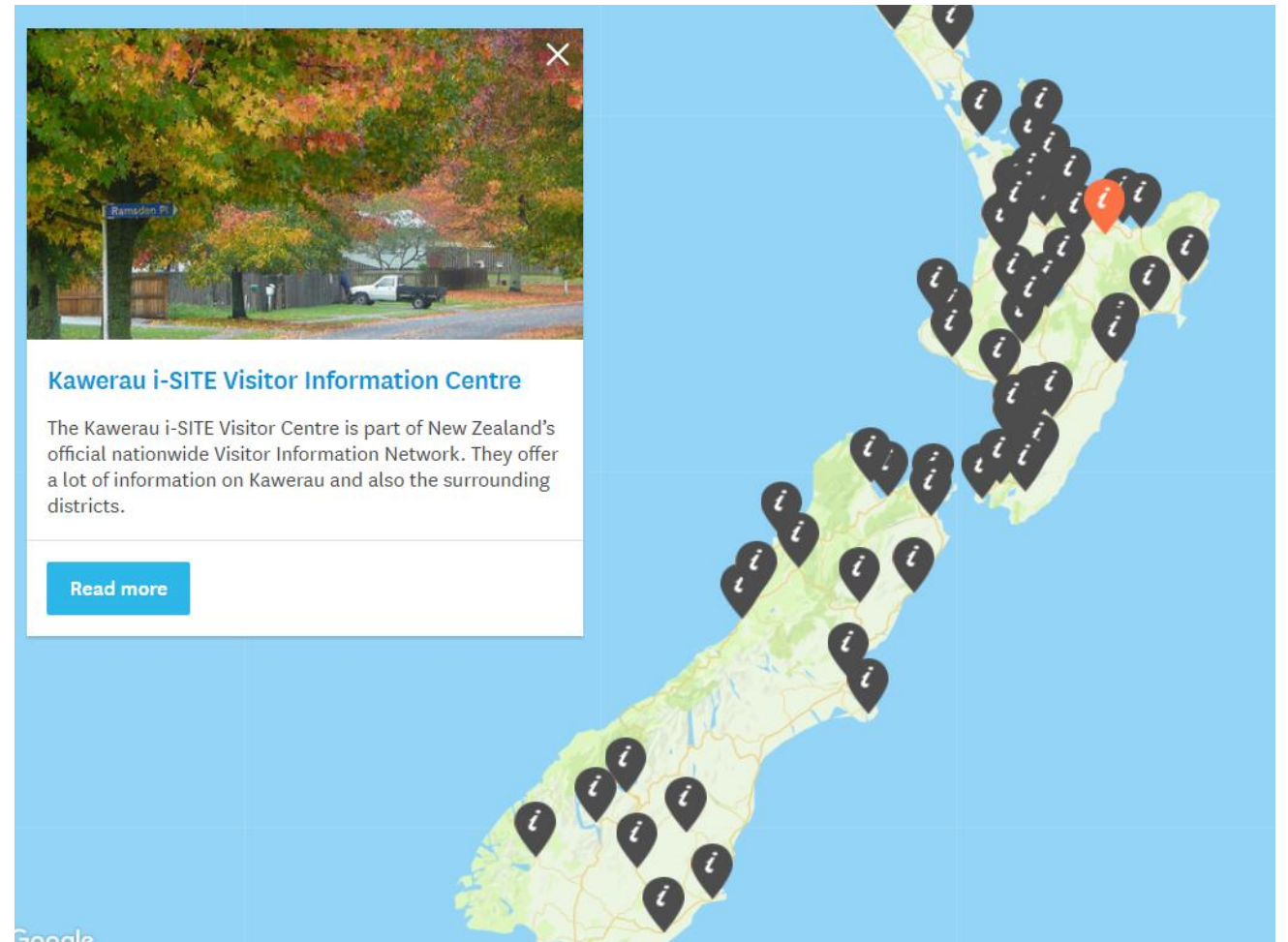
Staff can provide advice about the best things to see and do, where to stay, where to eat like a local, events in the area and how to get the most out of your visit including weather and safety information.

Get local information and advice

i-SITES can help you with all aspects of your trip planning.

- Itinerary planning and information
- Local and nationwide bookings
- Free maps, weather and mountain safety information
- Many i-SITES offer free Wi-Fi
- Local information on events, attractions and restaurants
- Most i-SITES have staff who speak multiple languages

Visit [i-SITE.nz](https://www.i-site.nz) to find and contact your nearest i-SITE or download a copy of the [i-SITE Touring Map \(PDF\)](#)



The screenshot displays a map of New Zealand with numerous black i-SITE location pins. One pin in the North Island is highlighted in red. Below the map, a detailed view of the Kawerau i-SITE Visitor Information Centre is shown. This view includes a photograph of the centre's exterior, which features a sign for 'Ramsden Pl' and a building surrounded by trees with autumn foliage. A close-up of the sign shows the text 'Ramsden Pl' and 'Kawerau'. Below the photo, the text reads: 'Kawerau i-SITE Visitor Information Centre' followed by a description: 'The Kawerau i-SITE Visitor Centre is part of New Zealand's official nationwide Visitor Information Network. They offer a lot of information on Kawerau and also the surrounding districts.' A blue 'Read more' button is positioned at the bottom of this section. The Google logo is visible in the bottom left corner of the map area.

Benchmarking – Services - Japan

Japan: Visitor services



International Tourist Tax

Visitors to Japan pay a 1,000 yen departure tax to expand and enhance the country's tourist infrastructure—a small tax that will make a significant difference.

[Learn More >](#)



Japan Visitor Hotline

Japan National Tourism Organization (JNTO) operates a visitor hotline 24 hours a day, 365 days a year.

[Learn More >](#)



Luggage Storage & Delivery

If you don't wish to haul your luggage around with you, drop your bags and cases off at the delivery service kiosks located at the airports.

[Learn More >](#)



Custom & Duty

The Japan Customs official page is your most trustworthy source to answer any questions or queries related to Japanese customs and duty.

[Learn More >](#)



IC Travel Cards

Make your journeys as smooth as the public transportation you will ride on by purchasing a chargeable IC travel card.

[Learn More >](#)



Postal Services

Instead of just an email, send a postcard back home to let friends and family know about your Japanese adventure.

[Learn More >](#)

Benchmarking – Services - Login

[USA Tourism - https://www.gousa.in/](https://www.gousa.in/)

My plans (1)



Access saved plans

Login with prominent social media accounts

Trip Planner Login [?]

Login to access your plan from any device

By continuing, you agree to Inspirock's [Terms of Use](#) and [Privacy policy](#).

 Sign in with Google

 Sign in with Facebook

or

Login with Email

Don't have an account? [Sign up](#)

Benchmarking – Services - Login

USA Tourism - <https://www.gousa.in/>



The official travel site of the USA

Search bar with a magnifying glass icon, a "Start planning" button, and navigation icons for a heart, a grid, a question mark, and a dropdown menu labeled "Handa".

Yellowstone National Park saved

Favorites

DESTINATIONS THINGS TO DO

Select one or more items to plan your trip

Yellowstone National Park

No attraction saved

Continental USA

PLAN A TRIP

No attraction saved

Trending destinations

Colorado

Continental USA

Denver

Yellowstone National Park

286

Wishlist your favourite destination

Benchmarking – Services - Login

[Australia Tourism - https://www.australia.com/](https://www.australia.com/)

LOG IN TO YOUR ACCOUNT

- Save your favourite attractions, restaurants, hotels and more
- Get **Australia Uncovered** – packed with essential travel tips
- Enjoy exclusive offers and discounts from our travel partners

Subscribe to newsletters, mark favourites, avail offers

LOG IN PASSWORD-FREE:

 Sign in with Facebook

 Sign in with Google

Access through social media accounts

OR

Log in with your email

Email *

Password *

Keep me logged-in

[Forgot password?](#)

Submit

Sign-in through email

Don't have an account yet? [Sign up](#)

Benchmarking – Services - Login

Australia Tourism - <https://www.australia.com/>

UPDATE YOUR PREFERENCES

Locations

- Adelaide
- Brisbane
- Byron Bay
- Canberra
- Great Barrier Reef
- Great Ocean Road
- Kangaroo Island
- Kakadu
- Melbourne
- Perth
- Sydney
- Tasmania
- Uluru

Experiences

- Aboriginal
- Adventure
- Art & Culture
- Beaches & Islands
- Family

Set location and experience preference

Save



Complete our travel survey

How would you describe your immediate feelings toward leisure travel?



When restrictions are lifted, how many months before you will consider leisure travel again?

- 1 3 6 12+

Will you consider international travel, domestic or both?

- International Domestic Both

Would you consider Australia as a destination?

- Yes No

Which destinations in Australia would you consider?

Adelaide, Sydney

Have you visited Australia for a holiday in

- Yes No

Continue

Powered by Usabilla

Personalized surveys

Externally managed

– LAST STEP! YOU'RE NEARLY THERE...

- Get Australia Uncovered – packed with essential travel tips
- Save your favourite attractions, restaurants, hotels and more
- Enjoy exclusive offers and discounts from our travel partners

TERMS AND CONDITIONS

- I agree to [terms and conditions](#) and [privacy policy](#) *

AUSTRALIA UNCOVERED

Get hot tips straight to your inbox

Email: *

sambhavhanda9@gmail.com

Get tips to inbox

- I'd like to receive Australia Uncovered

By subscribing to this newsletter, you authorize Tourism Australia to send you direct marketing email messages about products and services of Tourism Australia and partners. You can opt out from these emails at any time.

Finish

Benchmarking – Services - Login

[Dubai Tourism - https://www.visitdubai.com/](https://www.visitdubai.com/)

My Trip

Want to build an incredible itinerary? Sign in to create a free account so you can save, access and share your "My Trip" itinerary on all your devices.

Sign In

or [Create an Account](#)

My Personal Dubai Trip - Next S...



5 Items
Updated 19 Jun 2020



Sambhav's Dubai Trip 2



0 Items
Updated 22 Jun 2020



Accessed saved trips

Login to your account

Connect Via  

or

I'm not a robot



Submit

[Forgot login info?](#)

[Sign In](#) Or [Create an Account](#)



Set Dates

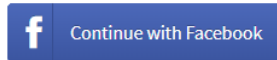


Change Trip

Benchmarking – Services - Login

Scotland Tourism - <https://www.visitscotland.com/>

ACCOUNT LOG IN



OR USE YOUR EMAIL ADDRESS

EMAIL

PASSWORD

[Forgotten Password](#)

LOG IN

Login through Facebook or mail

Register for access

DON'T HAVE AN ACCOUNT?

Hi! Looking to plan a trip to Scotland, share your best travel tips and more? Well, you're in the right place. Register now for an account and you'll be able to save and share ideas from across our website to a trip list, leave comments and tips in our community and enjoy our new features as they're available.

REGISTER NOW

Benchmarking – Services - Login

[Scotland Tourism - https://www.visitscotland.com/](https://www.visitscotland.com/)

MY ACCOUNT PREFERENCES

We'd like to learn more about you so that we can better serve you with customised newsletters and offers. Please use this form to help us do that.

☑ NOTIFICATION PREFERENCES

- Yes, I'd like to receive emails from VisitScotland.
- We would like to send you inspiring information about Scotland, please tick if you would like to receive news and offers by post.

⚙ YOUR SECURITY QUESTIONS


[Edit these details](#)

Security questions are used to help identify you if you forget your password. Please choose an answer you're unlikely to forget.



Access Community through single sign-on

VISIT SCOTLAND CONNECT

 ADD INFO & CREATE ACCOUNT

Choose a name to identify yourself on the site.

Thanks for registering and confirming your account on I Know Scotland Online! Please note, as a new member you will not initially be able to post links, but you will be able to read and post to discussions. ×

CATEGORIES

DISCUSSIONS

COMMENTS

LATEST POST

[Planning and Practicalities](#)

[Outdoors and active pursuits](#)

[Hotels and B&Bs](#)

Benchmarking – Services – Hotels and Restaurants

Singapore Tourism - https://www.visitsingapore.com/en_in/singapore-hotels/

The screenshot shows the 'Book your stay at Singapore' section of the website. It features a navigation bar with 'Flights', 'Hotels', 'Flights + Hotels', and 'Activities'. The 'Hotels' tab is active, and a yellow callout box labeled 'Hotels Search (powered by Expedia)' points to it. Below the navigation is a search form with fields for 'Destination Singapore', 'Check-in mm/dd/yyyy', 'Adults (18+) 1', and 'Children (<17) 0'. A red 'Search' button is on the right, with a yellow callout box labeled 'External website opens' pointing to it. Below the search form is a disclaimer: 'This service is provided in partnership with Expedia. Clicking 'Search' will open an external website. Do note that each booking is limited to a maximum of 6 pax in total.'

The 'EAT & DRINK' menu item is highlighted in the navigation bar, with a yellow callout box labeled 'Restaurant search' pointing to it. Below the navigation bar is a 'Featured results' section, also highlighted with a yellow callout box. It includes icons for 'Local Dishes', 'Dining Out', and 'Drinking in the city'. Under 'Featured', there are three items: 'Michelin eats with a Singapore flavour', 'Nightlife in the city', and 'Chicken Rice'. To the right, there is a 'Discover More' section with a 'Dining Recommendations' card titled 'Exotic Flavours in Singapore'. A yellow callout box labeled 'Recommendations on recipes' points to this card. The main content area on the right features an article titled 'Feasting on Fresh Seafood in Singapore' with a sub-headline 'Who doesn't love seafood? Even better—who doesn't love Chinese-style cooking seafood that focuses on the idea of perfectly balanced flavours—its sourness, sweetness, saltiness, and spiciness, together in unison creating plates of seafood heaven. From deep fry-style cooking to stir-fry dishes, even steamed seafood, whatever your seafood preference is, you know that the most important thing when it comes to seafood lies in its quality and freshness.'

Benchmarking – Services – Hotels and Restaurants

Singapore Tourism - https://www.visitsingapore.com/en_in/singapore-hotels/



TripAdvisor
Traveller choice
listing

Best hotels in Singapore

→ Discover more hotel reviews on TripAdvisor



1 The Fullerton Bay



2 Four Seasons Hotel
Singapore



3 AMOY by Far East



4 The Quincy Hotel by



5 The Ritz-Carlton,

Awarded hotels

Singapore Tourism Awards

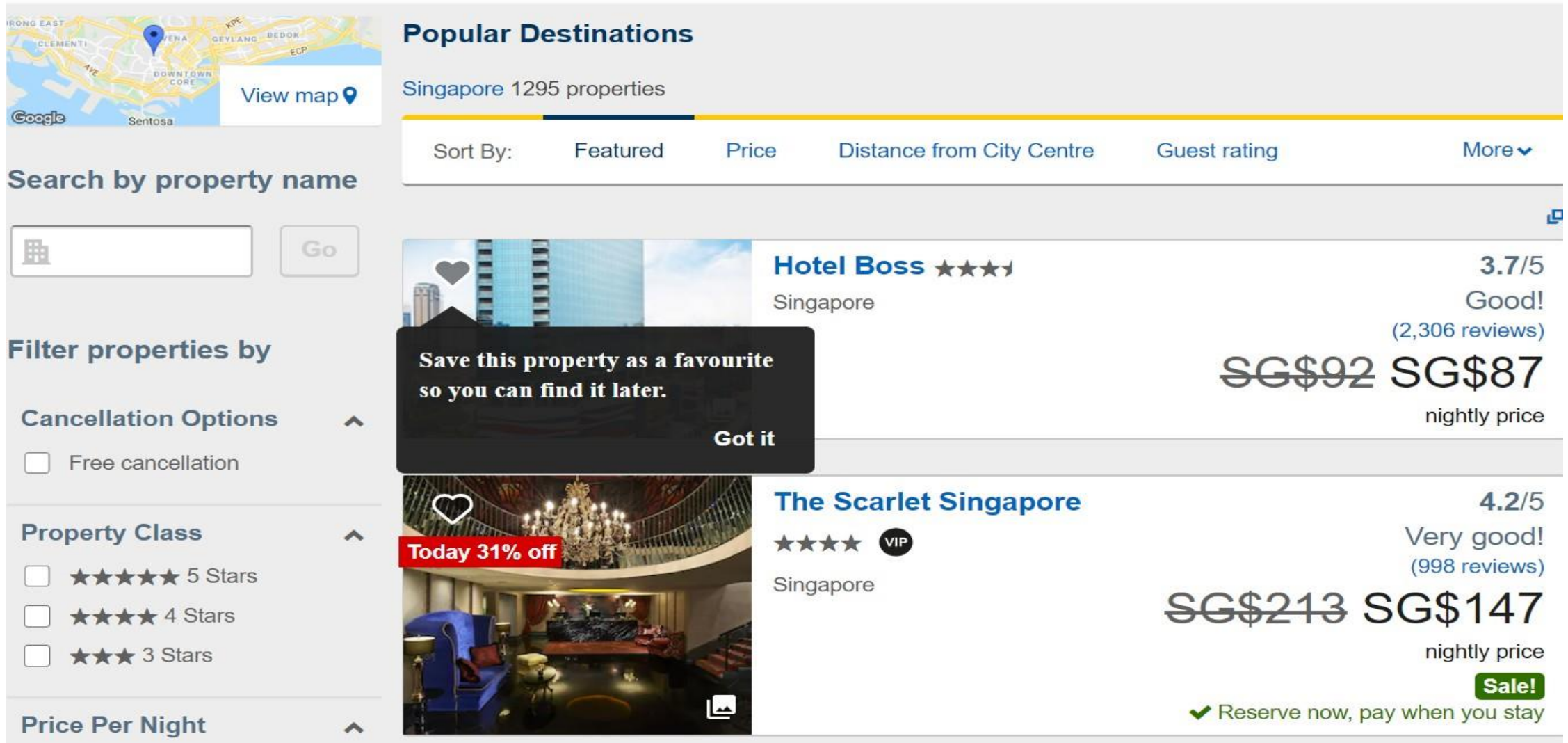
The Singapore Tourism Awards (STA) recognises individuals and organisations who deliver outstanding experiences and demonstrate enterprise excellence. The awards seek to motivate the tourism industry to constantly create exciting and compelling experiences in Singapore or to adopt best practices. To find out more, visit [here](#).



2019 Winner
Best Hotel Experience
Andaz Singapore

Benchmarking – Services – Hotels and Restaurants

Singapore Tourism - <https://www.expedia.com.sg/Hotel-Search>



Popular Destinations
Singapore 1295 properties

Sort By: **Featured** Price Distance from City Centre Guest rating More ▾

Search by property name

Filter properties by

- Cancellation Options**
 Free cancellation
- Property Class**
 ★★★★★ 5 Stars
 ★★★★ 4 Stars
 ★★★ 3 Stars
- Price Per Night**

Hotel Boss ★★★★★
Singapore

3.7/5
Good!
(2,306 reviews)

~~SG\$92~~ **SG\$87**
nightly price

Save this property as a favourite so you can find it later.
Got it

The Scarlet Singapore
Singapore

4.2/5
Very good!
(998 reviews)

~~SG\$213~~ **SG\$147**
nightly price

Today 31% off

★★★★★ VIP

✓ Reserve now, pay when you stay **Sale!**

Benchmarking – Services – Hotels and Restaurants

Scotland Tourism - <https://www.visitscotland.com>



ACCOMMODATION TYPES

Accessible accommodation

B&Bs & guest houses

Holiday Lodges, Chalets and Log Cabins

Caravan Holidays and Camping

Eco accommodation

Exclusive use venues

Glamping

Honeymoon

Hostels

Hotels

Restaurants with rooms & inns

Quality Assurance

Self-catering

Unusual places to stay

Wedding venues

TOP ACCOMMODATION SEARCHES

Aberdeen

Aviemore

Arran

Edinburgh

Fort William

Glasgow

Inverness

Loch Lomond

Oban

St Andrews

HOTELS BY TYPE



LUXURY HOTELS



CHEAP HOTELS



SPA HOTELS



BOUTIQUE HOTELS



ROMANTIC HOTELS IN SCOTLAND

HOTELS BY LOCATION

These popular destinations have a wide choice of hotels for your break, which all offer a comfortable and clean stay, staff to take care of all your needs and a range of room facilities.



ABERDEEN



PERTH



INVERNESS

Benchmarking – Services – Hotels and Restaurants

Scotland Tourism - <https://www.visitscotland.com/info/accommodation/search-results?prodtypes=acco&loc=Scotland&locplace=&locprox=0&stay=&eng>

Sorting Options

The screenshot shows a search results page for accommodations in Scotland. The page features a left-hand navigation menu with a 'Filter' section containing 'Cabin' and 'Lodge' options, and a 'Categories' section with expandable options: 'B&B/Guesthouse', 'Caravan & Camping', 'Exclusive Use', 'Hostel', 'Hotel', and 'Self Catering'. The main content area displays '2983 SEARCH RESULTS' and a 'Switch layout' section with 'Grid View' (selected) and 'Map View' options. A 'Sort by' dropdown menu is open, showing options: 'Unsorted', 'Official Rating: High-Low', 'Price: Low-High', and 'Price: High-Low'. Three accommodation cards are visible: 'Robin's Nest' (4 stars, Kirkcudbright, Self Catering, £258/week), 'Atlantic & Shore Cottages' (4-5 stars, South Harris, Self Catering, £400/week), and 'The Clock Tower' (Kelso, Self Catering, £450/week). Each card includes a photo, a star rating, location, and a 'Visit: WEBSITE' link. Callouts highlight 'Hotel ratings' (pointing to the star rating system), 'Hotels at a glance' (pointing to the card headers), 'Access to Hotel's website' (pointing to the website link), and 'Indicative pricing' (pointing to the price information).

Benchmarking – Services – Hotels and Restaurants

Scotland Tourism - <https://www.visitscotland.com/blog/food-drink/>

Details of Top food experiences

TOP FOOD EXPERIENCES



9 TOP FOOD EXPERIENCES IN SCOTLAND



BEST SCOTTISH FOOD YOU MUST TRY

FOOD & DRINK

Recommendations on Food and Drink



6 DELICIOUS KINDS OF CRAFT ALCOHOL TO TRY DURING PHASE 1

• Willem Laurentzen - June 4, 2020

After all these weeks of staying at home, we can understand if some of you need a little tippie. A...



18 AMAZING SCOTTISH FOOD & DRINK BUSINESSES TO ORDER FROM

• Hayley Wilkins - April 16, 2020

At a time when we're all trying to make the best of staying at home, it is still possible to...

FOOD AND DRINK EVENTS IN SCOTLAND

Quality assurance scheme



27 JUN

MARKETS, FAIRS & FETES

KIRKCALDY FARMERS' MARKET

• TOWN SQUARE, KIRKCALDY



23 JUN

THEATRE

REFUGEE FESTIVAL SCOTLAND

• VARIOUS VENUES: SCOTLAND, NULL



11 JUL

FESTIVALS

BOWHOUSE MARKET WEEKEND

• BOWHOUSE, ST MONANS



23 JUN

PARKS & GARDENS

CHARITY GARDEN OPENING - THE CASTLE AND GARDENS OF MEY

• CASTLE OF MEY, CAITHNESS

TASTE OUR BEST

Taste Our Best, is our Quality Assurance scheme which helps you select the best places to eat, drink and enjoy a real taste of Scotland.



Benchmarking – Services – Hotels and Restaurants

Scotland Tourism - <https://www.visitscotland.com/blog/food-drink/>

TOP DRINK EXPERIENCES BY MAP



SCOTTISH WHISKY DISTILLERS



GIN TOURS & TASTINGS



BEER & BREWERIES

iKnow
accredited
partners

iKnow Partners

[Only show
accredited iKnow
partners](#)



THE BLOG

18 AMAZING SCOTTISH FOOD & DRINK BUSINESSES TO ORDER FROM

[Hayley Wilkins](#) - April 16, 2020 - [View Comments](#)

ACCESSIBLE PLACES TO EAT AND DRINK

Scotland has plenty of accessible restaurants, pubs and cafes to choose from. Take a look at [Euan's Guide](#) to help you plan your next visit.



Food blogs

Benchmarking – Services – Tour packages

Scotland Tourism - <https://www.visitscotland.com/>

 **SELF-DRIVE TOURS**

Book an organised self-drive tour of Scotland and let the professionals organise your transport, accommodation, route and more.

[SEARCH TOURS](#)


Filter Clear All


Tour Length +


Price Range +


Offers +


Key Facilities


 Level Access

 Hearing Loop

 Disabled Parking

 Wifi

 Pets Welcome

 Parking

Travel Type -

Air

127 SEARCH RESULTS

Sort by: *Unsorted* ▼

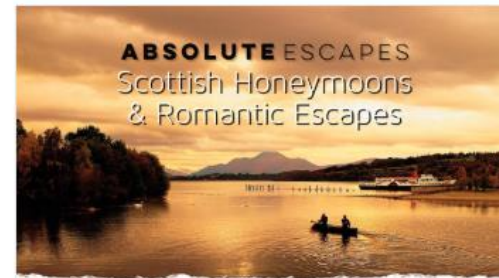


The Castle Trail

Departs: Aberdeen Airport, Falkirk, Stirling, Edinburgh - City Centre, Edinburgh Airport, Glasgow C...

Step back in time on Scotland's one and only Castle Trail. This self-drive tour...

Length: Bespoke	Price from: On request	Visit: Website
------------------------	-------------------------------	--------------------------------



West Coast Honeymoon

Departs: Aberdeen Airport, Falkirk, Stirling, Edinburgh - City Centre, Edinburgh Airport, Glasgow C...

Enjoy a romantic journey by land and sea around the stunning west coast of Scotl...

Length: Bespoke	Price from: On request	Visit: Website
------------------------	-------------------------------	--------------------------------



Borders & Gall...

Departs: Edinburg...

Take to the open ro...

Length: 8 day(s)	Price from: £925pp	Visit: Website
-------------------------	---------------------------	--------------------------------

- Collection of tours
- Indicative prices
- Links to official pages

Benchmarking – Services – Tour packages

[Scotland Tourism - https://www.visitscotland.com/](https://www.visitscotland.com/)

FIND TOURS

Explore the many different types of tours on offer in Australia and links to the accredited tourism operators who provide them.



Want to travel in a group, make your own way, find family-friendly ideas or have the ultimate romantic honeymoon? These top perfect holiday by coach, train, car or camel.

Whether you're looking for a [luxury escape](#) or [back the outback to the coast](#), you'll find a host of choices to extended journeys covering every state and territory.

Search from a range of tours

- Tour listings
- Accredited tourism operators

Showing 9 of 14547 results



"LARRY" THE BIG LOBSTER

Kingston Se, Limestone Coast

[Visit Website](#)



"TASMANIA'S OWN" REDLINE COACH SERVICES (TOUR)

Launceston, North - Northeast

[Book Now](#)



"THE AUSTRALIAN FARMER" GRANITE SCULPTURE

Wudinna, Eyre Peninsula

[Visit Website](#)



Benchmarking – Services – Tour packages

[Scotland Tourism - https://www.visitscotland.com/](https://www.visitscotland.com/)

Showing 9 of 833 results



THE RITZ-CARLTON - PERTH

Perth

[Book Now From AU\\$349*](#)



BINA MAYA YALLINGUP ESCAPE

Quedjinup, Margaret River Wine Region

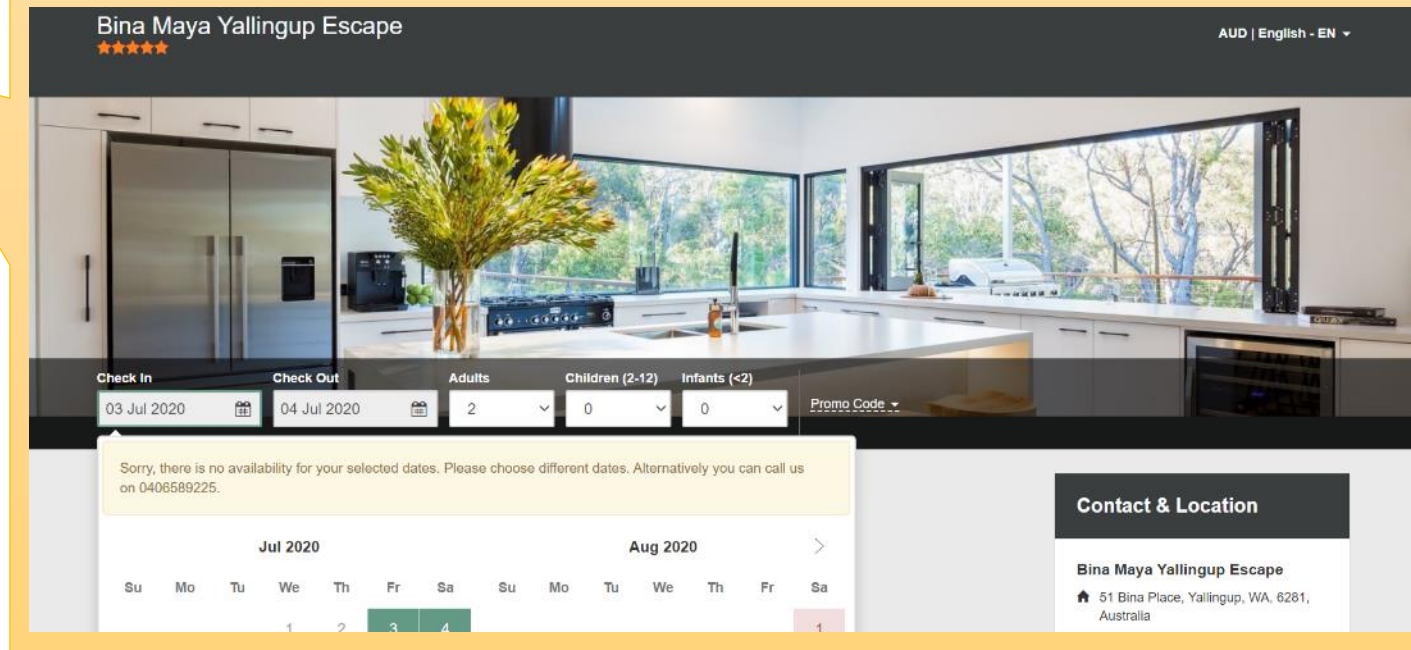
[Book Now From AU\\$420*](#)



THE BEACH HOUSE AT BAYSIDE

app-apac.thebookingbutton.com

Links to hotel's official
booking sites



Bina Maya Yallingup Escape
★★★★★

AUD | English - EN

Check In: 03 Jul 2020
Check Out: 04 Jul 2020
Adults: 2
Children (2-12): 0
Infants (<2): 0
Promo Code

Sorry, there is no availability for your selected dates. Please choose different dates. Alternatively you can call us on 0408589225.

Jul 2020 Aug 2020

Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2							
					3	4							
													1

Contact & Location


Bina Maya Yallingup Escape
51 Bina Place, Yallingup, WA, 6281, Australia


Benchmarking – Services – Rating

USA Tourism


Now featuring traveller ratings from:





Things to Do






The National WWII Museum


 [29188 Reviews](#)
TripAdvisor Traveler Rating



Frenchmen Street


 [11837 Reviews](#)
TripAdvisor Traveler Rating

  [15862 Reviews](#)
TripAdvisor Traveler Rating



French Quarter

Content and images provided by
[TripAdvisor](#).



Louisiana
New Orleans
Dusk falls over Jackson Square and St. Louis Cathedral

1 of 9

Spring
20 - 30 °C

Major Airports:
Louis Armstrong New Orleans (MSY)

States:
Louisiana

It's easy to love and hard to leave the Big Easy

No matter the time of year, New Orleans welcomes its visitors in a grand way to experience Caribbean, American, French and African cultures colliding in a brilliant explosion of flavors, emotions and sounds. Music is everywhere here, people live to eat and every day is a party here in the birthplace of Jazz, which is also home to Creole cuisine, century-old Spanish oaks and clacking streetcars. With a combination of city life and rural plantations, swamp tours, festivals, historical significance and revelry during Mardi Gras, New Orleans has the recipe to captivate everyone.

Absorbing History and Architecture

Hop on the St. Charles, Canal Street or Riverfront streetcars to explore the 300-year-old city split by the Mississippi River and surrounded by lakes, bayous and bays. Admire the architecture in more than 20 historic districts, more than any other city in the USA. See mansions on St. Charles Avenue, opulent estates in the Garden District and a revolving carousel bar at Hotel Manteleone. In the heart of the French Quarter, you'll want to linger in lively Jackson Square. After admiring artists' work hanging on the iron fence and, perhaps, getting your fortune told, cross the street to visit the 18th century St. Louis Cathedral, the USA's oldest continually operating cathedral. For a different perspective, tour the area aboard the Natchez steamboat or the Creole Queen paddle wheeler.

Eating Your Way Through the City

To fuel all that sightseeing, make a pit stop at the French Market for a cup of café au lait paired with a beignet, or get a cold drink on Bourbon Street. Plot your course for the rest of the day, ensuring you'll have a chance to sample signature foods, including gumbo, jambalaya, po'boy sandwiches, boiled crawfish and charbroiled oysters. The city's restaurants, and chefs, consistently earn spots on lists ranking the best places to eat in the USA.


Things to Do



The National WWII Museum

 [29188 Reviews](#)
TripAdvisor Traveler Rating


Benchmarking – Services – Rating

USA Tourism

Golden Gate Bridge Reviews

Rate this attraction ★★★★★

TripAdvisor Traveler Rating

 ●●●●●

49,279 reviews

Google

4.8 ★★★★★

facebook

4.9 ★★★★★

65 likes

<https://trip-planner.visittheusa.com/>



By **815dejanb**

I have been 4 times to SF so far and every time I wei when there is fog. [more »](#)

Feedbacks by visitors

NEARBY ATTRACTIONS

SEE MAP



Alcatraz Island
4.7 ★★★★★
In your plan



Fisherman's Wharf
3.4 ★★★★★
In your plan



Exploratorium
4.6 ★★★★★
Add to plan



Muir Woods National Monument
4.7 ★★★★★
Add to plan



Musee Mecanique
4.5 ★★★★★
In your plan



California Academy of Sciences
4.4 ★★★★★
Add to plan

Benchmarking – Home page

Home page: Our understanding

The page typically encountered first on a website that usually contains links to the other pages of the site. It serves as the starting point of website and is the default webpage that loads when you visit a web address that only contains a domain name.

Why Home Page?

A website's homepage is effectively the first thing that many people see when they visit. It is a peek inside our website. If the home page is not appealing or intriguing, then chances are that it is the only thing your users will see because they will likely move on very quickly. The homepage should be one that propels feelings of quality, visual pleasing, effects and dialogue interactivity.

Value derived from 'Home page' feature:

To have a successful website, a good homepage is necessary and also becomes a blueprint for every successful portal. The homepage sets up the key elements depending on our platform objectives. This will attract appropriate and potential visitors to our site.

Benchmarking – Home page

Level 1 components: Home Page

Home page could comprise of the following sections:

1. Header menu comprising of:

- Dropdowns for:
 - Destinations
 - Experiences
 - Trips
 - Planning
 - Services

Other components in top-menu:

- Login
- Search
- Map link
- Language

Benchmarking – Home page

Level 1 components: Home Page

Home page could comprise of the following sections (contd.):

2. Main page components comprising of:

- Hero banner (Navigable banners / Carousel of banners)
- Interactive map based section (with collection of destinations/attractions)
- Popular in India section (Dynamic highlights section changing with themes, festivals, campaigns, promotions, and other initiatives).
- Must Visit Destinations (featured destinations changing with change in theme)
- Explore before you visit (stories embedded via Google)
- Immersive Experiences
- Interesting facts
- Popular Trips
- Celebrate with us (Events section, with link to calendar of events)
- Blogs

Benchmarking – Home page

Level 1 components: Home Page

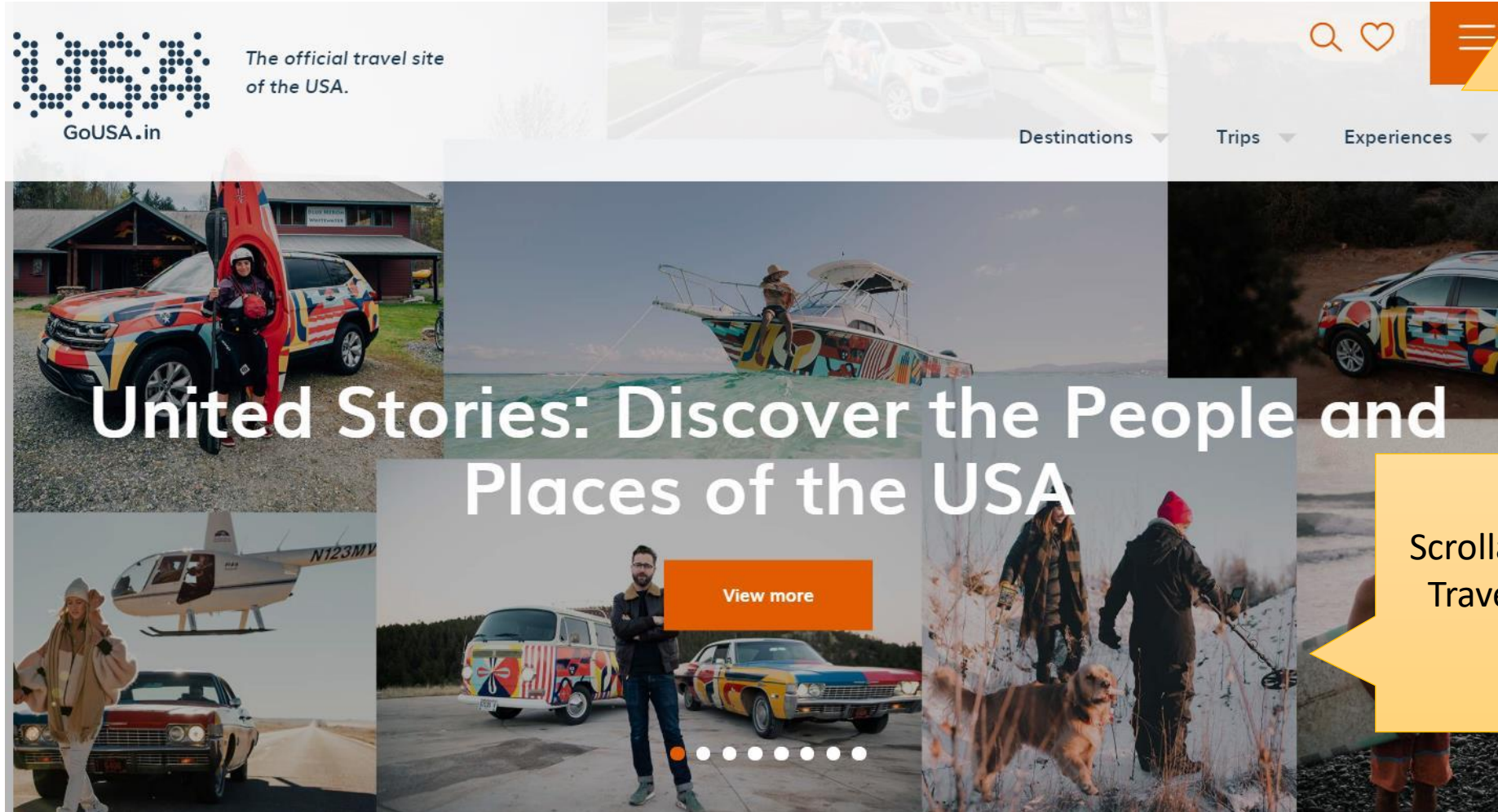
Home page could comprise of the following sections (contd.):

3. Footer menu/section comprising of:

- Important links
- Social media links
- App links
- Publication links (travel guides, brochures, newsletters archive, etc.)
- Contact details
- Privacy Policy
- Terms Of Platform Use
- Emergency contact information for tourists
- Copyright information

Benchmarking – Home page - USA

USA:



Easy access to Destinations, Trips and Experiences

Scrollable banners (Stories, Travel Updates, Updates, Videos, etc.)

Benchmarking – Home page - USA

USA:



Interesting collection of attractions through maps

Benchmarking – Home page - USA

USA:

USA Spotlight



Now playing in many theaters worldwide, America's Musical Journey



Utah, home to a wealth of natural, national treasures across the state

Spotlight section with featured writeups

Benchmarking – Home page - USA

USA:

Ask a Local



Get the best recommendations from locals who love their cities

In each and every destination, you will find information, advice, and experiences from locals. Learn about the latest recommendations on attractions, places to eat, shop and much more.

[View all videos](#)

[Explore destinations](#)

[Illinois](#) [Chicago](#) [Springfield](#)

Videos with information, advice and experience from locals

Now featuring traveller ratings from:



Benchmarking – Home page - USA

USA:

KNOW BETTER | BOOK BETTER | GO BETTER

GO USA

Brand USA | Media Inquiries | Contact Us | Terms of Use | USA Travel Information

FAQs | Privacy Policy | Travel Trade

Free Travel Guide: The Official Visit The USA Inspiration Guide

Create a custom itinerary with the USA Trip Planner

GoUSATV

Because every place has a story.

Download on the App Store | GET IT ON Google Play

Visit The USA © 2020 Brand USA. All rights reserved.

Footer:
Important links, Social media links, App links, travel guides

Benchmarking – Home page - USA

USA:



Love a challenge? Try our new digital puzzles. 

Digital puzzles



Fun Fact

You could fit the entire state of Rhode Island into Alaska 425 times - even though Rhode Island has a significantly larger population than Alaska.

Fun Facts

Benchmarking – Home page - Australia

Australia:



[Places to go](#) [Things to do](#) [Plan your trip](#) [Youth travel](#) [Be inspired](#)



Latest COVID safe travel information: [click here](#)

AUSTRALIA IN 8D

Experience now

Header menu: Login, Favourites, Places to go, Things to do, trip planning, etc.

Banner section

Benchmarking – Home page - Australia

Australia:



MISSED LIVE FROM AUS?

Watch a recap of our first-ever LIVE program of virtual events – an entire weekend of epic entertainment and one-of-a-kind experiences, hosted by some of Australia's most iconic personalities.

[Find out more](#)

LIVE
from Aus

Live virtual events

Benchmarking – Home page - Australia

Australia:

TRAVELLER ESSENTIALS



VISA, CUSTOMS AND QUARANTINE FAQ

Learn about the Australian visa, customs and quarantine regulations. This includes types of visa applications, what to declare and...



FACTS AND PLANNING

Travelling in Australia is relatively safe and easy, but planning ahead will help you make the most of your holiday.



FIND A TRAVEL AGENT

An Aussie Specialist has the experience to help you plan and book every detail of your Australian vacation.

Benchmarking – Home page - Australia

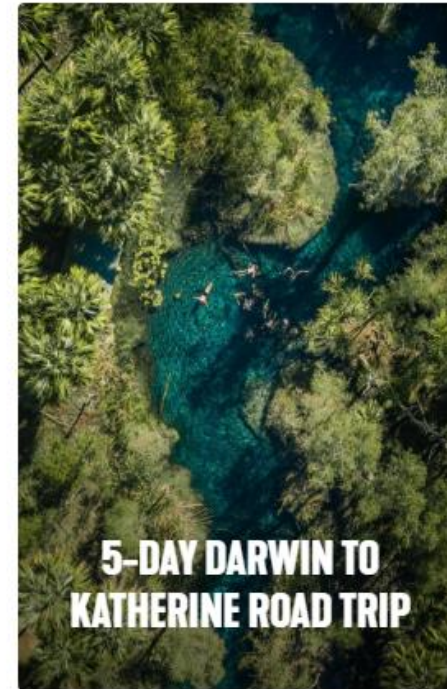
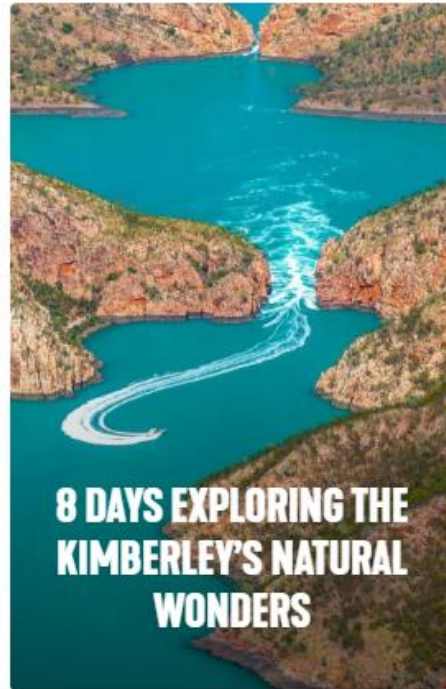
Australia:



Benchmarking – Home page - Australia

Australia:


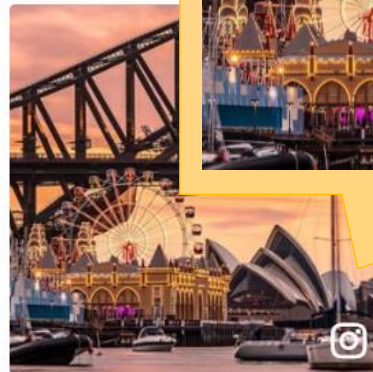
POPULAR ITINERARIES





Benchmarking – Home page - Australia

Australia:

@AUSTRALIA



@Australia  

Name a more iconic trio, we'll wait. 🤖

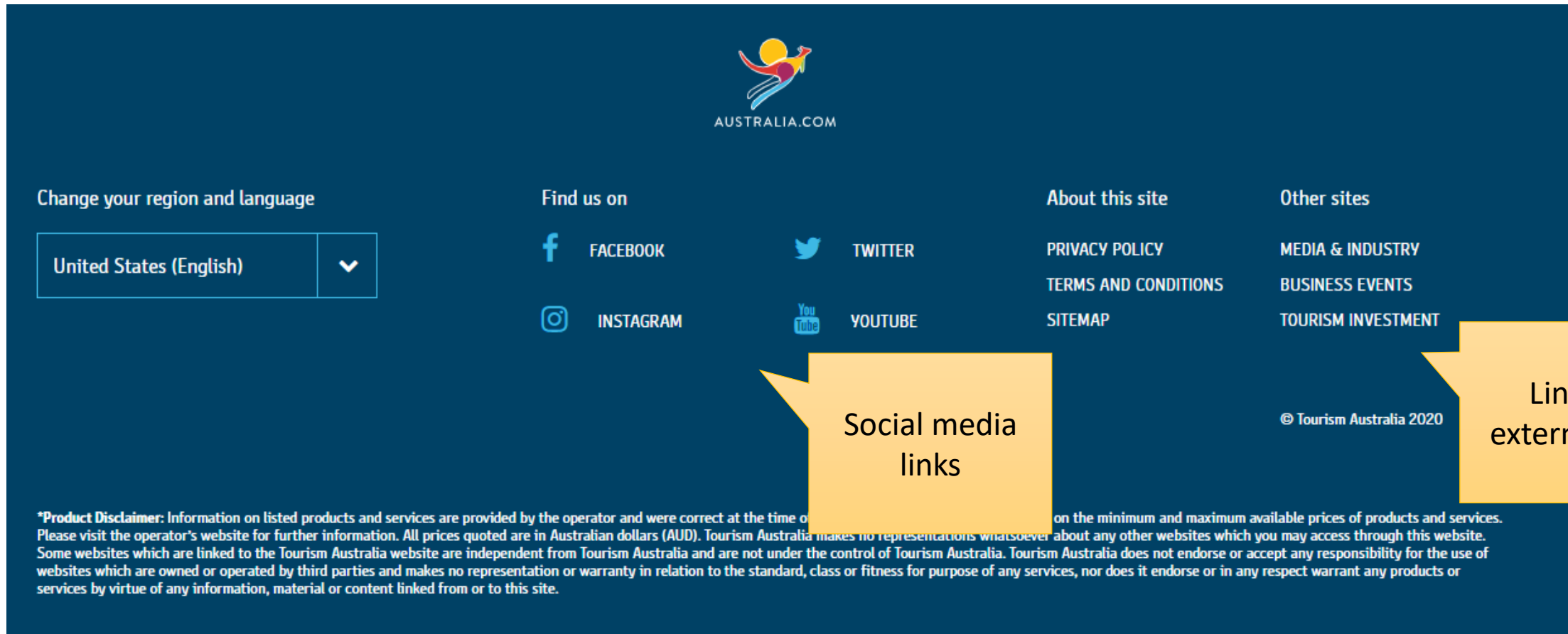
@marcoasaphoto captured this stunning shot at @sydney's golden hour, showcasing the beautiful pairing that is the @sydneyoperahouse, #SydneyHarbourBridge and @lunaparksydney. You can experience all three attractions in one day, starting with a scenic stroll across the bridge from @therocks, spend the day on rides and carnival games at #LunarPark, then catch the ferry back to Circular Quay for drinks and dinner at @operabarsydney or @bennelong_sydney. 😊

#seeaustralia
#newsouthwales
#ilovesydney
#sydneylocal
#lunaparksydney
#sydneyoperahouse

Load More

Benchmarking – Home page - Australia

Australia:



The screenshot shows the Australia.com website home page. At the top center is the Australia.com logo, featuring a stylized kangaroo and the text "AUSTRALIA.COM". Below the logo, there are four main sections: "Change your region and language", "Find us on", "About this site", and "Other sites".

- Change your region and language:** A dropdown menu showing "United States (English)" with a downward arrow.
- Find us on:** Social media links for Facebook, Instagram, Twitter, and YouTube.
- About this site:** Links for Privacy Policy, Terms and Conditions, and Sitemap.
- Other sites:** Links for Media & Industry, Business Events, and Tourism Investment.

Two yellow callout boxes are present: one pointing to the social media links with the text "Social media links", and another pointing to the "Other sites" section with the text "Links to external sites".

At the bottom left, there is a ***Product Disclaimer:** Information on listed products and services are provided by the operator and were correct at the time of posting. Prices are subject to change without notice. All prices quoted are in Australian dollars (AUD). Tourism Australia makes no representations whatsoever about any other websites which you may access through this website. Some websites which are linked to the Tourism Australia website are independent from Tourism Australia and are not under the control of Tourism Australia. Tourism Australia does not endorse or accept any responsibility for the use of websites which are owned or operated by third parties and makes no representation or warranty in relation to the standard, class or fitness for purpose of any services, nor does it endorse or in any respect warrant any products or services by virtue of any information, material or content linked from or to this site.

At the bottom right, there is a copyright notice: © Tourism Australia 2020.

Benchmarking – Home page - Scotland

Scotland:

The screenshot shows the VisitScotland website home page. At the top, there is a dark purple navigation bar with links for 'Business Events', 'Travel Trade', 'Media Centre', and 'Corporate'. On the right side of this bar are 'Log in', 'Language EN', and 'Community' options. Below this is a white header with the 'SCOTLAND | ALBA' logo on the left and a menu of 'DESTINATIONS', 'ACCOMMODATION', 'SEE & DO', 'HOLIDAYS', 'TRAVEL', 'ABOUT SCOTLAND', and 'EVENTS' in the center. A search bar is located on the right. A white banner below the header contains a 'Coronavirus (COVID-19) advice' notice. The main content area features a large scenic image of a lake and mountains at sunset. Overlaid on this image is the text '#SKETCHINGSCOTLAND VIDEO TUTORIALS' in large white letters, with a purple button below it that says 'Watch Video Now!'. Two yellow callout boxes are present: one pointing to the top navigation and search area, and another pointing to the video tutorial text.

VisitScotland | Business Events | Travel Trade | Media Centre | Corporate | Log in | Language EN | Community

SCOTLAND | ALBA | DESTINATIONS | ACCOMMODATION | SEE & DO | HOLIDAYS | TRAVEL | ABOUT SCOTLAND | EVENTS | SEARCH

Coronavirus (COVID-19) advice. Not all businesses are operating as advertised due to the current Coronavirus situation. Please see our latest advice on travel and booking.

VISIT A

#SKETCHINGSCOTLAND VIDEO TUTORIALS

▶ Watch Video Now!

Header menu, search, community access

Video tutorial series

Benchmarking – Home page - Scotland

Scotland:

Search for in Location [SEARCH](#)



HOME WELCOME TO SCOTLAND

In light of COVID-19, everyone's health and safety is the most important thing. We want to be able to share our beautiful country with everyone near and far but only when it's safe to do so. We'd ask everyone who is considering day trips and overnight stays to please plan ahead carefully and check opening arrangements with the businesses directly.

We'll be updating our website and social media regularly with the latest information so keep checking back for more details and of course, lots of inspiring and beautiful content on where to go, what to see and what to do. Our way of keeping you smiling!

For just now, please follow the [advice of the current phase from the Scottish Government](#), and always stay 2 metres away from those outwith your own household both indoors and outdoors.

Please stay safe everyone and we look forward to welcoming you to Scotland very soon.

Map section:
Explore all of
Scotland on map

[EXPLORE MAP
OF SCOTLAND](#)

Benchmarking – Home page - Scotland

Scotland:



IDEAS AND INSPIRATION FROM SCOTLAND UNTIL WE MEET AGAIN



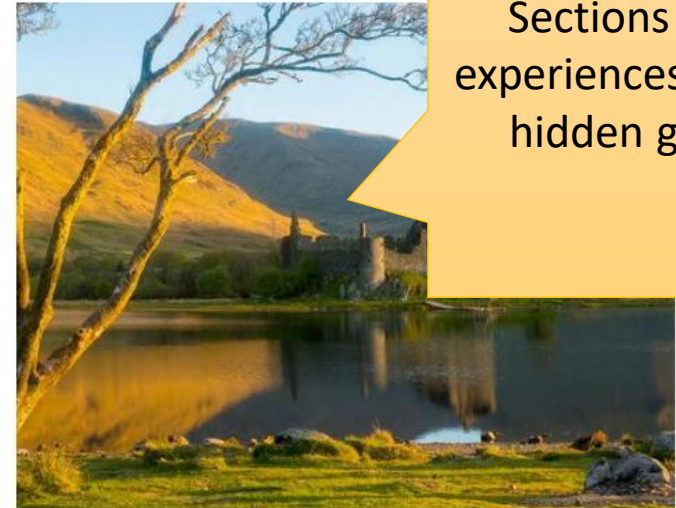
UNIQUE EXPERIENCES



OUTLANDER



DRIVING & ROAD TRIPS



SCOTLAND'S HIDDEN GEMS

Sections on ideas, experiences, road trips, hidden gems, etc.

Benchmarking – Home page - Scotland

Scotland:

SKETCHING SCOTLAND

HOW TO DRAW FAMOUS LANDMARKS FROM ACROSS SCOTLAND

If you've ever thought that you're not talented enough to try drawing, we're here to prove you wrong. And with Scotland as your inspiration, we'll have you sketching away in no time!

READ MORE



Sketching Scotland series

YEAR OF COASTS & WATERS 2020

Dive into Scotland in 2020 as we celebrate our remarkable coasts, lochs, rivers and canals and all they contribute to our wonderful way of life.



HAVE YOUR SAY

ASK US A QUESTION...

Chat with us on Facebook Messenger - we're here to answer any questions you may have about holidays in Scotland.



Ask questions through Facebook messenger

Benchmarking – Home page - Scotland

Scotland:

 **NEWSLETTER SIGN UP**

Subscribe now for inspiration, travel tips, news and visitor offers!

SIGN UP NOW

WATCH OUR TOUR GUIDES IN ACTION



Tour Guide Tales: Aberdeen Art Gallery



Tour Guide Tales: The Black Officer of Badenoch



Tour Guide Tales: RRS Discovery Dundee 1:30

Videos by Tour Guides

GREAT IDEAS FOR YOUR HOLIDAY



ITINERARIES >



DESTINATIONS >



SOUNDS OF SCOTLAND >



SHORT & WEEKEND BREAKS >

Holiday ideas

Benchmarking – Home page - Scotland

Scotland:



[IKNOW COMMUNITY](#)



[DOWNLOAD NEW PORTAL AR APP](#)

Visibility for iKnow Community and Portal AR app

Important links, feedback, social media links

[About Us](#)

[Contact Us](#)

[Blog](#)

[Privacy & Policies](#)

[Brochures](#)

[Accessibility Policy](#)

[Cookies Policy](#)

[VisitScotland for Business](#)

[Feedback & complaints](#)

[Meetings & conferences](#)

[Scotland.org](#)

[Newsletter Sign up](#)

[Website Feedback](#)



Benchmarking – Events & Festivals

Events and festivals section could comprise the following:

- Yearly calendar of events and festivals
 - Region-wise categorisation of events and festivals
 - Different events and festivals will be tagged under various interest categories as under -
 - Tradition & Culture
 - Art & Craft
 - Fairs & Exhibition
 - Film festivals
 - Others
- Listing of major destinations to visit to experience the event and festival
- Listing of trips and itineraries to visit during the event and festival

Benchmarking – Events & Festivals – Abu Dhabi

Abu Dhabi lists the events and festivals with the following filters –

- Date
- Interests
- Venue
- Region
- Event type

The screenshot shows the Abu Dhabi Events & Festivals website. At the top, there is a navigation bar with the Abu Dhabi logo and menu items: Things to do, Where to go, What to see, Plan your trip, Events (highlighted), and Business. A search icon and a language selector (English) are also present. Below the navigation bar, there is a red button labeled "View them all" with a right arrow. A "Filters" section is visible on the left, with a sub-section for "Interests" containing a list of categories with checkboxes: Arts, Business, Culture, Education, Family, Lifestyle, Nightlife, Sports, and Virtual. The main content area displays three event cards. The first card is for "Desert Horse Riding tours with Rabdan Equestrian Club" on 01 MAR 2021, from 07:00 AM to 08:00 PM, with a "TICKETED" status. The second card is for "Abu Dhabi Festival 2021" on 01 FEB 2021, a virtual event from 10:00 AM to 10:00 PM, with a "FREE" status. The third card is for "World Future Energy Summit 2021" on 07 SEP 2021, from 10:00 AM to 08:00 PM, with a "FREE" status. At the bottom of the event cards, there is a "Virtual events" section with a "View all" button and a right arrow.

Benchmarking – Events & Festivals – Switzerland

Switzerland lists the events and festivals with the following filters –

- Location
- Date
- Topics
- Expert recommendations

The screenshot displays a user interface for event discovery in Switzerland. On the left, a filter sidebar includes an 'End Date' dropdown, a 'Topics' section with 11 categories (Art, Concert, Musical, Congress, Course, Customs, Market, Fair, Exhibition, Festival, Festivities, Gastronomy Culinary Arts, Meetings, Animation, Guest excursion, Childrens prog..., Sport, Theatres, Cinemas), and an 'Expert recommendations' section. The main content area shows four event cards: 'K ME BABY' (10.10.2020 - 02.11.2021), 'Roll over Beethoven' (16.12.2020 - 01.08.2021), 'ÉMON LÉCHOT' (06.03.2021 - 09.05.2021), and 'Rose Wylie' (02.03.2021 - 23.05.2021). Each card features a thumbnail image and a '8 Apr' badge. On the right, a map of Switzerland and its surroundings shows red location pins for various events, with major cities like Zurich, Bern, and Geneva labeled. The map includes navigation controls like zoom in/out and a 'Near me' button.

Benchmarking – Events & Festivals – Scotland

Scotland lists the events and festivals categorised as –

- Top Scottish Virtual Events
- Highland Games
- Hogmanay & New Year
- Edinburgh Summer Festivals
- Music Festivals



TOP SCOTTISH VIRTUAL EVENTS



HIGHLAND GAMES



HOGMANAY & NEW YEAR



EDINBURGH SUMMER FESTIVALS



MUSIC FESTIVALS

Benchmarking – Events & Festivals – Singapore

Singapore lists the events and festivals which are filtered date-wise.

The screenshot displays the 'What's On' section of a website. At the top, a navigation bar includes the 'SG Passion Made Possible' logo and menu items: SEE & DO, FESTIVALS & EVENTS (highlighted), EAT & DRINK, SHOP, STAY, TOURS, TRAVELLER ESSENTIALS, DEALS, a search icon, and a star icon. Below the navigation, the 'What's On' title is prominently displayed. To the left, a red sidebar titled 'Filter by date' contains four checkboxes: 'Jan to Mar', 'Apr to Jun', 'Jul to Sep', and 'Oct to Dec'. The main content area features three event cards. Each card has a header image, a date, a title, and a short description. The first card is for '13 MAY Hari Raya Aidilfitri', the second for '26 MAY Vesak Day', and the third for '14 JUN Dragon Boat Festival'. Below these cards, the tops of two more event cards are visible.

SG Passion Made Possible

SEE & DO FESTIVALS & EVENTS EAT & DRINK SHOP STAY TOURS TRAVELLER ESSENTIALS DEALS

What's On

Filter by date

- Jan to Mar
- Apr to Jun
- Jul to Sep
- Oct to Dec

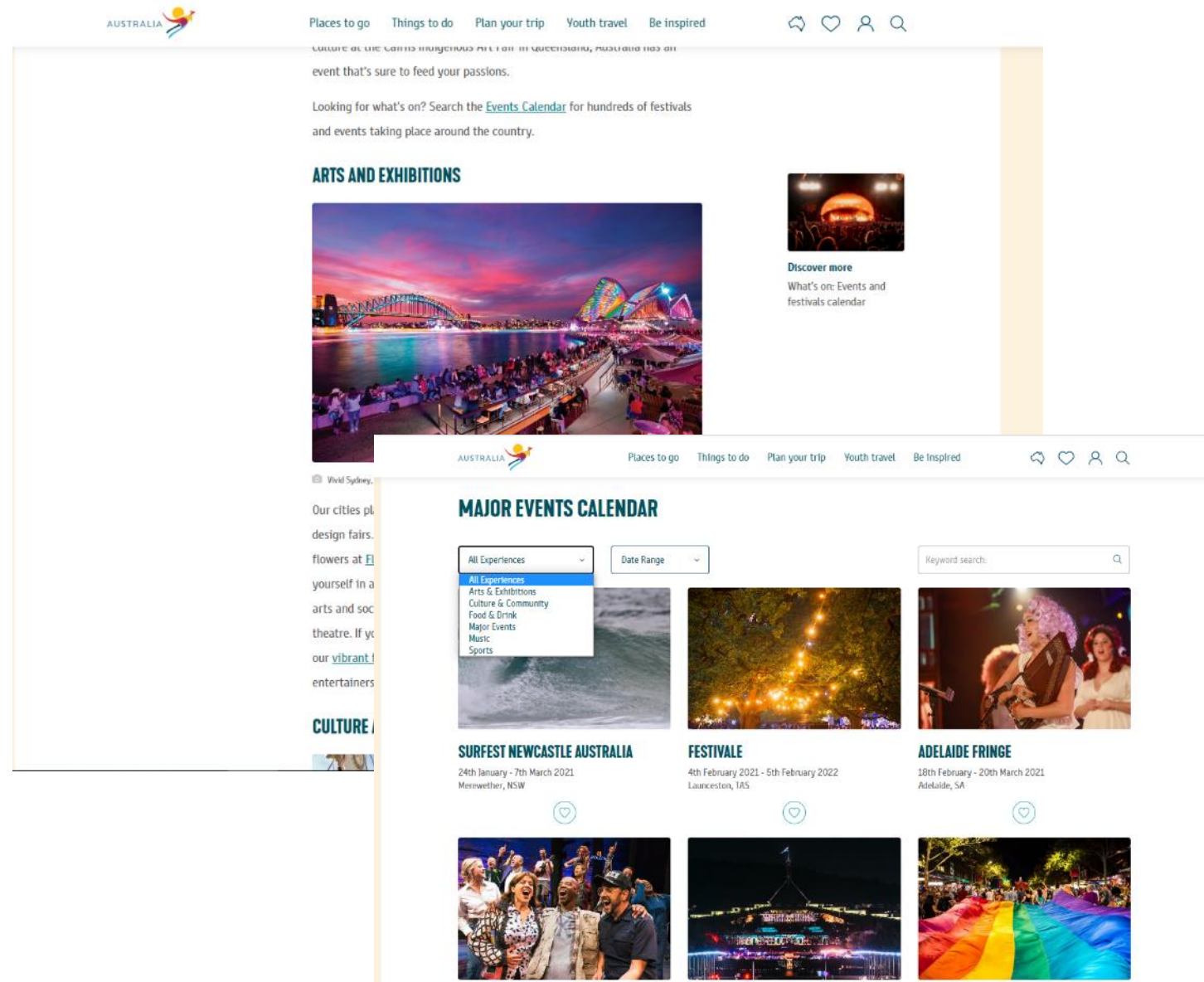
13 MAY
Hari Raya Aidilfitri
On Hari Raya Aidilfitri, Muslims in Singapore end their time of fasting with a joyous celebration of forgiveness, fellowship and food.

26 MAY
Vesak Day
Buddhists in Singapore and the world over celebrate the birth, enlightenment and death of Gautama Buddha on Vesak Day, a time of joy, peace and reflection.

14 JUN
Dragon Boat Festival
Thumping drumbeats and delicious dumplings are the exciting ingredients that make the Dragon Boat Festival a sizzler of a festival in Singapore.

Benchmarking – Events & Festivals – Australia

- The page for Events & festivals category within 'Activities' comprise the following:
 - Writeup with links to different events/festivals under different categories -
 - Arts & Exhibition
 - Culture & Community
 - Food & Drinks
 - Major events
 - Music
 - Sports
 - Link to Events calendar
 - 2 filters in the calendar -
 - Experience category
 - Date
 - Map based representation of the events 'near' the viewer



Benchmarking – Mobile app

Level 1 components: Mobile app

Mobile app could comprise of the following components:

1. Destinations (as per revised structure on website)
2. Experiences (as per revised structure on website)
3. Trips (as per structure implemented on website)
4. Trip planner tool
5. Planning (replication of website components)
6. Services (replication of website components)
7. Login feature
8. Wishlist / Favourites feature
9. Emergency contacts
10. Map-based integrations
11. Ratings feature
12. Share and Download feature
13. Search feature
14. Essentials information (travel cards, weather, currency exchanges, etc.)

Benchmarking – Mobile app

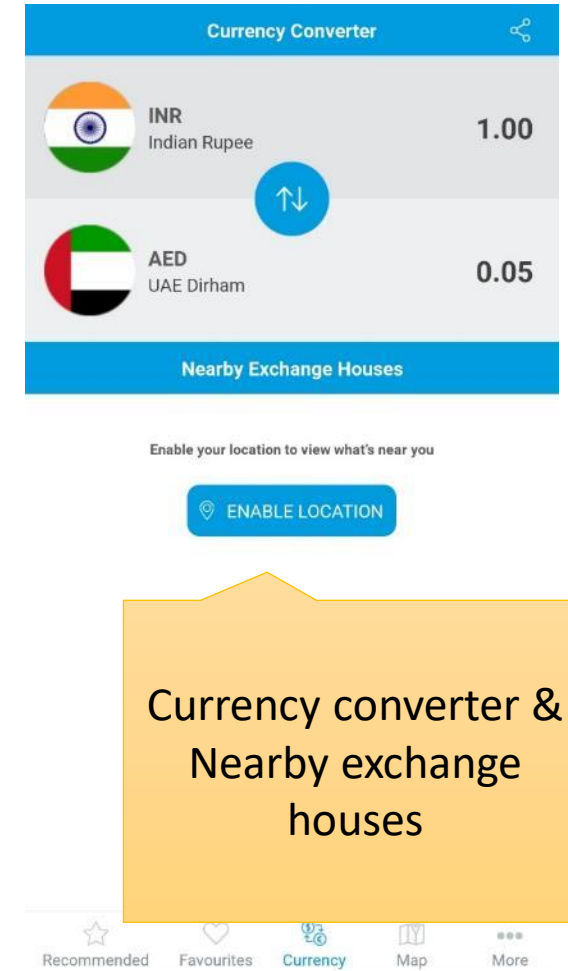
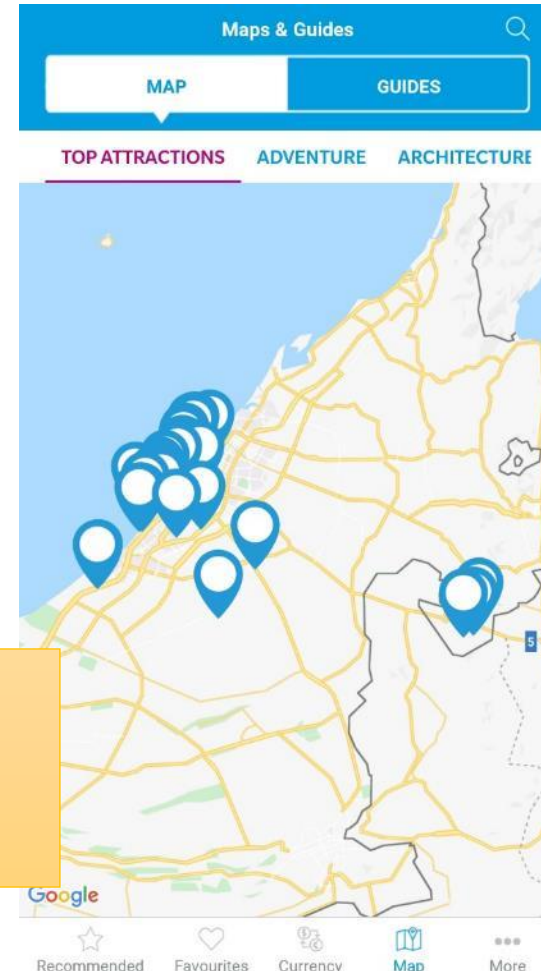
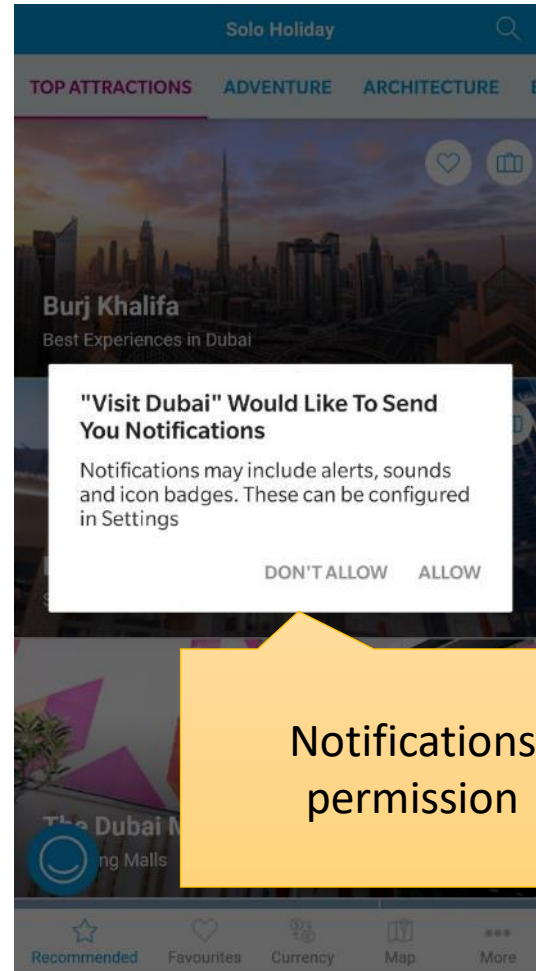
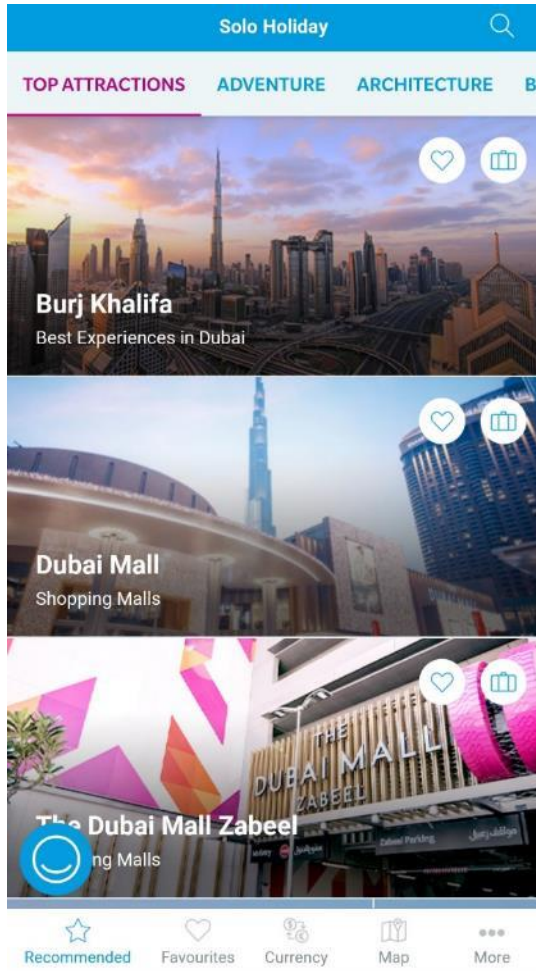
Level 1 components: Mobile app (contd.)

Mobile app could comprise of the following components:

15. Events & festivals calendar
16. Location based notifications
17. Recommendation popups
18. Surveys
19. Feedbacks
20. Links to relevant websites
21. Links to relevant apps

Benchmarking – Mobile app - Dubai

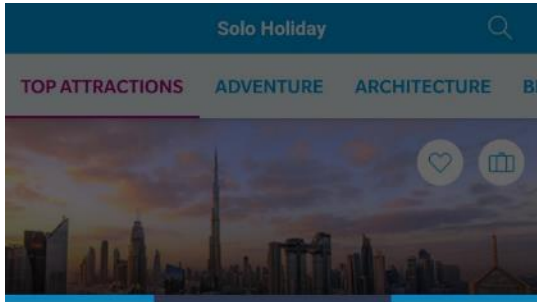
Dubai:



Currency converter & Nearby exchange houses

Benchmarking – Mobile app - Dubai

Dubai:

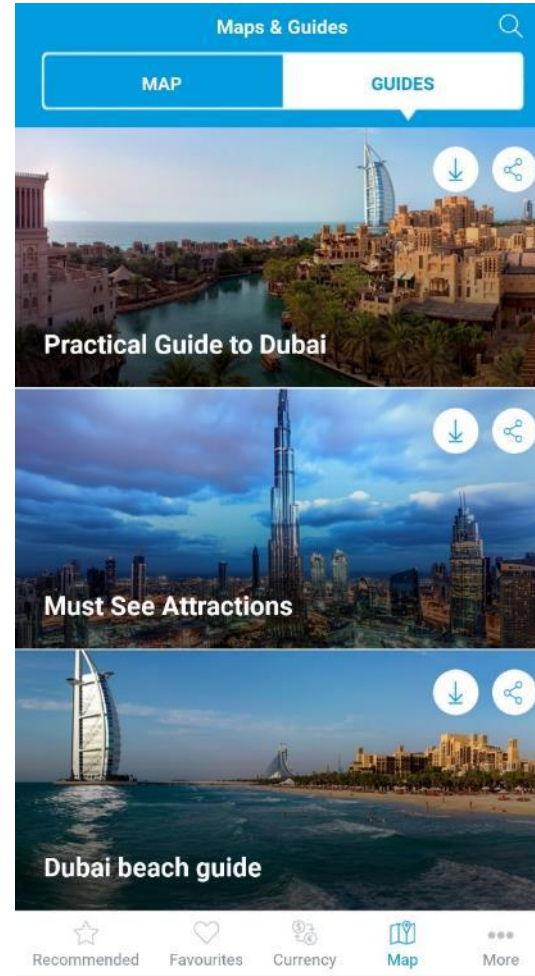
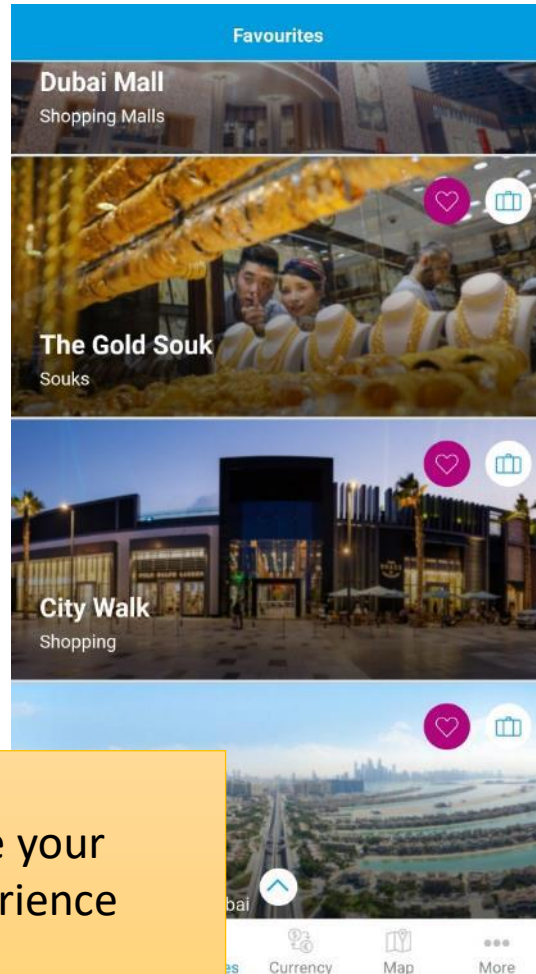


This App



How was your experience?

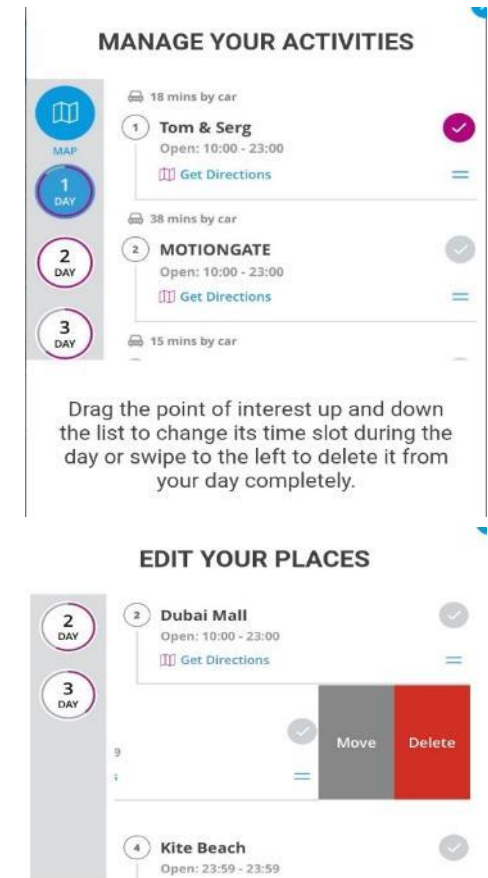
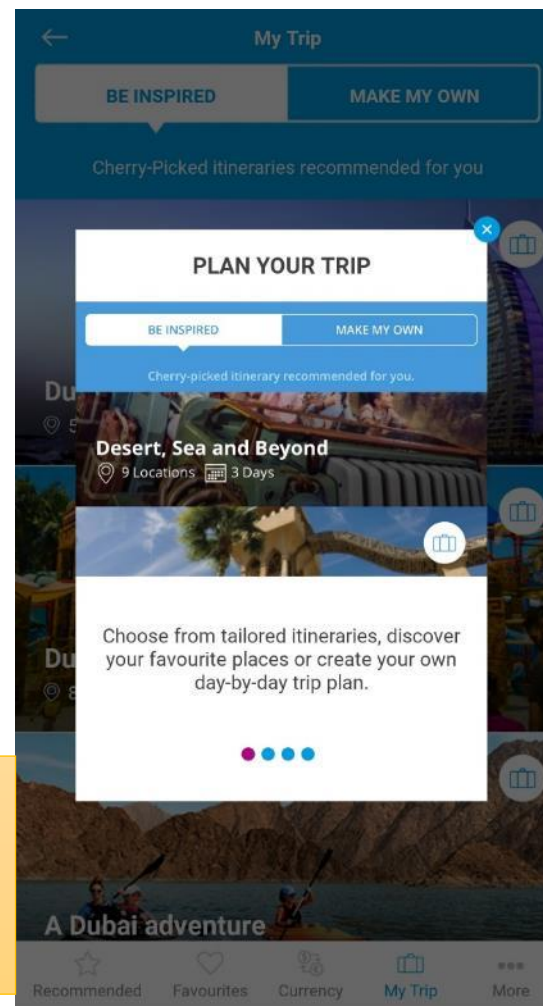
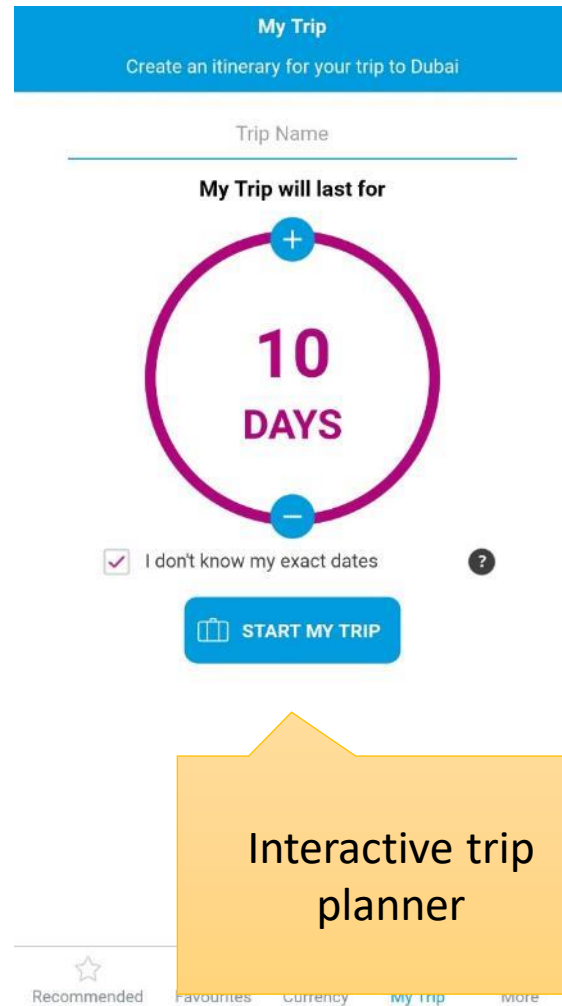
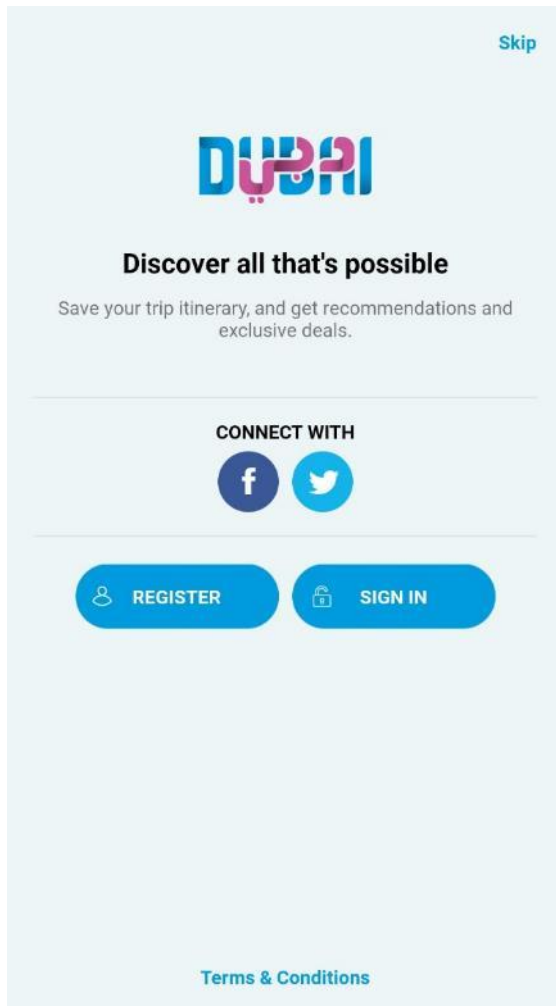
Rate your experience



Downloadable PDF guides

Benchmarking – Mobile app - Dubai

Dubai:



You can move or delete points of interest with ease by revealing these options with a simple swipe.

Benchmarking – Mobile app - Dubai

Dubai:

The image displays a collage of mobile app screenshots for Dubai. On the left is a user profile for Sambhav Handa. The top row shows three main sections: 'Public Transport', 'Emergency Contacts', and 'Be Inspired'. The 'Public Transport' section includes a taxi booking interface with a table of options. The 'Emergency Contacts' section lists services like Ambulance, Dubai Police, Fire Department, and Embassy. The 'Be Inspired' section features travel recommendations like 'Dubai In 24 hours' and 'A Dubai adventure'. A bottom navigation bar contains 'Recommended', 'Favourites', 'Currency', 'My Trip', and 'More'. Two yellow callout boxes highlight 'Public transport information' and 'Emergency contacts'.

Public Transport

TAXI METRO BUS MARINE

Dubai's taxis can be hailed nearly everywhere at just about any time, day or night. If you prefer to schedule a ride, you can book a taxi at +971 4 208 0808.

	RTA	Uber	Careem
Ladies' Taxi	✓	x	✓
Ordinary Taxi	✓	✓	✓
Special Needs Taxi	✓	x	x
Dedicated Airport Taxi	✓	x	x

Emergency Contacts

- Ambulance
- Dubai Police
- Fire Department
- Embassy
- India

Be Inspired

Cherry-Picked itineraries recommended for you

Dubai In 24 hours

5 Locations 1 Days

A Dubai adventure

6 Locations 2 Days

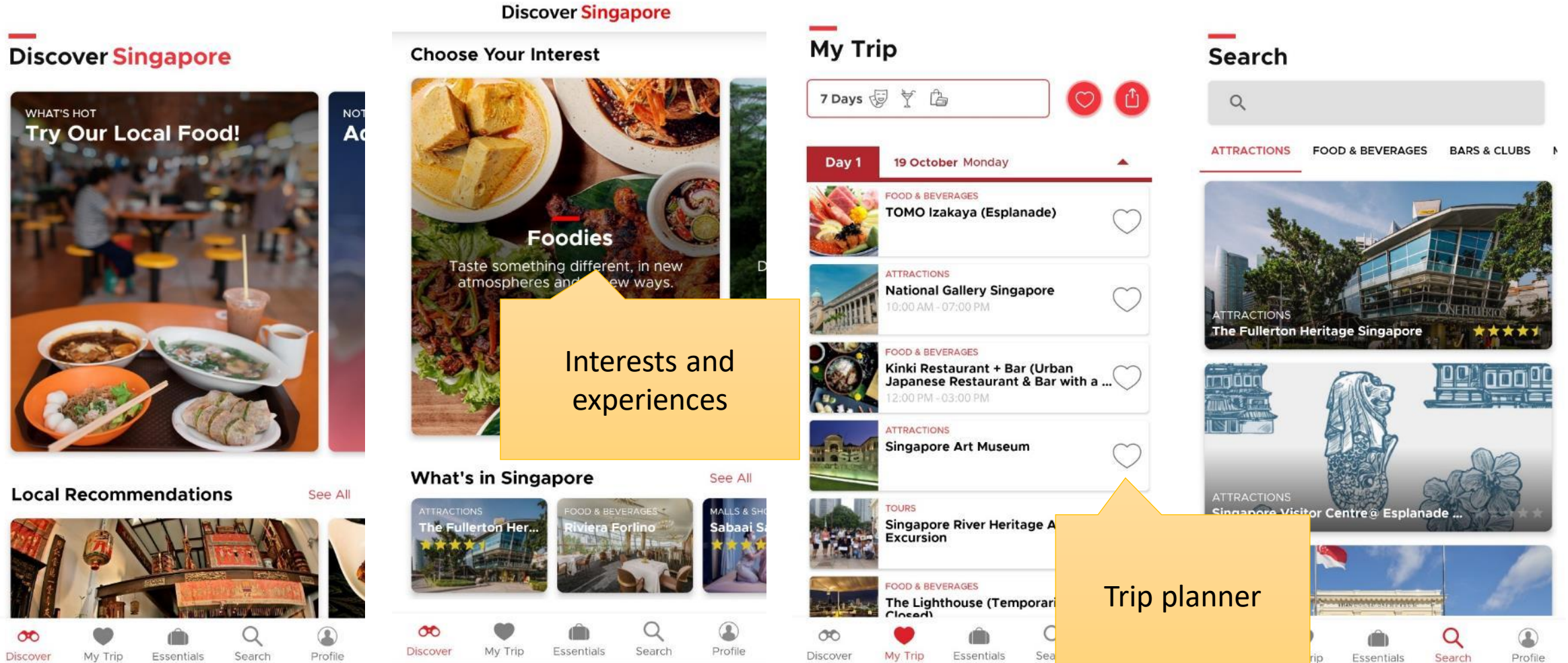
Version 4.9

Emergency contacts

Public transport information

Benchmarking – Mobile app - Singapore

Singapore:



Benchmarking – Mobile app - Singapore

Singapore:

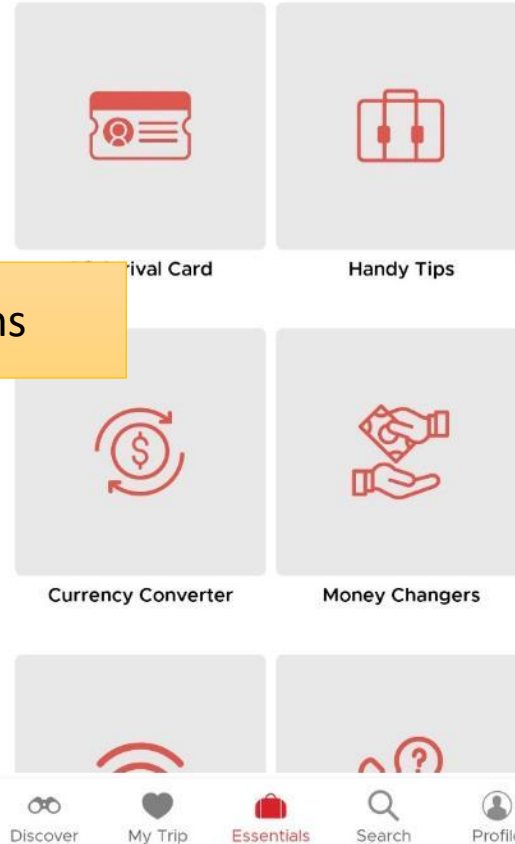


Arrival cards
(ica.gov.in)

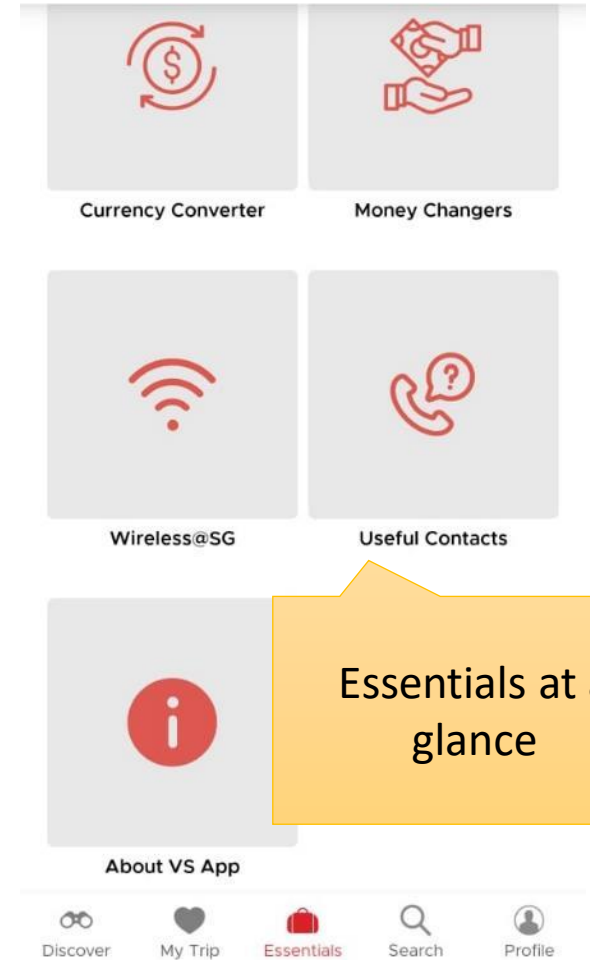


Promotions

Essentials



Essentials



Essentials at a glance

Benchmarking – Mobile app - Singapore

Singapore:

My Trip

7 Days

Day 1 19 October Monday

- FOOD & BEVERAGES: TOMO Izakaya (Esplanade)
- ATTRACTIONS: National Gallery Singapore (10:00 AM - 07:00 PM)
- FOOD & BEVERAGES: Kinki Restaurant + Bar (Urban Japanese Restaurant & Bar with a ... (12:00 PM - 03:00 PM)
- ATTRACTIONS: Singapore Art Museum
- TOURS: Singapore River Heritage Art Excursion
- FOOD & BEVERAGES: The Lighthouse (Temporarily Closed)

Discover My Trip Essentials Search Profile

My Trip

FAVOURITES

ARRIVAL

Month	Day	Year	Days
May	18		7
Jun	19	2020	1
Jul	20	2021	2

INTERESTS

- Arts & Culture
- Food
- Shopping
- Sport & Outdoors

Create Itinerary

Essentials

Hungry?

It's lunch time!

Riviera Forlino is nearby if you would like to try.

Find Out More

About VS App

Discover My Trip Essentials Search Profile

Riviera Forlino

1 Fullerton Road #02-06 One Fullerton Singapore 049213

The HungryGoWhere team is here to help you. Listed below are this eatery's available take-away and delivery options.

Delivery options:

no is offering delivery via the following options:

more

NEARBY

- BARS & CLUBS: Empire Sky Loun...
- TOURS: Singapore River ...
- ACCOMMODATION: The Fulle

MORE INFORMATION

Phone: +65 66907564

Website: <https://www.hungrygowhere.com/singapore/forlino/>

Discover My Trip Essentials Search Profile


Recommendation pop-ups

Customize trips

Benchmarking – Mobile app - Japan

Japan:

Data Management



To enhance tourism experience for future visitors, data will be collected for research purposes.
For more information, please read our [Privacy Policy](#) or set your data preference below.

Accept All
By tapping this "Accept All" button, you agree with our Privacy Policy.

Location Data
It is used to deliver disaster information when necessary and to measure tourists' journey trends such as which traffic routes is the most or the least popular.

Questionnaire
It is used to analyze user trends of our application. All information is aggregated and anonymous.

Google Analytics
It is used to analyze how our application is used and to deliver targeting advertisements outside of this application.

Appsflyer

Data Management

Questionnaire
It is used to analyze user trends of our application. All information is aggregated and anonymous.

Google Analytics
It is used to analyze how our application is used and to deliver targeting advertisements outside of this application.

Appsflyer
It is used to measure our application performance such as the number of monthly active users and to deliver targeting advertisements.

Firebase
It is used to analyze how our application is used and to deliver targeting advertisements outside of this application.


Strictly Necessary

OneTrust
It is used to obtain, record and manage consent of the users expressed on this Data Setting.

API Access Log
It is used to maintain services provided by our application such as responding actions made by you or identifying causes of functional errors.

Please note that even if you turn the switch off, the data collected in the past will not be deleted.

Start



To enhance tourism experience for future visitors, location data will be periodically collected for research purposes while you are using the app.

Allow JapanOfficialTravelApp to access this device's location?

WHILE USING THE APP


ONLY THIS TIME

DENY

Accept and Continue

Data management access on launch

← Survey



Japan. Endless Discovery.

We're requesting your cooperation in a survey aimed at enhancing tourism experience in Japan for foreign tourists.

Area of residence **REQUIRED**
 Outside of Japan Japan

Nationality **REQUIRED**
India

How many times have you visited Japan?
REQUIRED
0

Should you choose to answer the survey, it will be linked to the location data.
Location data analysis will be conducted regardless of whether the questionnaire is answered.
Please be assured that individuals cannot be identified through the collected data, as it is statistically processed.

send

Survey forms before login

Benchmarking – Mobile app - Japan

Japan:

Shizuoka
17°C/63°F 10°C/50°F 20%

Points of Interest

Spot, area, or interest

Tourist Spot Station Restaurant Info

Route search

Notice | Get info about measures due to new corona [See All](#)

Discount Tickets and Passes

Chubu Hokuriku Area Pass ¥5,090-

Chubu Hokuriku Arch Pass ¥24,500-

Discover

More

Akame 48 Waterfalls Bamboo Lantern Illumination
Japan National Tourism Organization

Beautiful Garden In Nagoya: I
NAVITIME JA

In Case of Trouble

Japan Visitor Hotline

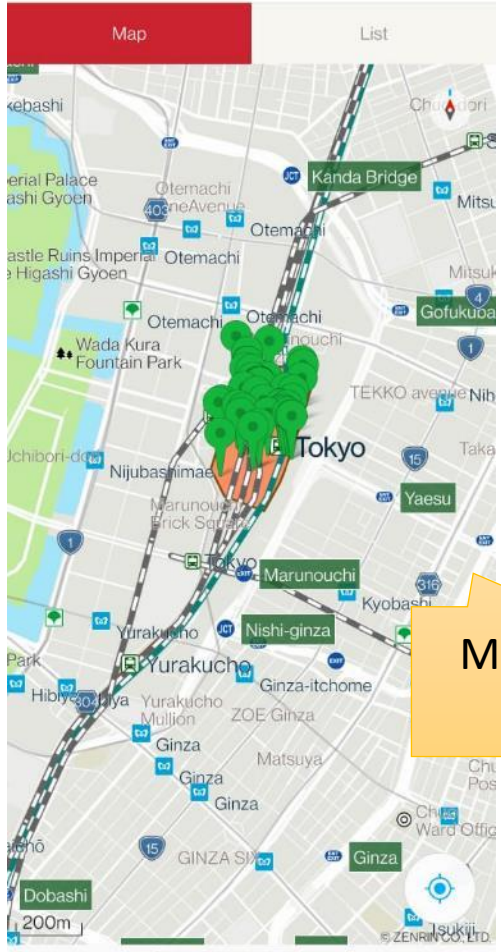
JNTO Inquiry Form

Embassy / Representative Office

Home / Landing page

Search for stations close by

Map List



Gin no Budo (Daimaru Tokyo Shop)
銀のぶどう 大丸東京店
sightseeing
-km
Tokyo Chiyoda-ku Marunouchi 1-9-1 Om...

Waraku-Beniyaecute Tokyo Shop
和楽紅屋 エキュート東京店
sightseeing
-km
Tokyo Chiyoda-ku Marunouchi 1-9-1 Tokyo Sta. Konai 1F...

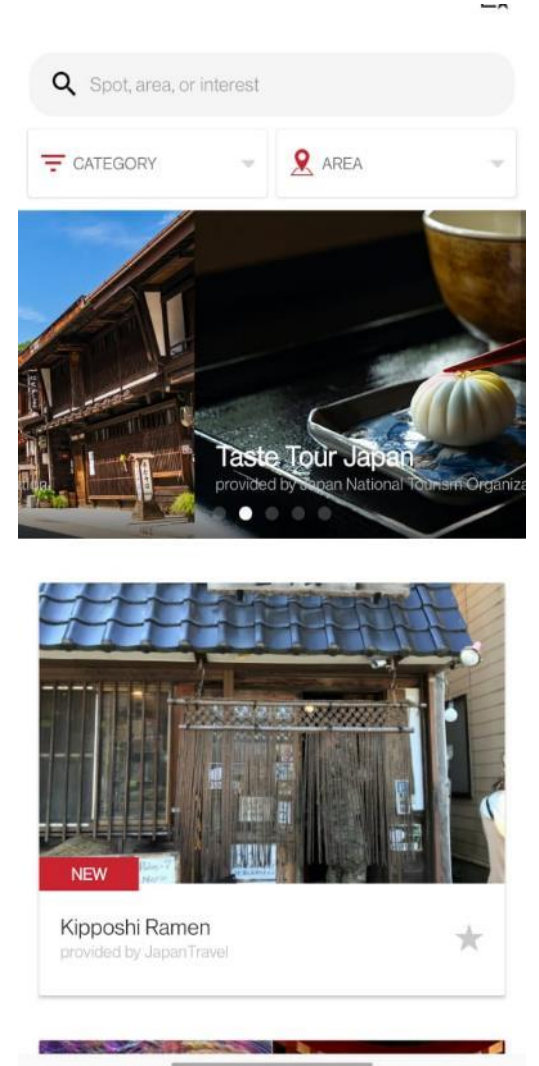
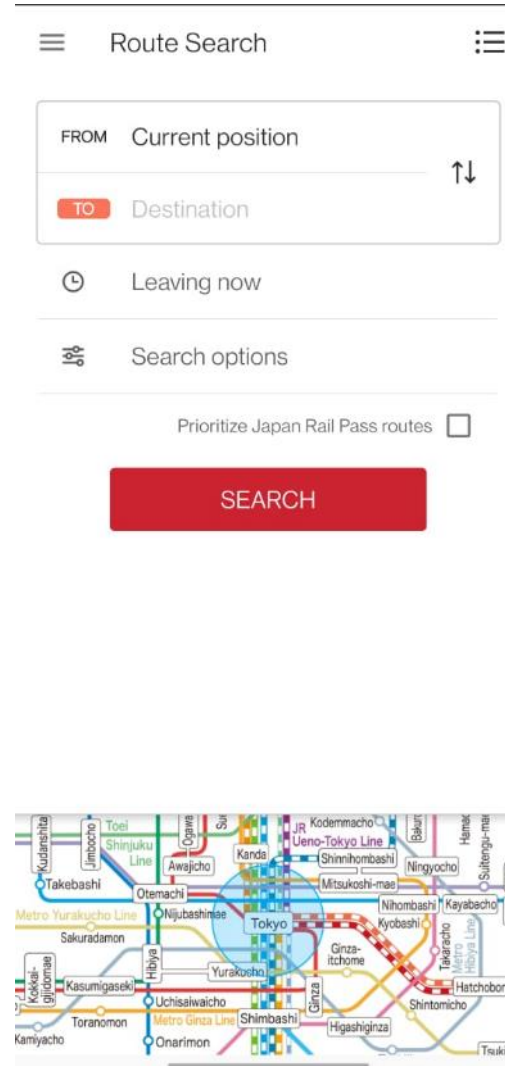
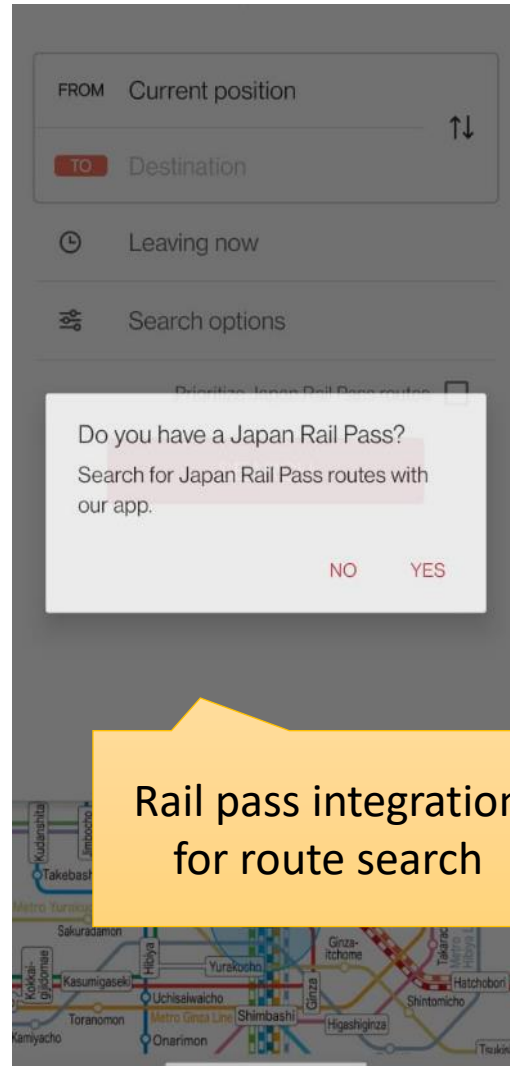
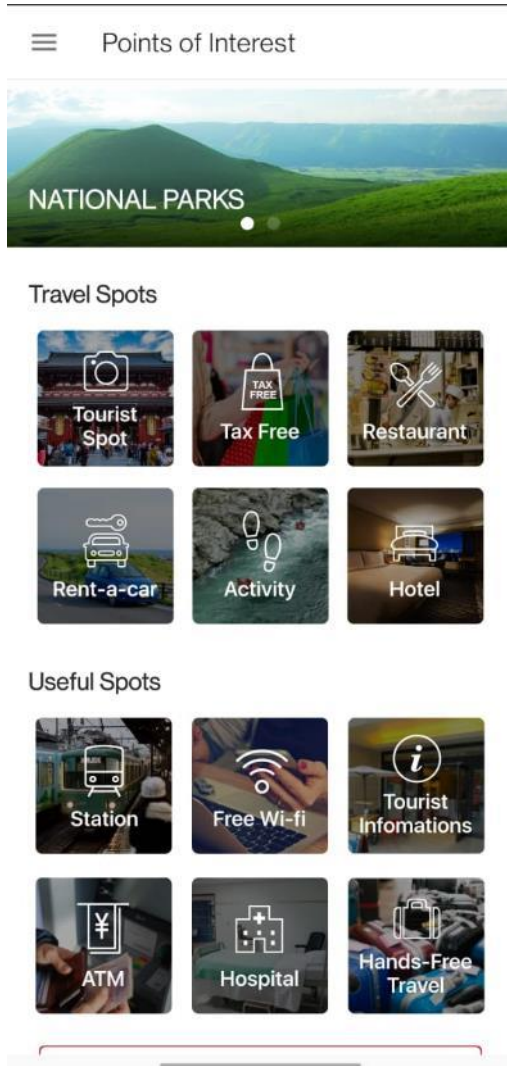
Ekibenya Matsuri (Gransta Shop)
駅弁屋 祭 グランスタ店
sightseeing
-ku Marunouchi 1-9-1 JR...

Asakusa Teppantei Tokyo Station Gransta

Map and list view

Benchmarking – Mobile app - Japan

Japan:



Benchmarking – Mobile app - Japan

Japan:

The image displays four screenshots of a mobile application interface, likely for travel services in Japan. Each screenshot shows a different section of the app, with annotations highlighting specific features.

- Discount Tickets and Passes:** Shows a list of travel passes for the Chubu region, including the Hokuriku Area Pass (¥5090-), Hokuriku Arch Pass (¥24500-), Mt. Fuji-Shizuoka Area Tourist Pass (¥4570-), Ise-Kumano-Wakayama Area Tourist Pass (¥11210-), Takayama-Hokuriku Area Tourist Pass (¥14260-), and JR EAST PASS (Nagano, Niigata) (¥18000-). A "Change Area" button is visible.
- Embassy / Representative Office:** Lists the Embassy of India (Tokyo Chiyoda-ku Kudan-minami 2-chome 2-11), the Consulate-General of the India in Osaka (Osaka Osaka-shi Chuo-ku Kyutaromachi 1-chome 9-26), and the Honorary Consulate of the Republic of Indonesia in Fukuoka (Fukuoka Fukuoka-shi Minami-ku Nanokawa 1-chome 23-...). An "EDIT" button is at the bottom.
- Other:** A menu with various options: Useful Services, Apps, Websites (Links), Official Pages, Helpful Phrases, Safety Assistance, Warnings / Advisories, FAQ, Settings, Language, Feedback, Rate this app, General Information, Notifications, and Data Collection.
- Links To Useful Web Services:** A list of links categorized by service type: Search & Booking (Japan Tour & Activities, Hotel & Ryokan Search, Restaurant), Travel Insurance (Travel Insurance for Visitors, JAPAN TRAVEL INSURANCE), Public Broadcaster (NHK WORLD), and Other (Safety tips for travelers, Shopping).


Annotations highlight the "App menu (left slider)" and "Links to relevant websites".

Benchmarking – Mobile app - Japan


Japan:


← Official Media & Web Site


Official Web Site


 Official Website

Official SNS

 Facebook

 Instagram

 Twitter @JapanSafeTravel

 TripAdvisor

← Helpful Phrases

Helpful phrases contain questions expected at times of disaster in four different languages (English, Japanese, Korean, and Chinese (Simplified and Traditional)).

If a disaster strikes

What is the name of this place?

Is this an earthquake?

Where is the emergency shelters?

Asking about the safety of the present location

Is it safe here?

Is there anywhere safe around here?

Please draw a map to _____ for me.


Could you come with me?

After evacuation


Please write it on this paper.

←


Government

 Safety tips
This Application notifies a user with disaster information issued in Japan.


Translator


 VoiceTra
VoiceTra is a speech translation application for travel phrases.

Food


 Japan Restaurant Guide
Japan Restaurant Guide for your smart phone!


Accommodation


 Agoda
Exclusive deals on over 1.3 million properties worldwide.

 Booking.com
Best travel app for hotel & vacation rental deals for your vacation trips!


← Links to useful apps


 Booking.com
Best travel app for hotel & vacation rental deals for your vacation trips!

 Expedia
Book on the go and get real-time trip updates with the free Expedia App.

 Hotels.com
The Hotels.com app is the simple, fast and secure way to book your perfect hotel.

Transportation

 Japan
Japan travel around like a local!

 Tokyo Subway Navigation
Free app in five languages for navigating routes in Tokyo subways offline.

Media

Links to relevant apps

Benchmarking – Mobile app - Japan

Japan:

The image displays four screenshots of a mobile application interface, each with a yellow callout box highlighting a specific feature:

- Feedback:** A screen titled "Feedback" with a back arrow. It contains a request form with a "SEND" button. A yellow callout box at the bottom says "Feedback integration".
- General Information:** A screen titled "General Information" with a back arrow. It lists links for "Terms of Service", "Privacy Policy", "Provision of Information", "Open source licenses", and "About Us".
- Data Handling:** A screen titled "Data Handling" with a back arrow. It lists "Request Data Deletion" and "Request data export". A yellow callout box says "Data deletion and data export options".
- Favorites:** A screen titled "Favorites" with a back arrow. It shows two favorite items: "The Prime Info Spot for your Sightseeing Needs: 'Tokyo City i'" and "Kipposhi Ramen". A yellow callout box says "Mark favourites".

Incredible India – Analytics and Personalization Plan way forward 2021

1

Web Analytics

2

Mobile Analytics

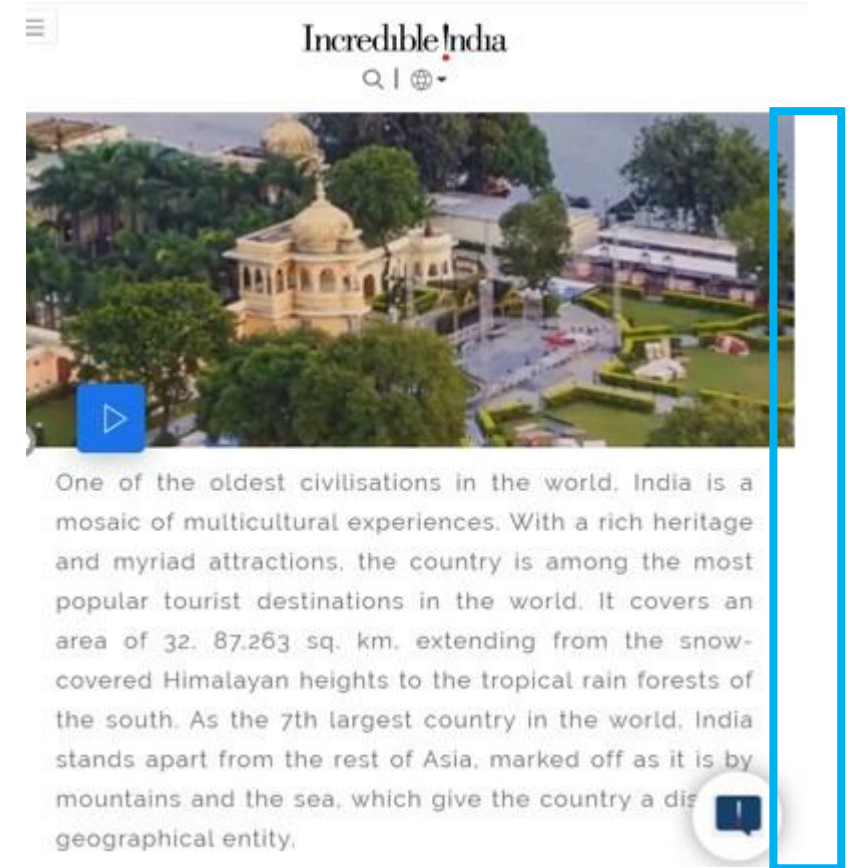
3

Web and Mobile Personalization

Phase 1 : Capture Rule based Parameters



Capturing Video Length



Capturing Scroll Bar

Phase 2 : Capture All destinations

The screenshot shows the 'Incredible India' website. At the top, there is a search bar with a magnifying glass icon and a globe icon. Below the search bar, the word 'Destinations' is displayed. A large blue-bordered box contains six destination categories, each with a representative image and a label: 'Popular Destinations' (archway), 'Spiritual Destinations' (temple by water), 'Heritage Destinations' (ruins), 'The Land Of Buddha' (statue), 'States And Union Territories' (mountain landscape), and 'All Destinations' (temple at night). Below this box, the 'Regions In India' section features two map icons labeled 'East' and 'West'. At the bottom right of the interface is a circular chat icon.

This section displays three destination cards. The first card for 'Varanasi' features a night photograph of a religious ceremony on a stage, with a description: 'One of the oldest living inhabitations of the world, the sacred city of...'. Below the image are two smaller photos and a blue button labeled '+14 more'. The second card for 'Tirupati' shows a temple with a large golden chariot, with a description: 'Among the most popular global pilgrimage places, Tirupati, in Andhra...'. It includes two smaller photos and a blue button labeled '+10 more'. The third card for 'Haridwar' shows a street scene with a blue button labeled 'Need Help?' and an upward-pointing arrow icon.

Capture the clickstream data on destinations and regions with the tracking path of in and outward.

Incredible India – Analytics and Personalization Plan way forward 2021

1

Web Analytics

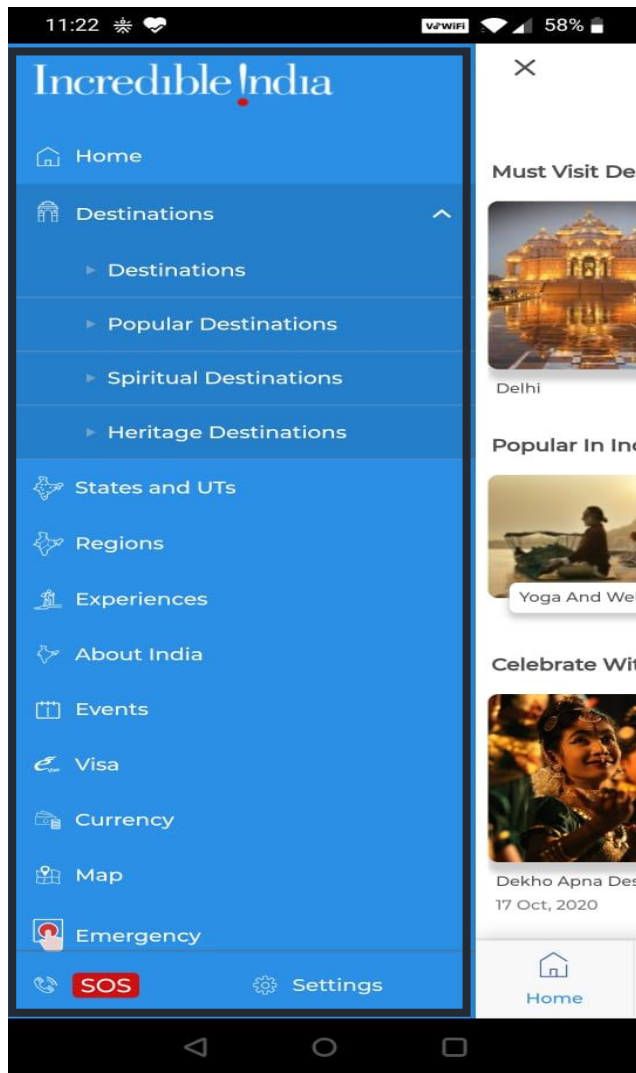
2

Mobile Analytics

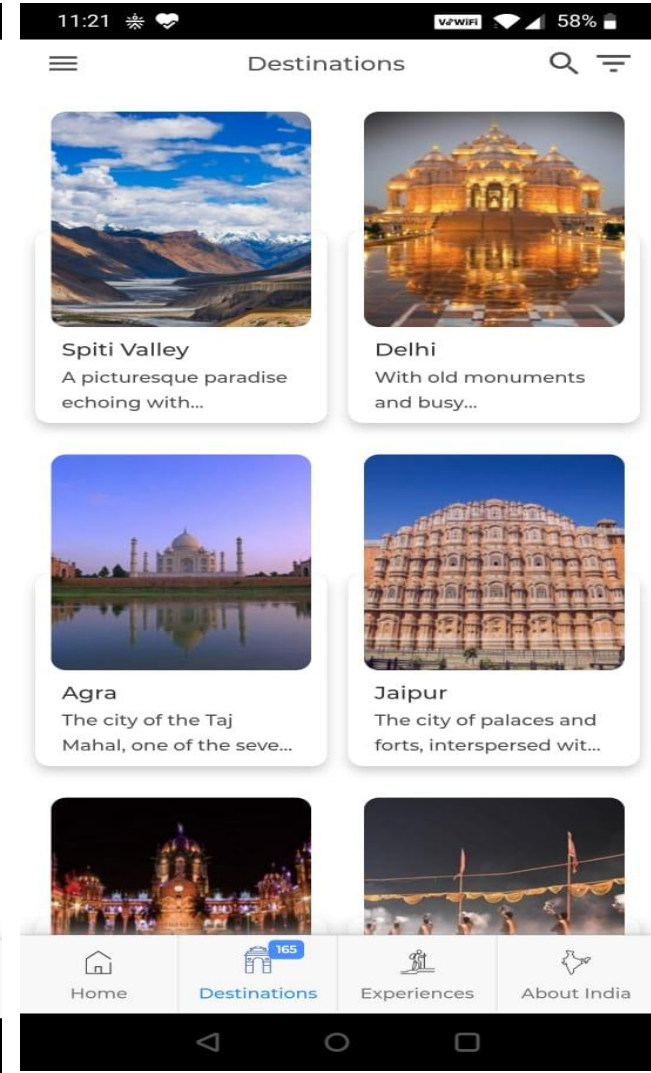
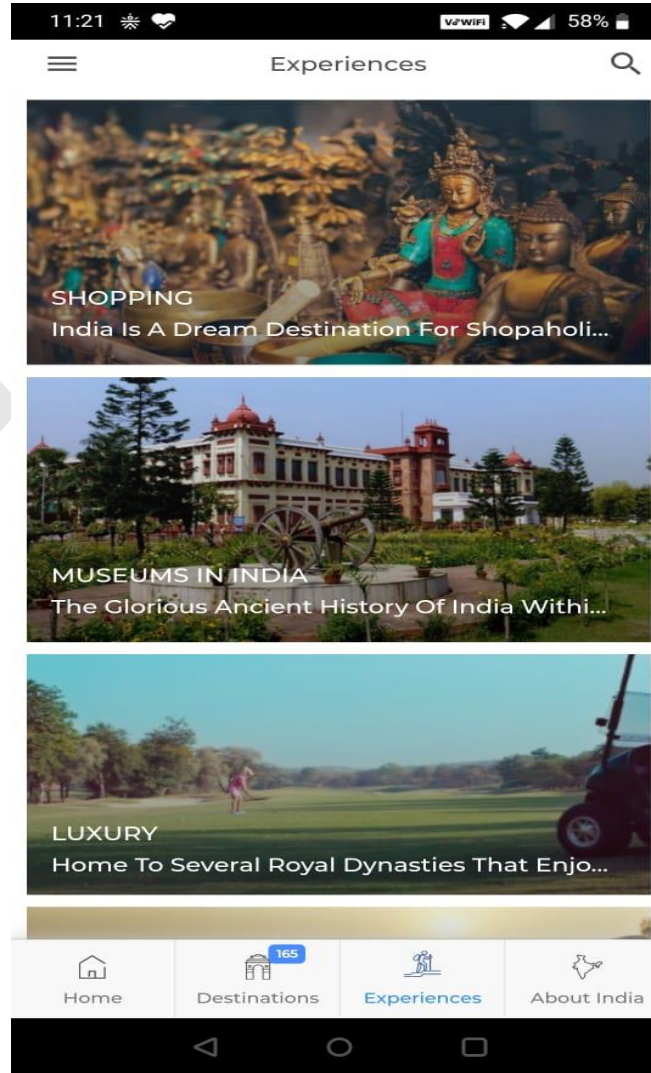
3

Web and Mobile Personalization

Phase 1 : Capture All Clicks



Separate
Data
Layer for
each click



Incredible India – Analytics and Personalization Plan way forward 2021

1

Web Analytics

2

Mobile Analytics


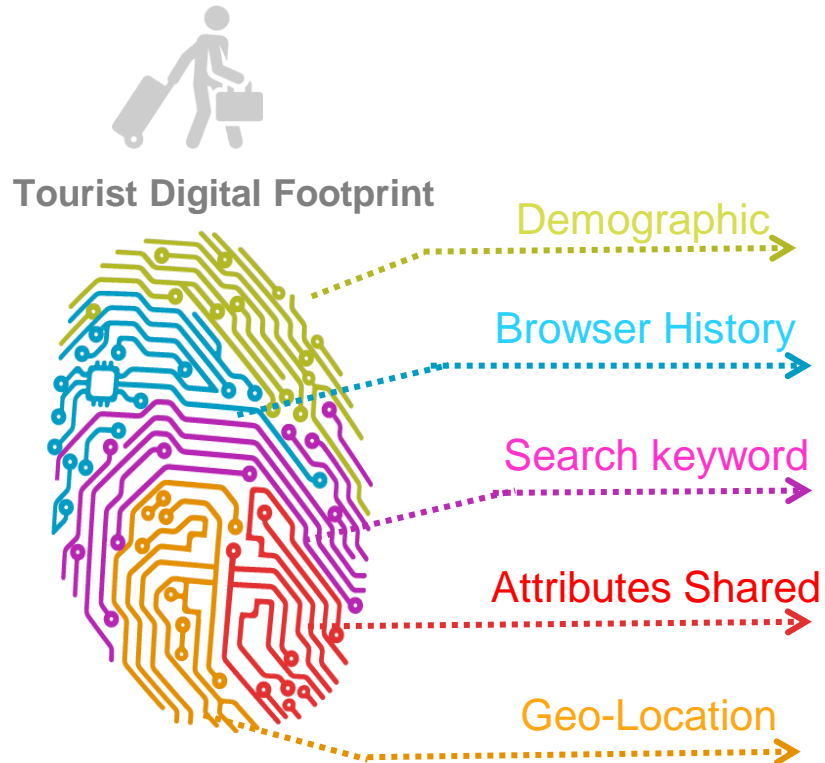
3

Web and Mobile Personalization

Personalization

Travelers expect a continuous experience across channels and devices that is highly relevant and personalized to their needs.

They want to achieve what they want, when and how they choose to



Incredible India personalize each visitor's experience according to the type of trip or leisure activity they are planning (such as family vs couple, experiential or destination).



Multiple Experiences are available on Incredible India

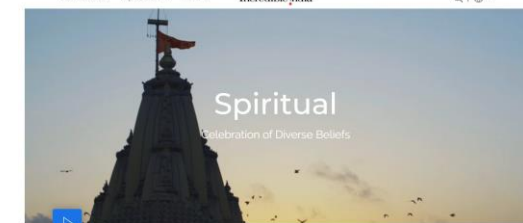
Adventurous Experience



Family Trip Experience



Spiritual Experience



Web and Mobile Personalization way forward



Develop New Experiences and Audience Segments

Set up AB/Multivariate tests

Create Personalized web experiences

Create fragments on web pages

Future Personalization Scenarios for Incredible India Website/Mob App

User Set Personalization: The user should be able to set a content preference and get an experience according to the selection

Profiled Personalization: Profiled personalization should utilize the additional information the user has explicitly mentioned at the time of profiling or you would have learned from the behaviour to customize their experience.

Behavioural Personalization: Behavioural personalization tracks how a user interacts with different content across the Incredible India website and Mobile app and then implicitly infers their interests by providing relevant content irrespective of explicitly mentioning the areas of interest.

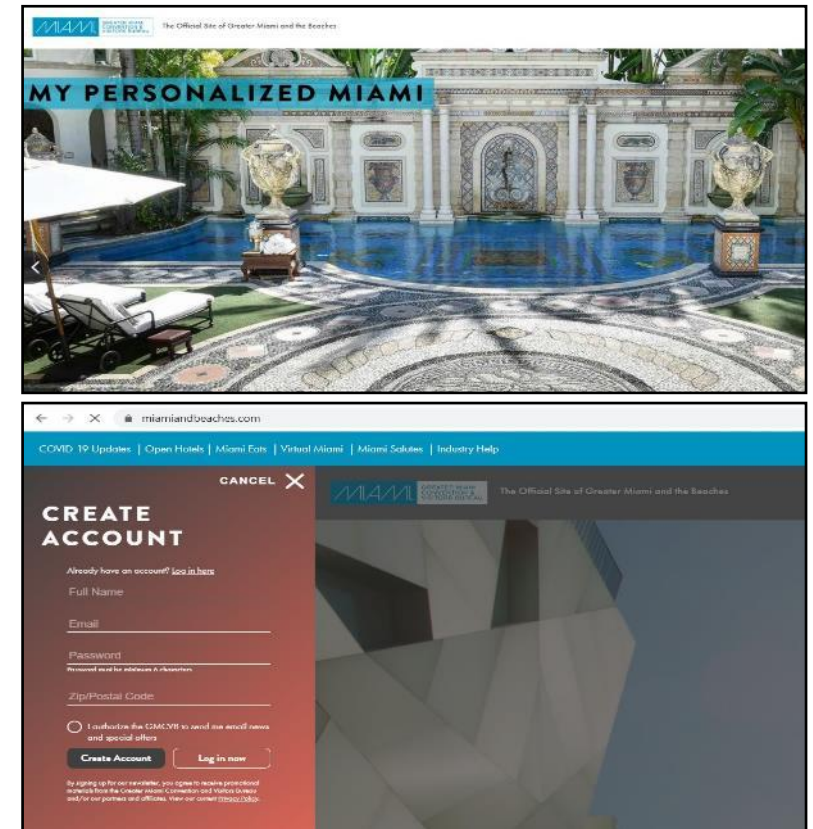
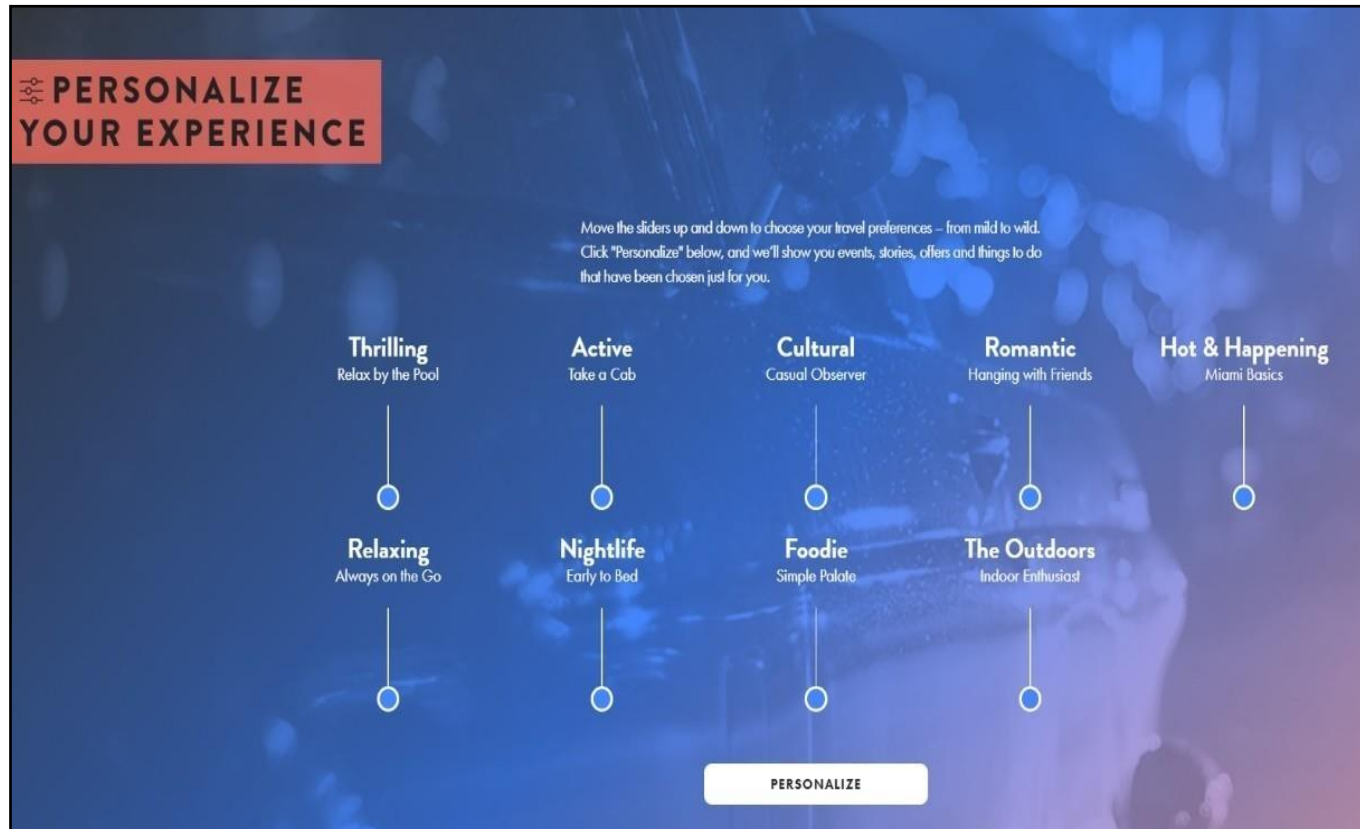
Triggered Personalization: Incredible India website and Mobile app experiences should be changed for the user based on direct action taken by the user in real time as per the requirements provide by the Ministry of Tourism.

Automated personalization based on user behaviour and previous learning

Personalization Use Case (Miami Beach)

Anonymised User - Clickstream data & logged-in user

miamiandbeaches.com provides a feature to the visitors to create their own personalization of the website based on their interest. Furthermore these settings becomes a permanent part of the experience if the visitor registers in the website.



Anonymised User – Location Data

SPAIN.INFO

traces your IP address and changes the language of the webpage based on the country of origin

Indian Version



Chinese Version



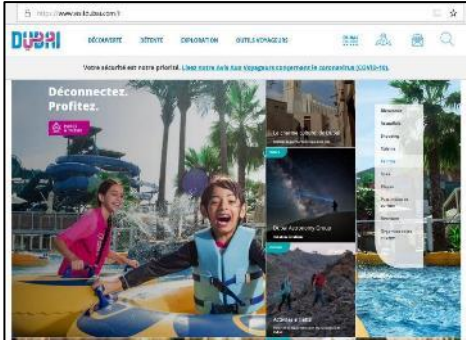
VISITDUBAI.COM

maintains multiple versions of the website according to the visitors' country of origin

Indian Version



French Version



Personalization



1 Anonymised User - Clickstream input Data

- 3 personas (Heritage, Adventure, Spiritual) are defined basis the pages a visitor browsed and then a contextualized experience is provided to that audience



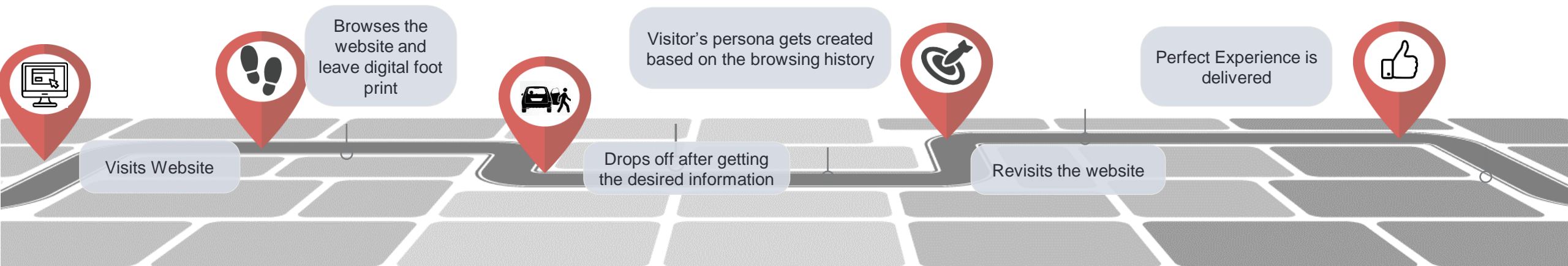
2 Anonymised User – Location Data

- 8 regions (Spain, Middle East, China, Germany, Malaysia, France, Russia, US) have been defined to drive a contextualization experience basis the region a visitor is visiting from



3 Logged-in User – User profile / interest based

- Real-time personalization experience will be delivered based on interests/preferences a visitor has shared



Thank you!

Appendix 4: Guidelines for Creative Execution

Following aspects to be covered for Technical proposal:

The sample creative execution shall be presented as an effective integration with “Brand Strategy proposed” in below mentioned webpages for any state:

- Home Page
- 2 Experience (Refer to table below for understanding of experience from content (text, images, audio visual etc. & design of webpages)
- Location - Destination (state)- City
- What is there for the people to do here
- Promotion of these 2 experiences in the digital + social media with appropriate media planning

A sitemap for Karnataka, along with Experience module referred above is shared for reference

#	Requirements	Details
1.	Module : Experience Karnataka	Experience Karnataka includes the following sub modules as Level 2 <ul style="list-style-type: none">• Experience Divinity• Experience Cuisine.
Module 1: Divinity		
2.	Experience Divinity	Experience Divinity includes details of the following sub modules as Level 3 such as, <ul style="list-style-type: none">• Famous Temples in Karnataka• Famous Mosques in Karnataka• Famous Churches in Karnataka• Famous Jain Temple in Karnataka• Famous Gurudwaras in Karnataka
Sub Module: Famous Temples in Karnataka		
3.	Virupaksha Temple, Hampi	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
4.	Kollur Mookambika Temple near Murudeshwar	Details regarding cultural significance of the temple, origin/ history etc.

Appendix 4: Guidelines for Creative Execution

		along with basic details such as photos/ videos, google maps etc.
5.	Kukke Subrahmanya Temple Near Mangalore	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
Sub Module: Mosques in Karnataka		
6.	Mosques in Karnataka	An indicative list of 3 famous mosques in Karnataka is provided below. The Bidder shall provide in the website details of 10 Famous Mosques in Karnataka with the following sub modules in Level 5, <ul style="list-style-type: none">• Ek Minar Mosque, Raichur• Solah- Khamba Mosque, Bidar, Jama Masjid, Gulbarga.
Sub Module: Mosques in Karnataka		
7.	Ek Minar Mosque, Raichur	Details regarding cultural significance of the mosque, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
8.	Solah- Khamba Mosque, Bidar	Details regarding cultural significance of the mosque, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
9.	Jama Masjid, Gulbarga	Details regarding cultural significance of the mosque, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
Sub Module: Famous Churches in Karnataka		
10.	Churches in Karnataka	An indicative list of 3 famous churches in Karnataka is provided below. The Bidder shall provide in the website details of 10 Famous Churches in Karnataka with the following sub modules in Level 5. <ul style="list-style-type: none">• St. Philomena's Church, Mysore• St Mary's Basilica, Bangalore

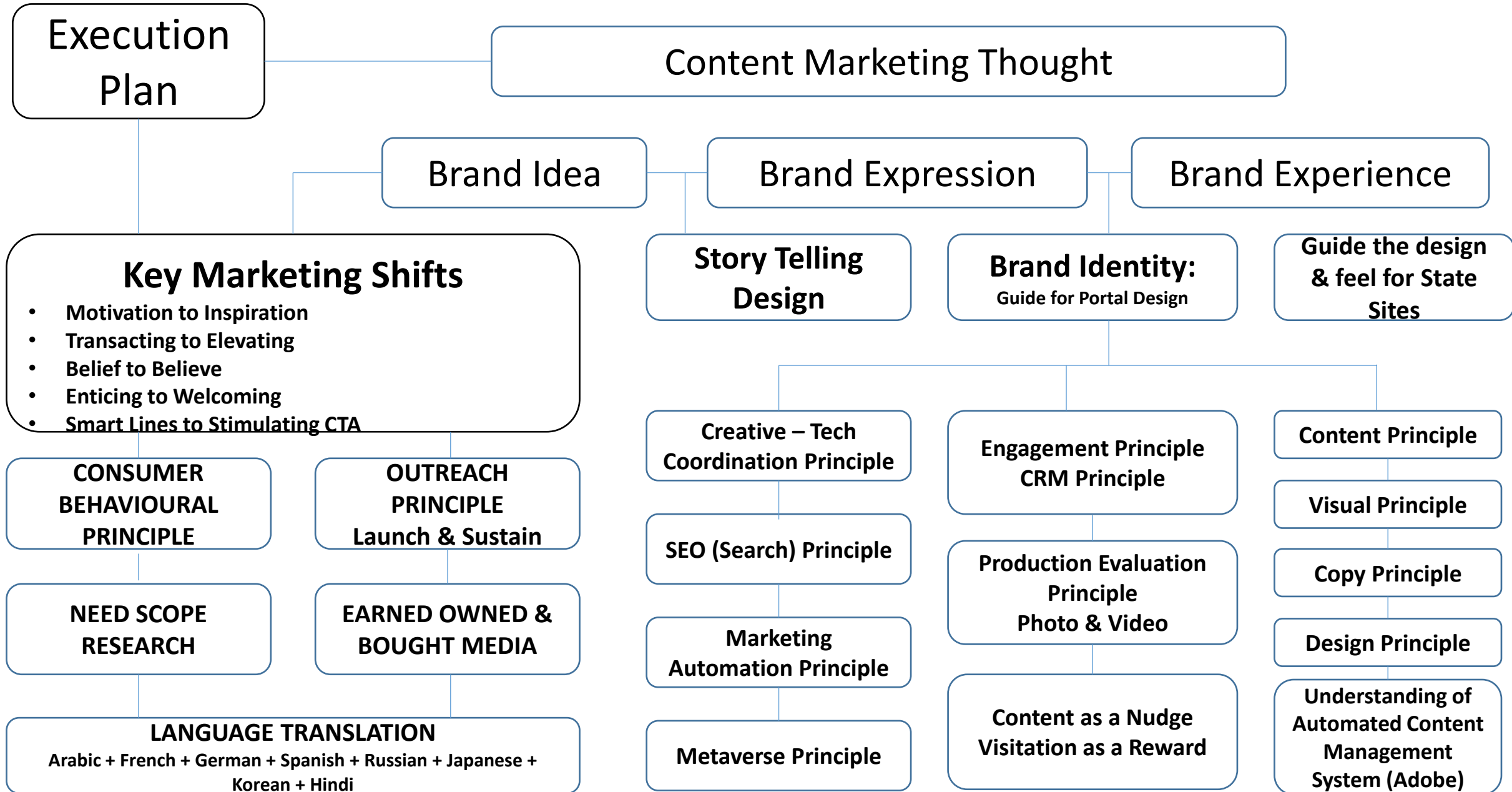
Appendix 4: Guidelines for Creative Execution

		Holy Trinity Church, Bangalore
11.	St. Philomena's Church, Bangalore	Details regarding cultural significance of the church, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
12.	St. Mary's Basilica, Bangalore	Details regarding cultural significance of the church, origin history etc. along with basic details such as photos/ videos, google maps etc.
13.	Holy Trinity Church, Bangalore	Details regarding cultural significance of the church, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
Sub Module: Jain Temples in Karnataka		
14.	Jain Temples in Karnataka	An indicative list of 5 famous Jain temples in Karnataka is provided below. The Bidder shall provide in the website details of 10 Famous Jain temples in Karnataka. with the following sub modules in Level 5. <ul style="list-style-type: none">• Shravanabelagola in Hassan• Karkala in Udupi District• Dharmasthala in Dakshina Kannada District• Venur in Daskhina Kannada District Gommatagiri in Mysore District
Sub Module: Jain Temples in Karnataka		
15.	Shravanabelagola	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
16.	Karkala	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
17.	Dharmasthala	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.

Appendix 4: Guidelines for Creative Execution

18.	Venur	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
19.	Gommatagiri	Details regarding cultural significance of the temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
Sub Module: Gurudwara in Karnataka		
19.	Gurudwara Nanak Jhira, Bidar	Details regarding cultural significance of the Gurudwara temple, origin/ history etc. along with basic details such as photos/ videos, google maps etc.
Module 2: Cuisine		
Sub Modules:- North Karnataka Cuisine		
21.	North Karnataka Cuisine	North Karnataka Cuisine module shall cover the details of 10 Speciality dishes in North Karnataka. An indicative list is provided below. <ul style="list-style-type: none">• Meals• Menthe Kadabu
Sub Modules:- South Karnataka Cuisine		
22.	South Karnataka Cuisine	South Karnataka Cuisine module shall cover the details of 10 Speciality dishes in south Karnataka. An indicative list is provided below. <ul style="list-style-type: none">• Pundi Soppu• Ragi Ambali
Sub Modules:- Coastal Karnataka Cuisine		
22.	Coastal Cuisine	Coastal Cuisine module shall cover the details of 10 Speciality dishes in Coastal Karnataka. An indicative list is provided below: <ul style="list-style-type: none">• Mangalore Fish Curry

Appendix 5: Indicative Execution Plan



Execution Plan

Content Marketing Thought

Brand Idea

Brand Expression

Brand Experience

Key Marketing Shifts

- Motivation to Inspiration
- Transacting to Elevating
- Belief to Believe
- Enticing to Welcoming
- Smart Lines to Stimulating CTA

CONSUMER BEHAVIOURAL PRINCIPLE

OUTREACH PRINCIPLE
Launch & Sustain

NEED SCOPE RESEARCH

EARNED OWNED & BOUGHT MEDIA

LANGUAGE TRANSLATION

Arabic + French + German + Spanish + Russian + Japanese + Korean + Hindi

Story Telling Design

Creative – Tech Coordination Principle

SEO (Search) Principle

Marketing Automation Principle

Metaverse Principle

Brand Identity:
Guide for Portal Design

Engagement Principle CRM Principle

Production Evaluation Principle
Photo & Video

Content as a Nudge
Visitation as a Reward

Guide the design & feel for State Sites

Content Principle

Visual Principle

Copy Principle

Design Principle

Understanding of Automated Content Management System (Adobe)