

Govt. of India
Ministry of Tourism
(IT Division)

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

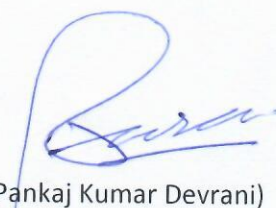
File No. IT-5/1/2019

Dated: 20.01.2022

Subject : - Request for proposal for Selection of System Integrator 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 System Integrator 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

Request for Proposal [RFP]
for
Selection of System Integrator for
Incredible India Digital Platform



RFP reference no. IT-5/1/2019

20 January 2022

Ministry of Tourism
Government of India

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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.
- 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

S. No.	Information	Details
1.	Purpose of Bid	Ministry of Tourism, Government of India, seeks to engage a System Integrator (SI) for <i>revamping</i> ¹ of the Incredible India Digital platform.
2.	Selection Method	Quality cum Cost based (QCBS): 70% weightage to the technical score & 30% weightage to the commercial score.
3.	Availability of Bid Document	RFP can be downloaded from www.tourism.gov.in and https://eprocure.gov.in/eprocure/app from 20/01/2022.
4.	Cost of the Bid Document (tender fee)	RFP document can be downloaded without any fee.

Revamping¹: Redesigning and redevelopment of the Incredible India digital platform (includes Incredible India website, mobile apps, modules deployed in Adobe cloud, any other digital asset utilized to engage with visitors) on the latest Adobe AEM suite and redesigning and upgradation of the content structure, layout, and content of the platform

5.	Bid Security Declaration	Bidders shall submit, along with their Proposals, a signed 'Bid security 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 two years from being eligible to submit Bids/Proposals for contracts with Ministry of Tourism.
6.	Period of Contract	(i). Operations, Maintenance and Updating of existing website and mobile apps (Phase 1A) – 4 months (ii). Revamping of Incredible India digital platform (Phase 1B) – 7 months (iii). Comprehensive ongoing support phase for revamped platform (Phase 2) – 2 Years after completion of Phase 1B (extendable by 6 months with a maximum of two (2) such extensions)
7.	Proposal Validity Period	Proposals shall remain valid 90 days after the last date of submission of bid.
8.	Proposal Language	English
9.	Proposal Currency	INR
10.	Consortium Allowed	No
11.	Sub-contracting Allowed	No

12.	Last Date of Receiving Bids	10/02/2022 at 15:00.
13.	Submission of Pre-bid Queries	E-mail: pankaj.devrani@gov.in
14.	Pre-bid Meeting	<p>The date, time and venue of Pre-Bid Conference shall be:</p> <p>Date: 31/01/2022</p> <p>Time: 15:00 Hrs</p> <p>Venue: Manthan, Conference Room, / through VC Ministry of Tourism, Transport Bhawan, 1 Parliament Street New Delhi 110001</p> <p>Prospective Bidders, requiring clarifications on the bid document shall notify Ministry of Tourism on e-mail ID: pankaj.devrani@gov.in by 28/01/2022 (17:00 Hrs) as per format given in Annexure.</p>
15.	Bid Submission Date	<p>10/02/2022, 15:00 Hrs</p> <p>Bidders should submit their responses to the RFP as per the procedure specified in the e-Procurement portal (URL: https://eprocure.gov.in).</p> <p>Proposals submitted after bid submission date and time will not be accepted.</p>
16.	Opening of Technical Bid	11/02/2022, 15:00 Hrs.

17.	Opening of Commercial Bid	To be communicated at a later date.
18.	Communications	<p>All communications including the submission of Proposal should be addressed to the Nodal Officer:</p> <p>The Under Secretary (Information Technology), 1st Floor, Transport Bhawan, 1, Parliament Street, New Delhi</p> <p>Tel. 011-23311237, e-mail: pankaj.devrani@gov.in</p> <p>Official Website: www.tourism.gov.in</p> <p>Note: Please open www.tourism.gov.in or CPPP - Central Public Procurement Portal https://eprocure.gov.in/eprocure/app to access all the posted and uploaded documents related to this RFP.</p>
19.	Additional Documents Attached with RFP	<ul style="list-style-type: none"> (i). Draft Master Service Agreement (ii). Incredible India digital platform strategy and vision document (iii). Incredible India digital platform benchmarking references document (iv). CMS Requirements Checklist

3. Introduction

3.1. Request for Proposal (RFP)

Sealed tenders are invited from eligible, reputed, qualified System Integrators (“Bidders”) for scope as detailed out in Scope of Work under section 7 of this RFP Document. This invitation to bid is open to all Bidders meeting the pre-qualification criteria mentioned in Section 10.1 of this RFP Document.

3.2. Objective

The purpose of this RFP is to select a System Integrator (SI) for enabling and empowering Ministry of Tourism (MoT) to achieve the vision of Incredible India digital platform. The System Integrator shall help transform Incredible India digital platform into a 360-degree information and services platform in accordance with strategy and vision roadmap developed by MoT that serves all tourism needs thereby increasing visitor satisfaction and experience.

3.3. Structure of the RFP

3.3.1. This Request for Proposal (RFP) document for the 'Selection of System Integrator for Incredible India Digital Platform', for Ministry of Tourism, Government of India, broadly comprises of the following:

Clause #01: Disclaimer

Clause #02: Fact Sheet

Clause #03: Introduction

Clause #04: Instruction to Bidders

Clause #05: Project Background

Clause #06: Incredible India Digital Platform - Vision and Strategy

Clause #07: Detailed Scope of Work

Clause #08: Instructions for Resource Deployment, Resource Requirements, Key Personnel and Deployment Plan

Clause #09: Period of Contract

Clause #10: Criteria for Evaluation

Clause #11: Appointment of System Integrator

Clause #12: Compliance to eGovernance standards

Clause #13: Payment Terms and Schedule

Clause #14: SLA and Penalty calculation

Clause #15: Liquidated Damages

Clause #16: Fraud and Corrupt practices

Clause #17: Conflict of Interest

Annexures:

- (i). Annexure 1: Pre-Qualification and Technical Bid Templates
- (ii). Annexure 2: Commercial Proposal Template
- (iii). Annexure 3: Template for BG

Appendices:

- (i). Appendix I: Master Service Agreement (MSA)
- (ii). Appendix II: Incredible India digital platform strategy and vision document
- (iii). Appendix III: Incredible India digital platform benchmarking references document
- (iv). Appendix IV: CMS Requirements Checklist

4. Instruction to the Bidders

4.1. General

- 4.1.1.** While every effort has been made to provide comprehensive and accurate background information, requirement & specifications, bidder must form their own conclusion about solution needed to meet the requirements. Bidders and recipients of this RFP may consult their own legal advisors in relation to this RFP.
- 4.1.2.** All information supplied by bidders may be treated as contractually binding on the bidders, on successful award of the assignment by the MoT based on this RFP.
- 4.1.3.** 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 being executed by or on behalf of the MoT.
- 4.1.4.** This RFP supersedes and replaces any previous public procurement documentation and communications, and bidder should place no reliance on such communications.
- 4.1.5.** The bidder is expected to respond to the requirements as completely and with as much relevant details as possible focussing on demonstrating Bidder's suitability to be selected.

4.1.6. The bidder is expected to examine all instructions, formats, terms, Project requirements and other information in the RFP document. Failure to furnish all information required in the RFP documents or submission of proposal not substantially responsive to the RFP documents in every respect will be at the bidder's risk and may result in rejection of the bid.

4.2. Compliant Bids/ Completeness of Responses

4.2.1. Bidders are advised to study all instructions, forms, terms, requirements, and other information in the RFP document carefully. Submission of bid shall be deemed to have been done after careful study and examination of the RFP document with full understanding of its implications.

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

- (i). Include documentations specified in this RFP as RFP response
- (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.

4.3. Code of Integrity

4.3.1. No official of the procuring entity (i.e., MoT) or a bidder shall act in contravention of these codes which includes, Prohibition of:

- (i). Making offer, solicitation or acceptance of 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 benefit may be obtained, or an obligation avoided.
- (iii). Any collusion bid rigging or anticompetitive behaviour that may impair the transparency, fairness, and the 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 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 declaration or providing false information for participation in a tender process to secure a contract.

4.3.2. Disclosure by bidder

Disclosure by bidder of any transgression made in respect with any entity in any country during the last three years or of being debarred by any other procuring entity.

4.3.3. In case of any reported violations, the procuring entity, after giving a reasonable opportunity of being heard, comes to conclusion that a bidder or prospective bidder, as the case may be, has contravened the code of integrity, may take appropriate measures.

4.4. Pre-Bid Meeting and Clarifications

4.4.1. 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 following format:

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Point of clarification

- (iii). MoT shall not be responsible for ensuring that the bidder’s queries have been received by them. Any request for clarification post the indicated date and time may not be entertained by the MoT.

4.4.2. Responses to pre-bid queries and issue of corrigendum

- (i). The Nodal Officer notified by the MoT will endeavour to provide 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 own 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 eProcure portal <https://eprocure.gov.in>. Any such corrigendum shall be deemed to be incorporated in this RFP.
- (iv). In order to provide prospective bidders reasonable time for taking the corrigendum into account, MoT may, its discretion, extend the last date for the receipt of the bids.

4.5. Key Requirements of the Bid

4.5.1. Bid Security Declaration

Bidders shall submit, along with their proposals, a signed 'Bid security 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 two years from being eligible to submit bids/proposals for contracts with MoT.

4.5.2. Submission of Proposals

- (i). Bidders shall 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. 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 security declaration
 - (b) Pre-qualification response with compliance sheet for prequalification
 - (c) Technical proposal
 - (d) Commercial proposal with the cover letter for commercial proposal

- (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 (freezed) 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 signed by the authorized signatory. It 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.

4.5.3. Bidders Authorized Signatory

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.

4.6. Preparation and Submission of Bids

4.6.1. Proposal preparation costs

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 conduct of informative and other diligence activities, participation in meetings/ discussions/ presentations, preparation of 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.

4.6.2. 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 English language is to be duly attested by the bidders. For purposes of proposal evaluation, the English translation shall govern.

4.6.3. Venue and Deadline for submission of proposals

Bidders should submit their responses to the RFP as per the procedure specified in on the MoT website (www.tourism.gov.in) and eProcure portal (<https://eprocure.gov.in>). Any proposal submitted on the portal after the Bid Submission Date will not be accepted and hence shall be automatically rejected. MoT shall not be responsible for any delay in the submission of the documents.

4.7. 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 under the Annexures.

4.8. Evaluation Process

4.8.1. MoT will constitute a committee to evaluate the responses of the Bidders (Evaluation Committee).

4.8.2. The Evaluation Committee shall evaluate the responses to the RFP and all supporting documents / documentary evidence. Inability of a bidder to submit requisite supporting documents / documentary evidence within a reasonable time provided to it, may lead to the bidder's proposal being declared non-responsive.

4.8.3. 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.

4.8.4. The Evaluation Committee may ask for meetings with the bidders to seek clarifications on their proposals.

4.8.5. The Evaluation Committee reserves the right to reject any or all proposals based on any deviations contained in them.

4.8.6. Each of the responses shall be evaluated as per the criteria and requirements specified in this RFP.

4.9. Bid Opening

The Proposals submitted up to 15:00 Hrs on 10/02/2022 will be opened at 15:00 Hrs 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).

4.10. Bid Validity

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

4.11. Bid Evaluation

4.11.1. Initial bid scrutiny will be held to confirm that bid 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 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 in the required format
- (vi). non-compliant with any of the clauses stipulated in the RFP, and
- (vii). having lesser than the prescribed validity period.

4.11.2. All responsive bids will be considered for further processing as below:

MoT will prepare a list of responsive Bidders, who comply with all the Terms and Conditions of the Tender. All eligible bids will be considered for further evaluation (pre-qualification evaluation, technical evaluation of pre-qualified bidders and commercial evaluation of technically qualified bidders) by the evaluation committee according to the Evaluation process define in this RFP document. The decision of the Committee will be final in this regard.

5. Project Background

5.1. Overview of Incredible India Website and Mobile app

5.1.1. MoT launched the new Incredible India website (URL - <https://www.incredibleindia.org>) and mobile app in 2018 to showcase India as a holistic destination, revolving around major experiences, such as, spirituality, heritage, adventure, culture, yoga, wellness and more. The website follows the trends and technologies of international standards with an aim to project India as a

“must-visit” destination, among its domestic and overseas visitors. Content has been provided in multiple languages.

5.1.2. MoT has been utilizing Adobe product suite for the design and development of Incredible India website and mobile app. The following components of the Adobe’s suite have been used for design and development of the Incredible India website and mobile app.

- (i). Adobe Experience Manager (AEM) V 6.3: Hosted on-premises
- (ii). Adobe Analytics: Delivers analytics and reporting capabilities to enable data driven decision making. Measure the website and mobile app performance and relevant reports.
- (iii). Adobe Target: For optimizing and personalizing user experience over varied devices
- (iv). Adobe Campaign Classic: For building multi-channel campaigns.

5.2. Salient features of existing Incredible India Website and Mobile app

Salient features of Incredible India Website (www.incredibeindia.org) and Mobile App are given below:

5.2.1. Destinations:

- (i). There are several important destinations showcased:

S. No.	Destination content structure
1	6 Regions (North, South, East, North East, West and Central)
2	36 States/UTs
3	165 Destinations covering approximately 2300 attractions, tagged with experiences such as: <ul style="list-style-type: none"> a. Heritage b. Nature c. Wildlife

	<ul style="list-style-type: none"> d. Spiritual e. Arts-Crafts f. Adventure g. Others
--	---

(ii). Destination pages further consist of the following sections:

Sections	
1	Brief writeup
2	Popular attractions at the destination
3	Experiences (from Heritage Spiritual, Food & Cuisine, Art & Crafts, Nature and Others)
4	Also Explore (if available)
5	Excursions (if available)
6	How to get there

(iii). Attraction pages consist of the following sections:

Sections	
1	Brief writeup
2	Google 360-degree Walkthroughs and Stories (if available)
3	Other attractions

5.2.2. Experiences:

Destinations and attractions have been tagged with one or more of the following categories:

Experience Categories

1	Heritage
2	Spiritual
3	Adventure
4	Nature and Wildlife
5	Luxury
6	Art
7	Food and Cuisine
8	Shopping
9	Museums
10	Yoga and Wellness

5.2.3. Trips / Itineraries (currently on website only):

- (i). 10 Road Trip itineraries
- (ii). 10 Pan India itineraries
- (iii). 10 two-day itineraries
- (iv). 16 tour packages and luxury train itineraries by IRCTC

5.2.4. State pages:

- (i). Incredible India platform has collaborated with respective States/UTs to gather enhanced information that is being provisioned on dedicated pages for each State and Union Territory within the website.
- (ii). This includes a variety of state-specific information including itineraries, interesting facts, engaging media, experiences, events, blogs, among other such information.
- (iii). Currently, 12 State/UT pages have been updated with information from respective State/UT. These pages undergo regular updates as per continuous inputs received from respective State/UT.

- (iv). Services (currently on website only): Following services have been integrated on the portal

Integrated Services	
1	Weather (by IMD)
2	Banks & ATMs (by SBI)
3	ITDC hotel listing
4	Audio Guides for 7 attractions
5	IRCTC - Static Content (Luxury Trains)
6	IRCTC - Tour Packages

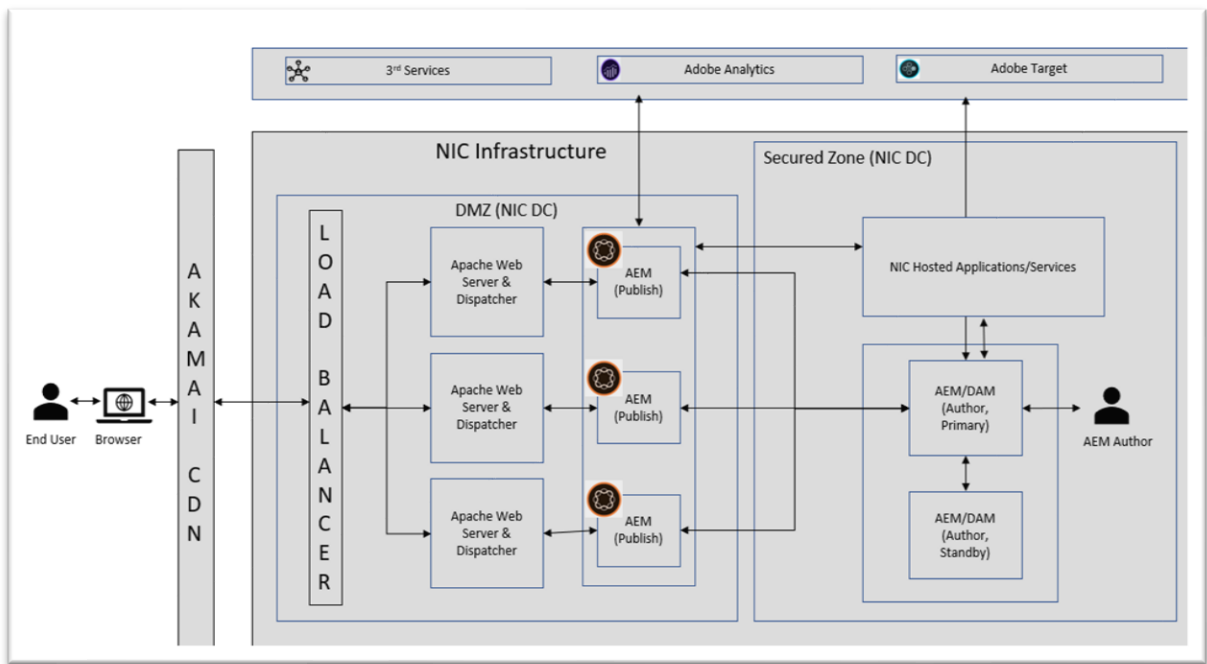
5.2.5. Mobile App: Following are the salient features of Mobile App:

- (i). Available in Android and iOS
- (ii). Hybrid Application (on Ionic Framework) for easy navigation and accessibility of content
- (iii). Information like Destinations, Attractions, Experiences, Maps, etc. are replicated on the mobile app to assist tourists during journey
- (iv). Offline access for on-the-go availability of information
- (v). Developed with Ionic framework: Ionic Framework is the free, open-source mobile UI toolkit for native iOS, Android, and the web—all from a single codebase.
- (vi). Restful APIs: APIs are created using the AEM sling model

5.2.6. The above list is only for reference and the detailed as-is analysis shall be done by the selected bidder within 1 week of start of the project.

5.3. Underlying architecture and infrastructure details

5.3.1. Deployment Architecture – The diagram below depicts the deployment architecture of Incredible India website and mobile app: NIC has provided the required infrastructure hosting of website and mobile app through NIC Cloud (Meghraj)



5.3.2. 10 VMs have already been procured on NIC Meghraj Cloud:

S. No.	Server type	Quantity (No of Virtual Machines)
1	Production	8
2	Development	1
3	Staging (To be configured by selected bidder)	1

5.3.3. Procured Adobe AEM Suite & Cloud Solutions

S. No.	Adobe Product Suite	Quantity	License details
1	AEM Sites	1 Instance	Perpetual
2	AEM sites Additional Instances	2 Instance	Perpetual

3	AEM User's	25 Users	Perpetual
4	AEM Maintenance & Services	-	Year-wise Renewal
5	Adobe Analytics	Estimated @1 Million server calls per month	Subscription Licenses (Yearly)
6	Adobe Target Premium	Estimated @1 Million server calls per month	Subscription Licenses (Yearly)
7	Adobe Target Standard Mobile App	Estimated @1 Million server calls per month	Subscription Licenses (Yearly)

Note: Additional Licenses have been procured from Adobe Campaign Classic: MS Email, MS Push, MS SMS, and MS Solution

5.3.4. The Incredible India website utilizes the capabilities of Adobe Experience Manager along with other related Adobe offerings like Target to serve the content. Incredible India website, being content intensive, has been designed using various components to showcase the most relevant content and media.

- (i). AEM (Adobe Experience Manager) is used to update the content of the website. Through it, one can add, edit, or delete content on any page and in any section based on user privileges assigned. AEM has three instances, running on separate machines:
- (ii). Author: An AEM instance used to create, upload, and edit content and to administer the website. Once content is ready to go live, it is replicated to the publish instance.
- (iii). Publish: An AEM instance that serves the published content to the public.
- (iv). Dispatcher: A static web server (Apache httpd, Microsoft IIS, etc.) augmented with the AEM dispatcher module. It caches web pages produced by the publish instance to improve performance.
- (v). Author Instance Topology:

Author instance is configured in TarMK cold standby mode where one Author instance will be active at a time and second instance will act as standby backup instance also called failover server. Repository from primary server will be replicated to the secondary standby server. The cold standby mechanism is used as a backup because the complete repository is constantly replicated to the failover server. Only Http Receiver of the standby instance runs in cold standby mode.

(vi). Publish Instance Topology

Publish instance is configured in Publish Farm (TarMK Farm) deployment scenario where three publish instances run in parallel for high availability, performance, and load balancing. Author publishes contents to all publishers and independent repositories of each publish instance are kept in sync.

(vii). Dispatcher Instance Topology

Dispatcher which is Adobe Experience Manager's caching and/or load balancing tool, is used to perform Caching, Load Balancing, and filter incoming request from client to AEM publish instances. It also helps to protect AEM publish servers from attacks by restricting access from unknown sources using filters. Considering the best deployment approach of Adobe and Architecture as recommended by Adobe, production environment has been setup in author cold standby model where one backup standby Author instance will be up and running for fault tolerance.

5.3.5. Overall component wise flow configured in current system:

- (i). A content author signs into the Author instance and make updates to a site page
- (ii). After activation it triggers a workflow for the content to be reviewed by another party
- (iii). Once the new content is approved, it is pushed to the Publish instances in the stack
- (iv). After ingesting the changes, publish instances send an invalidation request to the Dispatchers letting them know the page has been updated
- (v). When end user sends a request through the Load Balancer to view the page that has been changed, the Dispatcher recognizes that the requested page was invalidated and checks for a new version from the Publish
- (vi). Dispatcher serves the request back to the end user by updating cache.

5.3.6. NIC Meghraj server details

AEM Servers (Author)				
VMs	Server Name	vCPU	RAM	STORAGE
1	AEM Development	16	32	250
2	AEM Active Production	16	32	250
3	AEM Passive Production	16	16	250
	Sub Total	48	80	750
App Server (Publisher)				
VMs	Server Name	vCPU	RAM	STORAGE
4	App Server 1	16	16	250
5	App Server 2	16	16	250
6	App Server 3	16	16	250
	Sub Total	48	48	750
Web Server (Dispatcher)				
VMs	Server Name	vCPU	RAM	STORAGE
7	Web Server 1	8	16	250
8	Web Server 2	8	16	250
9	Web Server 3	8	16	250
	Sub Total	24	48	750

NIC Server for Testing purposes				
VMs	Server Name	vCPU	RAM	STORAGE
10	NIC Server	16	16	250
	Sub Total	16	16	250
	TOTAL	136	192	2500
NAS Storage				
				STORAGE
	Shared Storage			2 TB/incredible_india

5.3.7. Other server related details

At Client End:	
Base OS	Any Windows based operating system or any other system having graphical user interface-based Operating System
Browser	Internet Explorer, Chrome, Firefox, Safari, Opera, Microsoft Edge
At Server End:	
Software	Adobe AEM, Analytics, Target
Base OS	Red Hat Linux
Datastore	Local & Shared (NAS)
CDN:	Static content is delivered from Akamai's CDN. CDN is implemented based on the availability and recommendations of NIC wherein NIC has provided the

	CDN, and selected bidder only performs the service integrations along with NIC.
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Note: The above details are for reference purposes only. The exact detailed architecture and infrastructure deployment details, along with documentation shall be shared with the selected bidder.

6. Incredible India Digital Platform - Vision and Strategy

6.1. Vision

6.1.1. 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.

6.1.2. 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.

6.1.3. It is further envisaged to integrate the information and services from various State Governments, Destinations and other hospitality, travel & tourism stakeholders.

6.2. Strategy and Roadmap for Incredible India Digital Platform

6.2.1. Ministry of Tourism has held extensive deliberations to revamp the portal and make it one of the top tourism portals in the world.

6.2.2. The Ministry has benchmarked various features and studied various best practices and potential that Adobe holds for developing a world class platform. The detailed strategy and roadmap have been developed considering benchmarks from top international portals (USA, Australia, Switzerland, Japan, Dubai, Singapore, Scotland among others). This will serve as the reference for revamping the Incredible India Digital platform. **A copy of the strategy document and the benchmarking references are available as Appendix II and Appendix III to the RFP.**

6.2.3. The overall strategy for the Incredible India digital platform 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 & build perception of India as preferred destination.

6.2.4. The strategy is centred around three pillars namely: Content, Services and Outreach. These are supported by various enablers including implementation partners, underlying Technology Platform and an overall Governance mechanism. The overall

strategy finally evolves into a holistic strategy framework and an implementation plan.

6.2.5. Brief action items defined under the three key pillars are listed as under:

(i). Content

- (a) Content creation: Ensuring relevant information, following an effective story-telling style, high quality images & videos & signing partnerships for content collaborations.
- (b) Content presentation: Ensuring easily navigable content through filters and categorization, showcasing multi-lingual information, device agnostic content presentation and structuring, maintaining visual hierarchy & linking to relevant external portals for more information or transactions.
- (c) Content structure for States, Destinations, Experiences, Trips, Events/Festivals and Home Page.
- (d) Content collaborations: Identification and partnership with Collaborators and External sourcing. This includes development of a content collaboration platform where other authorized stakeholders (e.g., state tourism departments or industry agencies) can create and publish their content directly onto the Incredible India platform. The platform can be better used to centralize the creation and updating of content thus enabling faster, coordinated and more secure dissemination of content across the channels and promote sharing and reuse.
- (e) Content personalization: Implementing various dimensions of Personalization.
- (f) Content can be in the form of text, images, videos, banners, feeds, templates, blogs, etc.

(ii). Services

- (a) Planning services: Trip planner, provide visitors with weather information , Currency Converter and Visa related information services
- (b) Booking services: Provide visitors Flights and Hotel Booking, Attraction booking, and other booking options.
- (c) On-the-go services: Provide Push notifications, Provide AR experience and Location based service.

- (d) Feedback and Rating services: Provide a mechanism for feedback and Ratings
- (iii). Outreach
 - (a) E-newsletters: Provide monthly digital newsletters, send mails for other publications like digital guides, brochures, etc.
 - (b) Outbound Email Campaign: Targeted personalized emails and updates with links to website & Outbound email marketing (affiliates and collaboration)
 - (c) Marketing and Advertising: Web & social media marketing (Paid marketing via social media channels) and Sponsored search options
 - (d) Online Quizzes and contests: Theme-based online quizzes and contest
 - (e) Digital Discussion forums: Experience based online groups of travellers and Online digital discussion forums of tourists
 - (f) Blogs: Featured blogs from influencers (sharing of links by influencers on social media to increase outreach)

6.3. Brief on Roles and Responsibilities of Implementation Partners

To achieve the vision of Incredible India digital platform, the strategic framework proposes hiring of four agencies as implementation partners:

- (i). Brand Strategy and Design Agency (Lead Agency)
- (ii). Production Agency
- (iii). System Integrator
- (iv). Project Management Unit

MoT shall be engaging the above agencies through independent exclusive contracts. Each agency will have its tasks defined and shall work in tandem to meet the brand building of India as a preferred destination for travellers across the world offering differentiated experiences.

6.3.1. Brand Strategy & Design Agency

Brand Strategy and Design Agency shall play a pivotal role for driving the multi-faceted strategy for Incredible India digital platform as per the vision laid down by

the Ministry. It will act as a lead agency to envision and design the Incredible India brand; it shall draft overall branding and experience strategy and deliver content to enhance digital platform. In addition to this, it shall provide guidance and support to System Integrator and Production Agency and work together to achieve project objectives. This agency shall be responsible and accountable for planning, designing, and monitoring all campaigns executed over the tenure mentioned and shall also coordinate with other stakeholders (internal and external) for managing the updates on the digital platform. The key asks for implementation shall include the following:

- (i). Content Creation: Drafting content for the website and other Social Media platforms, newsletters, banners, Mobile App, and other related deliverables
- (ii). 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
- (iii). 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.
- (iv). 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.
- (v). Personalisation – Create content as part of demographic / behavioural trends to push to different target groups and create customised key messages
- (vi). Other Works – CRM based content management, ORM, SEO, industry partnerships, etc.

6.3.2. Production Agency

The Production agency shall work closely with lead agency (Brand Strategy & Content Agency) to meet goals of brand building and promotion for creating media assets – Videos (Films), Stills (Photographs) and other technology-based media assets. The agency shall be responsible for enriching the experience strategy with immersive high-quality videos and images that shall engage visitors with storytelling appeal which may be shot using Drone, 360-degree angle cameras, etc. The broad responsibilities are highlighted as follows:

- (i). Providing digital images and videos to enrich the portal with immersive experience content

- (ii). Perform moderation of images and videos
- (iii). Editing and post-processing of images and videos
- (iv). Cataloguing and tagging of images and videos for ready reference
- (v). Creation of immersive and 360-degree videos / images

6.3.3. System Integrator (SI)

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

- (i). Website and native mobile apps revamping & integration of services/features
- (ii). Technical support to Incredible India digital platform
- (iii). Content management, aggregation, and update
- (iv). User engagement using Adobe tools (Adobe Analytics, Target, Campaign, and AEM)

6.3.4. Program Management Unit

This team shall be responsible for helping translate the vision of the Incredible India digital platform with support of other agencies mentioned above and support in defining required action items. The PMU shall support MoT in overseeing the execution of the strategy that has resulted from the vision and benchmarking exercise conducted. The broad responsibilities are highlighted as follows:

- (i). Project monitoring and contract 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 project

7. Detailed Scope of Work for System Integrator

The project scope of work and execution shall be broadly categorized in following three phases:

- (i). **Phase 1A:** Operations, maintenance and updating of existing Incredible India website and mobile app until rollout of revamped Incredible India website and mobile app. The phase will start from project start date and it shall run in parallel with Phase 1B.
- (ii). **Phase 1B:** Implementation Phase for revamping of Incredible India digital platform. The phase will start from project start date and it shall run in parallel with Phase 1A.
- (iii). **Phase 2:** Comprehensive ongoing support for revamped Incredible India digital platform and the phase will start post completion of Phase 1B. The ongoing support will require continuous implementation of new features, functionalities, updated content, templates, design and branding related upgrades and innovation on the Incredible India digital platform.

7.1. Phase 1A: Operation, maintenance and updating of existing website and mobile app

- 7.1.1.** As the selected bidder redesigns and redevelops the Incredible India digital platform, it is also important that the existing website and mobile app shall continue to deliver the incredible India experience and keep the visitors/tourists engaged. To continue delivering the experience, the selected bidder shall be required to manage, operate and update the existing website and mobile app of Incredible India. The selected bidder shall utilize and upgrade (if required) the existing technical setup to regularly refresh the content (text, images, videos, banners, feeds, templates, blogs, etc.) on the website and mobile app and engage the visitors/tourists through campaigns like emailers, sms, push messages, social media updates, newsletters, etc.
- 7.1.2.** Study and analysis of existing website and mobile app of Incredible India built on AEM suite v 6.3.
- 7.1.3.** Operational support to website, mobile app, and host environment infrastructure.
- 7.1.4.** Backup / Restore Services – The selected bidder shall be responsible for the regular backup of data and applications. Backup may also be maintained by NIC Cloud team as per approved policy/ procedure/ guidelines.
- 7.1.5.** Provide administration, version upgrade, patches upgrade, bug/ defect fixing, incident management, changes needed for audit compliance and update management services for virtual infrastructure on NIC cloud or other infrastructure provider to MoT and for software solutions deployed.

- 7.1.6.** The selected bidder shall be responsible for server hardening and management of OS/ application security.
- 7.1.7.** Setting up of staging environment on NIC Meghraj cloud or other infrastructure provider to MoT.
- 7.1.8.** Utilization of existing AEM and Adobe cloud services setup for Incredible India website and mobile app.
- 7.1.9.** The selected bidder shall submit a monthly activity plan (in consultation with brand strategy and design agency, PMU and MoT) for carrying out following activities each month:
- (i). Update content on website and mobile app (website and mobile page contents - images, videos, audios, template design, banners, text, etc.).
 - (ii). Configure Adobe Campaign module for Outbound campaigns through emails, SMS, push messages and integration with existing website and mobile app for campaign on website and mobile app (campaigns like newsletters, promotional emails, events specific, theme specific, etc. for which content and design will be provided to selected bidder).
 - (iii). Implementation and support for on-page & off-page SEO strategy components defined by brand strategy & design agency.
- 7.1.10.** The selected bidder shall submit a monthly activity plan within first 3 business days of the month for approval.
- 7.1.11.** The selected bidder shall start updating of content on existing website from 1st month of project initiation and the activity will continue throughout phase 1A as per monthly plans.
- 7.1.12.** The selected bidder shall start campaign rollout on existing website, mobile app and outreach through email, sms or push messages campaigns from 2nd month of project initiation and the activity will continue throughout phase 1A as per monthly plans.
- 7.1.13.** Submission of monthly activity report at end of month detailing list of activities undertaken against the monthly work plan submitted.
- 7.2. Phase 1B: Revamping of Incredible India Digital platform**
- 7.2.1.** The project scope includes redesigning and revamping of the Incredible India digital platform in alignment with the vision laid down along-side the brand guidelines and

experience strategy defined towards an Incredible India brand. The scope needs the selected bidder to enable a digitally immersive, engaging, differentiated and collaborative experience for stakeholders (visitors, tourists, states, industry agencies, etc.). The selected bidder needs to understand the vision and objectives of the MoT and liaison with the other agencies (Brand strategy & design, Production and PMU) to provide a comprehensive digital experience solution.

7.2.2. Project Planning and Requirement Gathering

- (i). The selected bidder shall carry out a detailed requirement elicitation and as-is study to understand the Incredible India digital platform requirements and prepare an inception report.
- (ii). The selected bidder shall understand the detailed strategy and design documents (wireframes, website layout, UI/UX design document, brand guidelines, etc.) that will be prepared by brand strategy & design agency.
- (iii). The selected bidder shall conduct a Conference Room Pilot (CRP) session for MoT, branding strategy & design agency, and PMU.
- (iv). Prepare an integrated project work plan including milestones and detailed activities in coordination with brand strategy & design agency, PMU and MoT.
- (v). Prepare a systems design document that shall include in detail the user requirements, overall design of the system, system architecture, content workflow, user roles, integrations, etc.

7.2.3. Environment provisioning, setup, security, and maintenance

- (i). Development environment will be provisioned and maintained by selected bidder (shall be in sync with staging or prod environments). Other environments (like production, staging, testing, etc.) will be provided to the selected bidder. However, the selected bidder shall be required to configure, tune, manage and maintain the production, staging, testing or any such environments hosted on NIC cloud or other infrastructure provider to MoT for Incredible India website, mobile app, and related services (Virtual machines and shared storage shall be made available through NIC Cloud (Meghraj) or any other infrastructure provider to MoT).
- (ii). Backup / Restore Services – The selected bidder shall be responsible for the regular backup of data and applications and restoration from backup in case of any contingencies. Backup may also be maintained by NIC Cloud team as per approved policy/ procedure/ guidelines. The selected bidder shall be

responsible for documenting procedures and guidelines for the same as agreed by MoT before go-live. Provide administration, version upgrade, patches upgrade, bug/ defect fixing, incident management and updates management services for virtual infrastructure on NIC cloud or other infrastructure provider to MoT and for software solutions deployed.

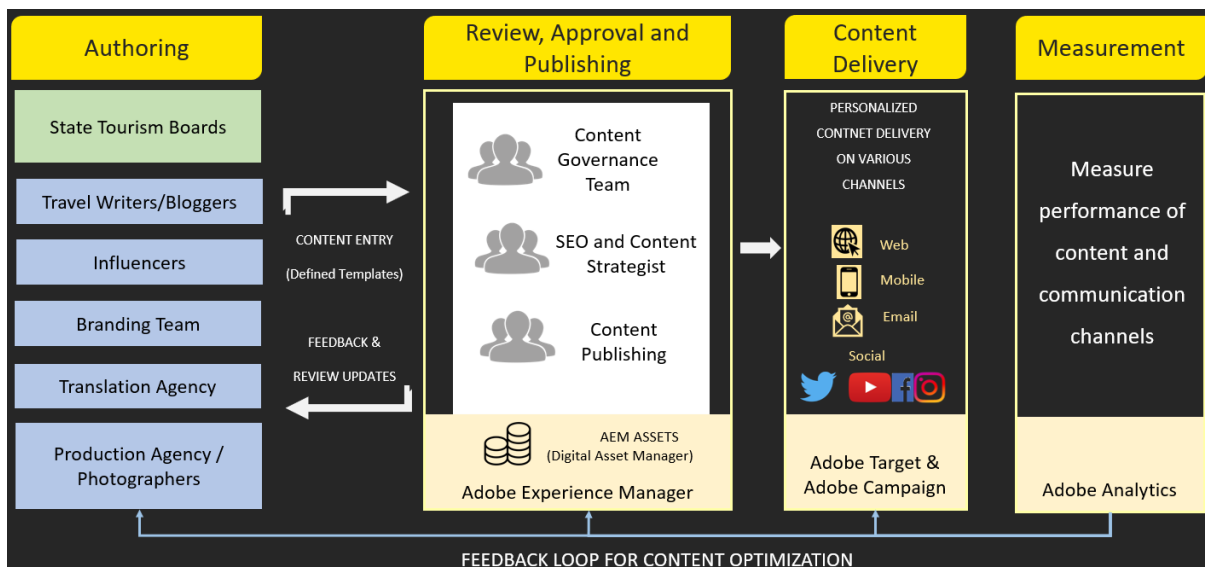
- (iii). The selected bidder shall also be responsible for server hardening and management of OS/ application security.

7.2.4. Design and development of Content Management System (CMS) for collaboration and syndication and configuration of Adobe Digital Asset Management (DAM)

- (i). Configure and implement a Content Management System for easy content creation, management, approval, and publishing workflows.
- (ii). The content management system shall be easy enough for non-technical users from MoT to create, update, replicate or delete any content, elements or templates already created by the SI's team. For e.g. if state page template(s) has been created, the non-technical users from MoT shall be able to add new states to the website using the existing state page template(s).
- (iii). Configure and implement Adobe DAM for consolidation and repurposing of assets (documents, videos, images, texts, etc.).
- (iv). The DAM shall act as a central hub for users to organise, store and retrieve digital assets ensuring a consistent experience across the customer journey.
- (v). The content management system framework shall enable access control functionality to enable/ restrict users/ group of users to access the given repository.
- (vi). Design and implement content workflow management process as per the requirement to allow content syndication from various users like states tourism boards, industry agencies, etc. The users shall be able to request for uploading new content to their assigned pages or on other pages. Upon approval of the request from the authorized user the content shall be published directly on the website or mobile app pages.
- (vii). The selected bidder shall manage the content metadata and link it to the respective users and repository libraries.
- (viii). The framework should allow the user to publish the content as per the defined date and time by the authorised user.

- (ix). The framework shall also allow the authorised user to set in the expiration date and time for the content.
- (x). The selected bidder shall implement the content management workflow such that:
 - (a) It may be over-ridden in case of an urgent requirement. However, the audit log for the same shall be maintained in the system.
 - (b) It may be customized/ modified as per the requirements. The selected bidder shall be responsible for customization/ modification of the workflow.
- (xi). The selected bidder shall leverage the capabilities of Adobe platform to curate content from digital channels like blogs, social media, etc. The content from various digital platforms/ channels may include text, photographs, videos, etc.
- (xii). The selected bidder is expected to design, develop and orient the CMS in alignment with the requirements checklist mentioned in Appendix IV.

(xiii). Indicative content collaboration diagram:



7.2.5. Redesign and Redevelopment of Incredible India website

- (i). Configuration of available modules of AEM v 6.5 and/or its upgraded suite like sites, assets, forms, communities, etc. and instances like author, publisher, dispatcher, etc.
- (ii). Uploading, tagging, backlinking of new content provided on website.

- (iii). Repurposing or migration, tagging and backlinking of content from old website (the selected bidder shall make all the content from old website available for repurposing).
- (iv). Uploading content in multilingual languages on website in required UI/UX template and enabling required to configure in AEM and Adobe cloud to identify user based on geographic location and to display the content in required language.
- (v). The user shall also have the option to select language for content displayed (the translated content in required language will be provided to the selected bidder for uploading). The UI/UX template may differ from one language to another.
- (vi). Implementation of UI/UX templates defined by branding strategy & design agency.
- (vii). Revamp the content structure of website including additions of new sections and pages as illustrated below (this is an indicative list):
 - (a) Implementing the design changes of website/content structure based on finalized content structure strategy. For e.g., the content structure across website may be divided into Home Page, State pages, Experiences, Destinations and Trips which may have further pages on Themes, Festivals, Maps, Itineraries, etc.
 - (b) Redesigning of the Home Page (introduction of sections like interactive maps, interesting facts, puzzles, navigable banners / carousel of banners, social feeds, featured trips, blogs, events/festivals, 360-degree videos, immersive videos/images etc.).
 - (c) Search/Advanced Search options criteria to search content across Experience, Trips/Itineraries, Destinations, Events/Festivals, etc.
 - (d) User profile creation and logging in functionality so that users can subscribe for emailers, alerts, newsletters, etc.
 - (e) Restructuring of region-wise and state-wise destination and attractions and its corresponding pages as per inputs from branding strategy & design agency.
 - (f) Destination dropdown (Places to visit). This may comprise of the following:
 - I. States - Region-wise State/UT listing

- II. Destinations – Popular tourist destination from each State
 - III. Featured attractions – List of top attractions based on visitor statistics, tourism promotion initiatives, upcoming tourist hotspots, etc.
 - IV. Any other components defined during project execution.
- (g) Interactive map – Region -> State -> Popular destination -> Featured Attraction.
 - (h) Revamping of Experience sections and its corresponding pages.
 - (i) Restructuring and revamping of Trips/Itineraries, Events/Festivals sections and its corresponding pages.
 - (j) The platform shall incorporate exclusive user journeys filtered for different types of tourism requirements, like Meetings, Incentives, Conferences & Exhibitions (MICE) tourism, Medical Tourism, etc. with different types of user content. These dedicated sections shall have different home pages, templates, content structure and content type than other pages of the website or mobile app. The bidder is advised to refer Meetings section in Switzerland tourism website (<https://meetings.myswitzerland.com/en-in/>) which is part of the main Switzerland tourism website (<https://www.myswitzerland.com/en-in/>) for better understanding of the requirement of dedicated pages of MICE, medical tourism, etc. as part of Incredible India digital platform.
- (viii). Campaign sections to run campaigns on Home Pages, State pages, Destinations, Experiences, etc. The system shall provide provision that a Campaign uploaded may be reflected on one or multiple pages of website or mobile app or other digital platforms like social media, blogs, etc.
 - (ix). Gamification
 - (a) The selected bidder shall include gamification features to the website to enhance the user experience and engagement.
 - (b) The website may include puzzles or similar games to make the website more interactive.
 - (c) The features may include rewarding points, badges, or achievements to users.
 - (x). Online Quizzes, contests, and virtual events

- (a) The revamped website shall have the functionality available for running online quizzes, contests, live videos, or virtual events on the website.
 - (b) The quizzes, contests, live videos, or virtual events can be hosted by states, industry bodies or MoT (after due approvals through system) on home page, state pages or on dedicated pages of website created for events.
- (xi). Itineraries
- (a) Popular trips across India (48-hour itineraries, pan-India itineraries, and road trips).
 - (b) Addition of new itineraries based on seasons, experiences, interests, activities, types of travellers among others.
- (xii). Creation/integration of digital discussion forums / online communities of travellers using the Adobe platform. The selected bidder shall create Digital Discussion Forums and Groups functionalities available on website and mobile app, so that Travel Bloggers or other interested travellers can form communities and help amplify the message of Incredible India experience.
- (xiii). Minimum clicks to content - The revamped website shall be developed in such a structured format that a user should not click more than 3-4 times to reach any content or page.
- (xiv). Registration, login, social media login (single sign-on for visitors using their social media profiles), social media profile data capturing & integration, profile management for visitors.
- (xv). The features and functionalities mentioned above are Indicative in nature (this is not an exhaustive list and branding strategy & design agency and selected bidder are expected to identify and deliver additional functionalities in order to make Incredible India amongst the topmost tourism digital platforms in the world).

7.2.6. Redesign and redevelopment of Incredible India native Mobile Apps

- (i). The bidder shall be responsible for replicating features, functionalities, sections, pages, and content from website to mobile app in required UI/UX format.
- (ii). Implementation of UI/UX templates defined by branding strategy & design agency.

- (iii). The selected bidder shall develop native Mobile app for all latest versions of Android, and iOS.
- (iv). Mobile apps for the respective platforms must be hosted on their official platforms namely Apple app store and Android play store.
- (v). The mobile apps shall not be hosted or mirrored elsewhere.
- (vi). The selected bidder shall design, develop, test and host at platforms including approval by platform owner.
- (vii). The selected bidder shall be responsible for regular updates and modifications to the mobile app for individual platforms.
- (viii). The mobile app shall be provided free of cost at platforms and should be clearly highlighted as official app for Incredible India.
- (ix). The mobile app shall leverage the Adobe platform for optimized performance as per the platform and device form factor.
- (x). **AR Use cases implementation** - The selected bidder shall implement minimum 2 AR use cases identified by MoT on the mobile app. Some of the sample AR use cases are as below (Use cases to be implemented shall be finalized post discussion with the selected bidder and shall be incorporated as part of system design document. The use cases shall be implemented with a minimum number of locations that will be defined while creating work plan. The content for AR use cases shall be provided by Brand Strategy & Design agency):
 - (a) Use Case 1 - Augmented Tourist Destinations: Tourist point smartphone at a building or landmark and learn more about it through augmented features like images, videos, gifs, etc. in real-time and the app act as a tour guide as well.
 - (b) Use Case 2 – Augmented tourist experience by adding digital navigation components like arrows and other applicable details.
 - (c) Use Case 3 – Location based services to show nearby places, amenities, facilities, etc.

7.2.7. SEO Implementation

- (i). The selected bidder shall be responsible for on page search engine optimization of the Incredible India digital platform.

- (ii). The selected bidder shall support to improve Incredible India visibility on major search engines to improve traffic.
- (iii). Improve conversion rate of Incredible India website or mobile app.
- (iv). The selected bidder shall work closely with the brand strategy & design agency for development and implementation of the search engine strategy.
- (v). The selected bidder shall support MoT with off page search engine optimization wherever required.

7.2.8. Integration with internal and external service providers

- (i). The integration of Incredible India digital platform shall be planned in alignment with the vision of *One Stop Digital Platform for Brand Incredible India* catering to information, services and outreach needs of national and international tourists. The same will be studied by the selected bidder and the bidder shall integrate information from various sources to make the website and mobile app comprehensive (indicative list shown below):
 - (a) Information around weather and seasons (integration with IMD)
 - (b) Integration with NIDHI/QCI portal
 - (c) Integration of existing chat services on website and mobile app
 - (d) Integration with APIs under Swachh Bharat Mission (SBM)
 - (e) Integration with SBI for bank and branch locations
 - (f) Integration with identified Databases for user profiles data
 - (g) Map API services integrated on the website and mobile app
 - (h) Online monument booking services (with ASI and/or other service providers like OTAs)
 - (i) Booking services (with IRCTC and/or other travel and hospitality service providers like OTAs)
 - (j) Any other integrations with existing website or mobile app.

Note: The integrations mentioned are not an exhaustive list and new additions maybe done to the list as per requirements during project execution.

7.2.9. Customer Relationship Management (CRM) Module

- (i). The selected bidder shall implement a 360-degree CRM module for managing user's data (including prospective tourists, visitors, stakeholders, etc.) with complete breakdown of their profile, interests, visits related data and other related details which will help define the persona of the user and shall allow to run personalized campaigns through Adobe tools.
- (ii). The data for CRM module shall be fed through offline and online channels.
- (iii). The initial data for CRM modules shall be made available through inorganic channels. However, post launch of revamped website and mobile app, the system shall start organic nurturing and update of data through Adobe tools.
- (iv). The profiles defined under CRM shall be continuously enriched through personalization of data captured through Adobe campaign, target or analytics.

7.2.10. Configuration of Adobe Campaign module

- (i). Set up configuration of Adobe campaign classic to enable omnichannel outbound/inbound communication inclusive of:
 - (a) Communication on events, announcements, marketing campaigns etc.
 - (b) Outbound campaigns
 - (c) Regular newsletters
 - (d) Business as usual campaigns/communication
 - (e) Automated social media campaigns on multiple social media channels. The content to be uploaded on these channels under the same campaign may differ as per the channel requirements
 - (f) Tailored social media content using different handles on same platform
 - (g) Tailored social media campaigns as per user segment or persona
- (ii). Configure data import workflows through all the external data sources along with the data captured from other Adobe solutions.
- (iii). Using the inbuilt capability of Adobe campaign, segment the users based on their engagement, frequency, and consumption pattern of the campaigns/communication by integrating the data collected from Adobe Analytics and Adobe Target.

- (iv). The selected bidder needs to generate analytics reports/feeds on user response, engagement and behaviour and share for formulating strategy on future content and campaigns.
- (v). The selected bidder needs to publish results for each campaign using Adobe analytics measuring its effectiveness, outreach, and evidence-based outcome.
- (vi). The selected bidder shall provide necessary support to run digital campaigns on website, mobile app, and social media handles for delivering:
 - (a) Integrated user profile – Profiles acquired from on-line collection via web forms, manual or automatic import of text files, replication with company databases or other information systems.
 - (b) Targeted segmentation - Descriptive analysis functionality to analyse information upstream and downstream of marketing campaigns.
 - (c) Cross-channel campaign orchestration - Orchestrate targeted and personalized campaigns on multiple channels viz. email, direct mail, SMS, push notification, social media, etc.
 - (d) Personalization and real-time interaction - Advanced personalization of message content and headers based on user profiles and preferences.
 - (e) Analysis and reporting - Monitor and interpret the behaviour of users by gradually enriching their data and profiles.

Note: The above list is only for reference and the implementation shall be carried out as per the campaign strategy to be developed during project execution.

7.2.11. Configuration of Adobe Target, and Analytics for personalization

- (i). Targeting
 - (a) A/B/N Test – Conduct hypothesis testing for performance improvement based on KPIs and goals of campaigns.
 - (b) Multivariate Tests – Help discover relative element influence on conversion among several elements in tests.
 - (c) Experience Targeting – Defining rules for targeting specific experience for specific audiences.

- (d) Automated Personalization – Help drive personalized experiences and improved conversion rates for digital experiences.
 - (e) Recommendations - Automatically display experience or content that might interest customers based on previous user activity.
- (ii). Personalization
- (a) Personalized experience and communication basis user’s explicit preferences and implicit data points captured on Incredible India Platform.
 - (b) Contextually serving personalized digital experiences to tourists based on their origin of visit (geography), time of the year, interests, personas, demographics, etc. and take them to the relevant section of Incredible India digital platform.
 - (c) If a prospective tourist has logged in using his/her social profile, hyper-personalization to be done on a real-time basis, and after the visitor leaves Incredible India web properties, platform should be able to re-target the same user via digital campaigns.
 - (d) User Data Segmentation – Segmentation of user data as per their interests, personas, demographics, etc. for running customized campaigns for each segment. This data in usable format shall be developed as per inputs received and shared for analysis and strategy development for running personalized campaigns.
 - (e) User demographic based experience & engagement – Tailored experiences for users visiting from different geographies. For e.g., based on the persona and demographics (like geography of the visitor), the website shall show customised content in visitor language, for visitor visiting from USA the content shown on website and mobile app shall be different than the content shown for someone visiting from China, Japan, etc.
 - (f) The visitor gets personalized communications about her/his preferred places, suggested itineraries, Visa guidelines, travel & lodging among other such information.
 - (g) Basis the visitor opening her/his emails and clicking on relevant links, Adobe campaigns shall be able to send more targeted personalized emails.

- (h) The visitor shall get personalized communication during her/his visits based on his/her location about nearby places, heritage sites, & upcoming events.
- (iii). Analytics
- (a) Identify users based on their behaviour on the website and Mobile App with the help of analytics platform and then target them with specific content seamlessly without any manual or technology intensive work.
 - (b) Implement Analytics to target the users based on their behaviour and re target them with specific content seamlessly.
 - (c) Implement digital marketing analytics to gather data from various digital channels like email, social media, etc.
 - (d) Analytical reports/feeds as per requirements to be shared for content & campaign planning.
 - (e) Preparation of multiple Analytics reports dashboards showcasing different reports as per requirement with access to MoT officials and other stakeholders like state tourism boards, etc.
 - (f) Customised dashboards to be prepared and made available for different types of users as per requirement.
 - (g) Analytics Reports: (Some indicative reports mentioned below):
 - I. Measure business metrics like traffic, conversion rate, bounce rate, response to online events across different digital channels, etc.
 - II. Campaign Effectiveness Management - Measure effectiveness/ relevance of marketing campaigns, events, and promotions.
 - III. User analytics – Consolidate user response analytics on Incredible India digital platform.

7.2.12. Compliance and Quality Assurance

- (i). The development team needs to implement a versioning tool or similar source code repository on the dev/staging environment infrastructure for version control.
- (ii). Once the build is released and is fully functional on staging, it shall be validated by a round of testing.

- (iii). OEM or third party certified/audited (for code quality) source code shall be transferred release wise and accessible for PMU and MoT.
- (iv). The selected bidder shall deploy the Incredible India website and mobile app at NIC cloud or other infrastructure provider to MoT for security audit by CERT-IN empanelled agency.
- (v). Once the website, mobile app, and host environment pass through the audit successfully, then it will be submitted (along with all test/clearance certificate) for hosting clearance by NIC security group.
- (vi). After due clearance by NIC Team, the selected bidder shall host the website and mobile app in production environment NIC Cloud (Meghraj) or other infrastructure provider to MoT.
- (vii). The selected bidder shall ensure that system testing is carried out by an independent team/individual(s) other than the development team. Selected bidder shall setup a separate test environment to carry out system testing.
- (viii). The selected bidder is required to carry out testing and user acceptance test on the website before the website is made live for public. The parameters for carrying out but not limited to the testing of the website are given below:
 - (a) Functional testing
 - (b) Usability testing
 - (c) Test for navigation
 - (d) Content checking
 - (e) Compatibility testing
 - (f) Browser testing
 - (g) Operating system compatibility
 - (h) Mobile browsing
 - (i) Performance testing
 - (j) Security testing
 - (k) Website speed
 - (l) User experience

- (ix). The selected bidder shall prepare a plan to coordinate the user acceptance activity for website and mobile app.
- (x). The selected bidder shall provide user acceptance test script to the end user group along with a format to capture the results and remarks.
- (xi). The selected bidder shall provide support to document the user acceptance test results along with defects statistics.
- (xii). The selected bidder shall ensure that defects found are corrected and is retested by the end user group.

7.2.13. Deployment and commissioning of website and mobile app

- (i). Beta launch of website and mobile app
 - (a) The selected bidder shall host the beta version of website and mobile app on the production/pre-production environment only after successful audit by CERT-IN empanelled vendor and UAT approval.
 - (b) The selected bidder shall ensure publishing of beta version of mobile app over Android and iOS App.
 - (c) The selected bidder shall provide test plan and test cases for Beta testing.
 - (d) The selected bidder shall be responsible for recording and resolution of bugs/ defects/ changes suggested by users on Beta testing.
- (ii). Stage 1 launch/rollout of website and mobile app
 - (a) The selected bidder shall incorporate any changes suggested or defects raised during Beta testing by users.
 - (b) The selected bidder shall host the final version of website and mobile app on the production environment after Beta version approval.
 - (c) The selected bidder shall ensure publishing of mobile app over Android and iOS App.
 - (d) The selected bidder shall successfully complete milestones M1 to M3 from Phase 1B (detailed in section 7.5) for stage 1 rollout of website and mobile app.
- (iii). Stage 2 launch/rollout of website and mobile app

- (a) The selected bidder shall successfully complete milestones M4 to M5 from Phase 1B (detailed in section 7.5) for stage 2 rollout for Incredible India digital platform.
- (b) As part of stage 2 rollout the selected bidder shall focus on content syndication, upgradation of the digital platform and user engagement across digital platforms like social media, communities, etc. via campaigns, personalization, analytics, and target.
- (c) The feedback or defects/bugs or change requests received regarding the digital platform post stage 1 rollout shall also be implemented before stage 2 rollout.

7.2.14. Capacity Building

- (i). The selected bidder shall train the personnel identified by MoT regarding the CMS features and functionalities, users' roles and responsibilities for managing and updating the revamped website and app.
- (ii). The selected bidder shall train the MoT identified personnel like admins, content owners, content uploaders, approvers, representatives from states or regions, representatives from other stakeholders, etc. on usage of CMS for undertaking their respective roles and responsibilities in the system.
- (iii). The selected bidder shall prepare a capacity building plan with detailing of periodic trainings/workshops to be conducted for stakeholders post launch of beta version.
- (iv). The trainings for all identified personnel by MoT shall be completed by the timeline mentioned under the Section # 7.5 Timelines and Deliverables.

7.2.15. Miscellaneous

- (i). In case, if MoT/ NIC decide to migrate the environment from NIC cloud to a different cloud setup, the developed solution shall be robust enough to be easily migrated and operational with no or minimal downtime
- (ii). Overall administration, operations, monitoring, maintenance of the deployed Website and mobile app, application platform and any other component/ tool to ensure the desired uptime

7.3. Phase 2: Comprehensive Ongoing Support for revamped Incredible India digital platform

The selected bidder post stage 2 rollout of revamped Incredible India digital platform shall continue to support and enhance the platform and deliver incredible India experience. Phase 2 of the project envisions to utilize the revamped platform to position India as a must visit tourism destination by engaging the visitors/tourists across digital channels. Phase 2 of the project shall not be a regular operations and maintenance phase, rather the bidder shall be required to continuously update and upgrade the platform with new features, refreshed content, additional functionalities, new website and mobile app pages, new integration of services, etc. as per the requirements of MoT.

7.3.1. Planning and reporting

- (i). During the Comprehensive Ongoing Support phase, the selected bidder shall prepare a monthly work plan with details of activities to be taken up during the month.
- (ii). The work plan shall be submitted within first 3 business days of the month for client approval. The work plan shall be reviewed during the month for tracking status of planned activities.
- (iii). Preparation and submission of monthly activity report at end of month detailing list of activities undertaken against the monthly work plan submitted.
- (iv). Preparation and submission of monthly performance report including but not limited to incident reporting, website and mobile app availability, report on compliance of SLA parameters, etc.

7.3.2. Administration, maintenance, and upgradation services

- (i). Management and tuning of Adobe platform to maintain performance at optimum levels.
- (ii). End to end management of various instances of application and app servers to ensure smooth functioning of the website and mobile app. Conduct regular code and configuration review to improve performance and remove bottlenecks, if any.
- (iii). Documentation of problems, isolation, cause, and rectification procedures for building knowledge base for the known issues.
- (iv). Troubleshooting of OS and other third-party applications.
- (v). The selected bidder shall also be responsible for downloading and implementation of patch, updates and upgrades available for OS, Adobe

Platform, Application Servers, and any third-party application/components required.

- (vi). The selected bidder shall also be responsible for server hardening and management of OS/ application security.
- (vii). The selected bidder shall do proper version management of these configurations as the configurations may be changed from time to time.
- (viii). The selected bidder shall coordinate with external vendors, network providers and FMS team of NIC cloud (Meghraj) or other infrastructure provider to MoT for upkeep of environment deployed to meet the SLA and shall liaison with various vendors/OEMs for related works, equipment & services.
- (ix). Maintain security vigilance of virtual hosted environment and software solutions deployed, detection and fixes of any security vulnerabilities.

7.3.3. Website and Mobile app support and upgradation services

- (i). Any scope items mentioned under Phase 1B, if not completed during execution of Phase 1B shall be taken up as part of scope of Phase 2, with due approvals from MoT.
- (ii). Regular and continual improvement in the design, features and functionalities of the website, to fully utilize the functionalities of the Adobe product suite (and any upgrades) as well as to meet the latest digital trends in Tourism industry.
- (iii). Addition of new pages, features, functionalities, themes, content or change in design in existing content structure, for e.g., addition of new destinations, experiences, state pages, attractions, trips, new website or mobile app pages, etc., or any other additions or changes in components or templates deployed on website and mobile app.
- (iv). Updating content on any of the pages of website and mobile app.
- (v). Updating and uploading new AR content for additional locations for the deployed use cases (contents for uploading shall be provided by Brand Strategy & Design agency as per their work plan).
- (vi). Change or additions in design of themes or templates deployed on the website and mobile app.

(vii). Overall administration, operations, monitoring, maintenance of the deployed website and mobile app, application platform and any other component/ tool to ensure the desired uptime.

(viii). Maintain version control and archives of source code and website content.

7.3.4. Adobe campaign services

(i). Run continuous campaigns as per monthly work plan across digital platforms through push messages, SMS, emails, newsletters, social media posts, etc.

(ii). Capture campaign response, feedback and efficacy through Adobe tools and share insights for improvement in campaigns outreach, engagement, and response rate. Any other campaign related technical activities required for campaign execution.

7.3.5. Adobe target and personalization services

(i). Conduct hypothesis testing for performance improvement on campaigns launched.

(ii). Discover and share reports on relative element influence on conversion.

(iii). Update rules for targeting specific experience for specific audiences.

(iv). Help drive personalized experiences and improved conversion rates for digital experiences.

(v). Continuous user profile enrichment and segmentation.

(vi). Enhance personalization experiences for new segments/categories of users being identified or created.

(vii). Any other targeting or personalisation related technical activities required for campaign execution.

7.3.6. Adobe Analytics services

(i). Preparation of real-time reports submission on Web Analytics, Traffic, bounce rate, unique visitors, etc.

(ii). Update user dashboards as per the requirements of MoT and other stakeholders.

- (iii). Reports generation from Adobe Analytics tool as per requirements of MoT and other stakeholders.
- (iv). Continuous feed of analytical data for content and campaign effectiveness, measuring user engagement and response across digital platforms, to be shared with Brand Strategy and Design team for content & campaign planning.

7.3.7. MIS Reports

Preparation and monthly submission of relevant MIS reports (indicative reports provided below):

- (i). Feedback report from users for the services rendered
- (ii). Bug / defect resolution reports
- (iii). Incident reports
- (iv). Security Incident reports
- (v). SLA compliance reports
- (vi). Service availability and performance reports

7.3.8. Customer Relationship Management (CRM) Module Management and Updating

- (i). Manage and update CRM solution to ensure continuous user profiles data update, enrichment, sanitization, and maintenance.
- (ii). Profile updates using with Adobe campaign, target and analytics.
- (iii). Provide detailed profile analysis of users to assist MoT and other users for targeting and planning outreach activities (online or offline) for better outcomes from campaigns, marketing or publicity initiatives run by MoT or other stakeholders.

7.3.9. SEO maintenance services

- (i). Continuous on page search engine optimization of the Incredible India digital platform as per strategy laid down by branding and design agency.
- (ii). Selected bidder shall continuously support and take required actions to improve Incredible India visibility on major search engines to improve traffic and conversion to Incredible India digital platform.
- (iii). Continuous improvement and maintenance of search rankings.

- (iv). Regular web page optimizations so that website will be indexed by search engines.
- (v). Achieving higher rankings in mobile search results.
- (vi). Regular keywords discovery and mapping for increased inbound traffic.
- (vii). The selected bidder shall support MoT with off page search engine optimization wherever required.

7.3.10. Service integrations from various sources

The bidder shall be required to continuously update and upgrade the platform with new integration of services to support and enhance the platform to ensure Incredible India becomes a tourist centric one stop digital platform, which will provide the tourists with end-to-end tourism and related information and services. Some of the indicative integration requirements are as below:

- (i). Currency conversion services (in collaboration with leading banks)
- (ii). Additional audio guides from Audio Odigos or/and other audio guide providers
- (iii). Visa related services
- (iv). Integration with location-based services like nearby restaurants, attractions, hotels, hospitals, police stations, nearby tourist information centres and other facilities, etc.
- (v). Itinerary planner/trip planner tool integration on website and mobile app
- (vi). Integration of feedback, review, and rating services like trip advisor, lonely planet, etc. for showcasing feedback on attractions defined in Incredible India website and mobile app
- (vii). Any other tourism facilitating services identified during project execution to be integrated with Incredible India website and mobile app for information sharing and accessing search APIs for services and outreach integration.

7.3.11. Capacity Building

- (i). The selected bidder shall prepare quarterly capacity building plans with detailing of periodic trainings/workshops to be conducted for stakeholders for any changes in functionalities or features in CMS or refresher trainings to the identified users.

- (ii). The selected bidder shall conduct periodic trainings for personnel identified by MoT regarding the updated features, functionalities of CMS or refresher trainings to get the users to have hands-on regarding the usage, operations & management of the website and mobile application.

7.3.12. Project Output - Outcome Reports

The bidder shall assist Brand Strategy and Design team and MoT in preparation of detailed reports on project outputs and outcomes on quarterly basis.

- (i). Few of the indicative parameters for project outputs are as below (this is not an exhaustive list):
 - (a) Number of users targeted through campaigns
 - (b) Number of different types of campaigns run
 - (c) Number of new experience categories, sub-categories and experiences added
 - (d) Number of new destinations added
 - (e) Number of new locations added
 - (f) Number of new trips added
 - (g) New functionalities, features or integrations done
- (ii). Few of the indicative parameters for project outcomes are as below (this is not an exhaustive list):
 - (a) Organic search traffic
 - (b) Inorganic search traffic and sources
 - (c) Bounce rate
 - (d) Number of visitors
 - (e) Time on site
 - (f) Campaign effectiveness reports
 - (g) Segment wise visitors
 - (h) Geography wise visitors

- (i) Most popular destinations
- (j) Most popular experience categories
- (k) Most popular trips
- (l) Most popular campaigns
- (m) Most effective campaigns

7.3.13. The bidder shall provision for showcasing integrating and showing user generated content (UGC) on the website and mobile app. If required, the bidder shall integrate the website and mobile app with open-source tools to source user generated data from social media channels and display the moderated data on the website and mobile app. The data to be displayed can be in form of posts, tweets, text, images, audio, video, gifs, etc.

7.3.14. Software development support for implementation of Virtual Reality use cases as per requirement.

7.4. Project Execution Approach

7.4.1. The selected bidder shall use Agile approach in revamping of Incredible India website and mobile app and execution of the SDLC process.

7.4.2. The selected bidder shall plan and deliver the requirements in an iterative manner to continuously release Minimum Viable Experiences (MVE) at regular intervals for Incredible India digital platform.

7.4.3. The releases shall be planned to add layers of end-to-end user experience and engagement services on the platform.

7.5. Timeline and Deliverables

S No	Action Items	Milestone	Timeline (T –project start date)	Deliverables
Phase 1A – To be initiated from project start date and continued till completion of M3 of Phase 1B				

1	Operations, maintenance and updating of existing website		T + 120 days	<ul style="list-style-type: none"> a. Monthly Activity Plan b. Website and mobile app availability report c. Updated website and mobile app d. Outbound campaigns delivery e. Monthly Activity Report
Phase 1B - To be initiated from project start date in parallel with Phase 1A till completion of Milestone M5				
2	Project Planning and Requirement Gathering	M1	T+10 days	<ul style="list-style-type: none"> a. Mobilization and deployment of team b. Inception report
3	Digital platform system design and integrated work plan		T+30 days	<ul style="list-style-type: none"> a. System Design Document b. Detailed integrated work plan
4	Design & development of website and mobile apps		T+75 days	<ul style="list-style-type: none"> a. Redesigning, coding and redevelopment of Incredible India website and mobile app b. Migration/repurposing of content from old website to new website and mobile app c. Upload new content received from branding strategy & design agency

				d. Implementation of defined SEO strategy
5	Configuration of Adobe cloud suite		T+75	<ul style="list-style-type: none"> a. Configuration of Adobe campaign to run campaign types defined in System Design Document b. Configuration of Adobe Target for personalisation of content as per profiles defined in System Design Document c. Configuration of Adobe analytics for reporting on campaign and target modules
6	UAT of website and mobile app	M2	T+80 days	<ul style="list-style-type: none"> a. Test plans b. Testing report with fail / pass results and plan to fix the defects c. Defect resolution report
7	Security audit by CERT IN empanelled agencies and fixing of security flaws		T+95 days	<ul style="list-style-type: none"> a. Installation, configuration, and deployment of website and mobile app at staging environment b. Audit certificates
8	Release and approval of Beta-version of website and mobile app		T+100 days	<ul style="list-style-type: none"> a. Deployment of beta-version of website and mobile app

				b. Source code of beta version of mobile app and website
9	Stage 1 rollout of Incredible India website and mobile apps	M3	T+120 days	<ul style="list-style-type: none"> a. Deployment of website and mobile app with approved changes b. Handover of source code duly audited/certified for code quality and standardization by OEM or Third-party auditor c. Hosting of updated mobile app over respective app stores d. User manuals, administration manuals, training manuals etc.
10	Implementation of AR use cases		T+150 days	<ul style="list-style-type: none"> a. Implementation of minimum 2 AR use cases on Mobile App
11	Service Integrations		T+180 days	<ul style="list-style-type: none"> a. Integration of new website and mobile app with existing internal/ external services integrated on old website b. Integration with NIDHI portal for search APIs c. Integration with ASI and IRCTC booking services d. Integration of AEM website and mobile app with Adobe

				campaign, target and analytics
12	Content syndication and collaboration		T+180 days	a. Release of content collaboration configuration and workflows for users like Admins, States/Region reps, industry agencies or other stakeholders for ease of content publishing
13	UAT of website and mobile app for stage 2 rollout	M4	T+190 days	a. Test plans b. Testing report with fail / pass results and plan to fix the defects c. Defect resolution report
14	Capacity Building/Training workshops for stakeholders/state boards		T+200 days	a. Updated user manuals, administration manuals, training manuals, etc. b. Capacity building and training workshops for stakeholders
15	Stage 2 rollout of Incredible India website and mobile apps	M5	T+210 days	a. Updated content on website and mobile app released by brand strategy & design agency b. Updated Adobe Analytics reports configuration

				<ul style="list-style-type: none"> c. Updated Adobe campaigns configuration d. Updated Target and personalization configuration e. Handover of source code duly audited/certified for code quality and standardization by OEM or Third-party auditor
Phase 2 - To be initiated post completion of Phase 1B				
16	Comprehensive ongoing support for Incredible India		For 2 years post completion of Phase 1B	<p><u>Documentation:</u></p> <ul style="list-style-type: none"> a. Software change logs b. Updated system design documents, specifications for every change c. Updated user manuals, administration manuals, training manuals etc. <p><u>Incredible India Digital Platform Updates:</u></p> <ul style="list-style-type: none"> d. Updated content, configuration, structure, design, features, pages etc. on website and mobile apps e. Changes for search engine optimization requirements f. Rollout of digital campaigns as per monthly work plan

				<p>g. Updated Target and personalization configuration as per monthly work plan</p> <p>h. Analytics reports generation as per monthly work plan</p> <p>i. Integration of services as per monthly work plan</p> <p>j. Handover of source code on monthly basis and/or with most recent application upgrades, whichever is later</p> <p><u>Reports:</u></p> <p>k. Monthly work plan</p> <p>l. Monthly activity report</p> <p>m. System generated monthly performance report</p> <p>n. System generated SLA compliance report</p>
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7.5.1. Acceptance Criteria for stage 1 rollout of Incredible India digital platform under Phase 1B:

- (i). UAT approval of the website design based on the UI/UX strategy document prepared by brand strategy and design agency.
- (ii). Implementation of website and mobile apps as per the content structure and website layout prepared by brand strategy & design agency.
- (iii). Implementation of revamped design and content of Home page, 2 Experience categories and its sub-categories, 40 cities/destinations (covering 2 regions) & their attractions pages.

- (iv). Migration/repurposing of content for remaining pages of revamped website and mobile app from the existing website and mobile app.
- (v). Successful security and application audit, deployment, and handover of the audited code by OEM or third party on production instance of the incredible India digital platform.
- (vi). Adobe Analytics: output of working reports through Adobe analytics as per integrated work plan.
- (vii). Adobe Campaign: Successful configuration and execution of adobe campaign (minimum 5 campaigns) with evidence-based outcome.
- (viii). Adobe Target: Successful configuration and execution of Adobe target with evidence-based outcome of minimum 5 use cases of personalization.
- (ix). Completion of deliverables mentioned in above table from M1-M3, and all action items mentioned till M3.

7.5.2. Acceptance Criteria for stage 2 rollout of Incredible India digital platform under Phase 1B:

- (i). Go-Live acceptance for stage 1 rollout.
- (ii). Implementation of revamped design and content of 14 Experience categories and its sub-categories and 160 cities/destinations (across 5 regions) & its attractions.
- (iii). Updated website and mobile app post feedback received from users for Stage 1 rollout.
- (iv). Completion of required training workshops for stakeholders.
- (v). Successful deployment and handover of the updated audited code on production instance of the incredible India digital platform.
- (vi). Integration with service providers as per scope of work and work plan.
- (vii). Adobe Analytics: output of working reports for website and mobile app analytics.
- (viii). Adobe Campaign: Successful configuration and execution of adobe campaign (minimum 5 campaigns) with evidence-based outcome on website and mobile app.

- (ix). Adobe Target: Successful configuration and execution of Adobe target with evidence-based outcome of minimum 5 use cases of personalization on website and mobile app.
- (x). Successful content collaboration workflow testing with at least 5 states or industry agencies.
- (xi). Completion of complete scope of work mentioned under Phase 1B under section 7.2.
- (xii). Completion of deliverables mentioned in above table till M5, and all action items mentioned till M5.

7.5.3. Days mentioned in the above table are calendar days.

7.5.4. The Phase 1A shall be deemed as completed only when all the acceptance criteria of Stage 1 rollout mentioned under Phase 1B are met. If the stage 1 rollout goes beyond the mentioned timeline, the timelines for Phase 1A shall also be extended till acceptance criteria of Stage 1 rollout is met.

7.5.5. The Phase 1B shall be deemed as completed only when all the acceptance criteria of Stage 2 rollout mentioned under Phase 1B are met. If the stage 2 rollout goes beyond the mentioned timeline, the timelines for Phase 1B shall also be extended till acceptance criteria of Stage 2 rollout is met.

7.5.6. The MoT shall reserve the right to change the timelines of Phase 1B completion on project need basis. Any extension in the timelines of Phase 1B shall be based on requests for extension by selected bidder with proper justification and subsequent approval if the justification is accepted by the MoT. However, any such extensions shall not bear any change to the cost of Phase 1B.

7.5.7. The selected bidder should execute the project in agile mode while running time bound iterations/sprints to continuously deliver Minimum Valuable Experience (MVE) during project duration.

7.6. Detailed Work Plan

- 7.6.1.** The selected bidder shall prepare an integrated work plan with inputs from MoT, PMU, Brand Strategy & Design agency in accordance with the strategy and roadmap to achieve the vision of incredible India digital platform. The detailed integrated work plan will be reviewed from time to time.
- 7.6.2.** The selected bidder would be responsible for deployment of resources proposed as part of RFP response for implementation of the detailed integrated work plan and revamp the incredible India digital portal including operation and maintenance support.
- 7.6.3.** Regular monitoring of the progress of the work shall be done on a weekly basis against the work planned by Brand Strategy & Design Agency, MoT, PMU, and the selected bidder. In case any resource is found not working to the satisfaction of MoT, he same will be replaced by the selected bidder with appropriate handover / knowledge transfer.

7.7. Premium Adobe Support

- 7.7.1.** The selected bidder shall be required to procure premium support hours from Adobe for any support services required during the project. The selected bidder shall provide per-hour rate for 25 support hours to be utilized during the project.
- 7.7.2.** The selected bidder shall utilize these hours only post providing appropriate justification and obtaining required approvals from MoT. The payment shall be made based on actual hours consumed monthly.

7.8. Exit Management

- 7.8.1.** The selected bidder at the end of contract or termination of contract before planned contract period for any reason, shall successfully carry out the exit management and transition of this project to the MoT or to an agency identified by MoT to the satisfaction of the Department. The selected bidder shall undertake to complete the following as part of the exit management and transition:
 - (i). Complete the updating of all project documents and other artefacts and handover the same before transition.

- (ii). Undertake to design standard operating procedures to manage system (including application and IT systems), document the same and train identified personnel on the same.

- 7.8.2.** If MoT decides to take over the operations of the project on its own or identifies or selects any other agency for providing support services on this project, then selected bidder shall provide necessary handholding and transition support, which shall include but not be limited to, conducting detailed walkthrough and demonstrations for the IT 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.
- 7.8.3.** The exit management and transition will be considered complete based on approval from MoT

8. Instructions for Resource Deployment, Resource Requirements, Key Personnel and Deployment Plan

8.1. Instructions for Resource Deployment

- 8.1.1.** The selected bidder shall deploy the appropriate manpower resources with required skillsets for execution of the project.
- 8.1.2.** The bidder is required to submit CV of proposed resources along with their roles and responsibilities and deployment plan as part of RFP response.
- 8.1.3.** The team shall be deployed in an Offsite + Onsite model, where few members of the team shall be working from client office and the remaining team shall be working from selected bidder's office.
- 8.1.4.** The team working remotely shall also be available at client side whenever required by client for meetings, discussions, product walkthroughs, etc.
- 8.1.5.** The bidder may propose deployment of additional resources as part of RFP response other than mentioned in next section for successful execution of the project.
- 8.1.6.** The resources deployed on the project shall be on payroll of the selected bidder. The selected bidder shall provide the requisite documentary proof as and when required by the Ministry.
- 8.1.7.** The resources should work on client working days. Leave policy of the company (System Integrator) will apply (earned leave/sick leave etc) however, the selected bidder shall ensure minimal disruption to the project, and where required provide a replacement resource to minimize adverse impact to Project.

- 8.1.8.** During Phase 2 implementation, the number of resources deployed under various profiles, can be increased, or decreased after due approval by MoT, on project need basis.
- 8.1.9.** During Phase 2 implementation, in case of requirement of any resource profile, which is not defined in the RFP or proposed by selected bidder in RFP response, the same shall be mutually decided based on the best match with the profiles submitted in RFP response and corresponding rates of the resource will be applicable. The resource engagement and acceptance shall be at the sole discretion of MoT. Any such engagement shall be carried out only after approval from competent authority.
- 8.1.10.** All the required resources shall be deployed on the project within 7 days of award of contract.
- 8.2. Resource Requirements – Qualification and Experience Criteria**
- 8.2.1.** The list of resources mentioned below and proposed deployment duration for each phase mentioned therein are indicative and bidders are advised to plan and propose the resources in accordance with the scope of work and timelines specified in this RFP.
- 8.2.2.** The bidder shall ensure to propose appropriate number of resources for deployment to meet project deliverables and timelines listed in this RFP. Some of the indicative resource profiles are as below:

Sr.	Resource	Qualification and Experience requirements	Indicative Roles and Responsibilities
1.	Project Director	i. Essential Qualification and Experience Criteria: a. Minimum 15 years in IT project management, implementation, and monitoring b. Minimum 7 IT projects implementation	a. Mentoring the project team in conceptualizing a state of art system design for robust, and scalable digital platform b. Implementation Strategy formulation and monitoring for development of a robust digital platform for Brand India for tourists. c. Guidance in use of niche technology and implementation of a robust

		<p>and program management with at least INR 2 crore project value</p> <p>ii. Desirable Qualification and Experience Criteria:</p> <p>a. Minimum 5 years in senior-level management position (director or above)</p> <p>b. Should have led at least 7 projects on Adobe AEM or Adobe cloud suite</p>	<p>CMS capable of handling new content to support development of brand India with minimal technical intervention.</p> <p>d. Oversee the capability building plan and its execution during the entire project life cycle</p> <p>e. Overall guidance to the team and involved stakeholders for using technology as an enabler for Brand India</p>
2.	Project Manager	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. B.E./B.Tech + MBA</p> <p>b. Minimum 10+ Years in project management of 5+ projects with at least INR 2 crore project value in IT system implementation and Program management</p> <p>ii. Desirable Qualification and</p>	<p>a. Drive the overall project, manage all deliverables as per scope within timelines and ensure end result.</p> <p>b. To be able to identify risks and mitigating the same to minimize impact on the success of the project.</p> <p>c. Ensure the project milestones are achieved as per the project timelines.</p> <p>d. Continuously monitoring the performance of system and ensuring that all the SLAs are met.</p> <p>e. Coordination between stakeholders and different activity streams</p>

		<p>Experience Criteria:</p> <ul style="list-style-type: none"> a. PMP or PRINCE 2 certification b. Should have led at least 5 projects on Adobe AEM or Adobe cloud suite 	
3	Infrastructure Lead	<p>i. Essential Qualification and Experience Criteria:</p> <ul style="list-style-type: none"> a. B.Tech/B.E./ MCA. b. 7+ years of relevant experience in IT client side and server-side hardware and networking related infrastructure c. Experience in hardware sizing and commissioning for enterprise applications <p>ii. Desirable Qualification and Experience Criteria:</p> <ul style="list-style-type: none"> a. RHCE/RHCSA certification b. Should have handled IT hosting infrastructure and 	<ul style="list-style-type: none"> a. Plan, design, install and configure the IT infrastructure assets b. Ongoing monitoring and maintenance of the application infrastructure c. Achieve highest uptime of all IT infrastructures including maintaining the application at the data centre d. Maintain the server storage and other hosting related infrastructure considering the hosting to be done by the NIC and selected bidder needs to maintain it e. Perform regular server maintenance activities to install required updates and patches f. Take regular backup of the database so that restoration of data can be performed without failure or loss of any data in case of server failure in DC or any disaster recovery exercise g. Maintain all system logs and data related to the application uptime and performance as per the SLA and provide MIS

		hardware and networking in at least 3 similar projects.	
4	AEM Technology Lead	<p>i. Essential Qualification and Experience criteria:</p> <p>a. B. Tech/ B.E./ MCA</p> <p>b. Minimum 7 years of working experience on Adobe (AEM) platform</p> <p>ii. Desirable Qualification and Experience Criteria:</p> <p>a. AEM Architect certification.</p> <p>b. Should have experience of executing at-least 5 projects in Adobe AEM.</p> <p>c. Working experience of Management of VMs, Load balancers and Akamai with respect to AEM Deployment</p>	<p>a. Analysis of the software requirements and preparation of specifications of the requirements.</p> <p>b. Undertaking development activities on the Adobe AEM platform (or any other platform as required) including website updates, enhancement, restructuring, etc. along with any other customization requirements.</p> <p>c. Translating the requirements into software codes.</p> <p>d. Relevant documentation related to the application.</p>
5	Design Lead	<p>i. Essential Qualification and Experience Criteria:</p>	<p>a. Working on the creative designs, user interface and user experience for Incredible India digital platform</p>

		<ul style="list-style-type: none"> a. Minimum B.E./ B. Tech/ BCA/ BFA/ B. Arch/ B. Design/ PG diploma in Web Design b. Minimum 7 years' experience in website/mobile app UI-UX design with experience of executing at least 5 similar projects <p>ii. Desirable Qualification and Experience Criteria:</p> <ul style="list-style-type: none"> a. Relevant UI/UX design certifications b. Should have experience of minimum 5 projects on Adobe-AEM 	<ul style="list-style-type: none"> b. Involvement in the requirement gathering process, requirement presentation and documentation, taking approvals of design c. Any other responsibility of creating any creative collateral as decided by governance mechanism of the project
6	Mobile Development Lead	<p>i. Essential Qualification and Experience Criteria:</p> <ul style="list-style-type: none"> a. B. Tech/ B.E./ MCA b. Minimum 5 years' experience in Mobile Application Development 	<ul style="list-style-type: none"> a. Analysis of the software requirements and preparation of specifications of the requirements. b. Undertaking development activities on the Adobe AEM platform (or any other platform as required) including app updates, enhancement, restructuring, etc. along with any other

		<p>ii. Desirable Qualification and Experience Criteria:</p> <p>a. Certified Mobile App developer</p> <p>b. Experience of executing at-least 3 similar projects in native environment.</p>	<p>customization requirements.</p> <p>c. Translating the requirements into software codes.</p> <p>d. Relevant documentation related to the application.</p> <p>e. Undertaking development and customization activities on the mobile app using the native frameworks on AEM suite, ensuring integration with the Adobe platform.</p> <p>f. Undertaking migration, development, customization, and other related activities mobile app development framework, if required.</p>
7	Adobe Expert – Target and Analytics	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. B. Tech/ B.E./MCA</p> <p>b. Minimum 5 years of experience in working on Adobe Target and Analytics configuration</p> <p>ii. Desirable Qualification and Experience Criteria:</p>	<p>a. Shall be able to identify users based on their behaviour on the website and Mobile App with the help of analytics platform</p> <p>b. Shall be able to target identified users with specific content without any manual or technology intensive work</p> <p>c. Shall be able to implement contextual and personalized digital experiences to tourists based on their origin of visit (geography), time of the year, or other parameters and take them to the relevant section of platform</p>

		<ul style="list-style-type: none"> a. Experience of executing at least 3 similar projects b. Adobe Target and Adobe Analytics certified (Developer certified) 	<ul style="list-style-type: none"> d. Shall be able to perform hyper-personalization on a real-time basis if a prospective tourist has logged in using his/her social profile e. Shall be able to re-target the same user via digital campaigns after the visitor leaves Incredible India Web Properties and the data should flow to other Adobe solutions (i.e., Adobe Analytics and Adobe Campaign)
8	Adobe Campaign Developer	<ul style="list-style-type: none"> i. Essential Qualification and Experience Criteria: <ul style="list-style-type: none"> a. B. Tech/ B.E./MCA b. Minimum 5 years of experience in working on Adobe Campaign ii. Desirable Qualification and Experience Criteria: <ul style="list-style-type: none"> a. Adobe certified campaign developer b. Experience of executing at-least 3 similar projects 	<ul style="list-style-type: none"> a. Shall be able to configure all the channels directed by MoT for personal targeting of the visitors. i.e., Email, Push Notification, etc. from Incredible India digital platform b. Shall be able to configure data import workflows through all the external data sources as directed by the MoT along with the data captured from other Adobe solutions. i.e., Adobe Analytics and Adobe Target c. Shall be able to configure automated campaigns for the promotional and business as usual campaigns as per the requirement of the MoT

9	UI/UX Developer	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. Minimum BE/ B. Tech/ BCA/ BFA/ B. Arch/ B. Design/ PG diploma in Web Design</p> <p>b. Minimum 5 years' experience in website/mobile app UI-UX development with experience of executing at least 3 similar projects</p>	<p>a. Working on the implementation of user interface and user experience for Incredible India digital platform</p> <p>b. Implementation of the UI-UX strategy for the Incredible India digital platform</p>
10	AEM Developer	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. B. Tech/ B.E./ MCA</p> <p>b. Minimum 5 years of experience on Adobe (AEM) platform</p>	<p>a. Analysis of the software requirements and preparation of specifications of the requirements.</p> <p>b. Undertaking development activities on the Adobe AEM platform (or any other platform as required) including website updates, enhancement, restructuring, etc. along with any other customization requirements.</p> <p>c. Translating the requirements into software codes.</p> <p>d. Relevant documentation related to the application.</p>

11	Mobile Developer	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. B. Tech/ B.E./ MCA</p> <p>b. Minimum 3 years' experience in</p> <p>c. Certified Mobile App developer</p> <p>a. Experience of executing at-least 2 projects in native environment.</p>	<p>a. Undertaking development activities on the Adobe AEM platform (or any other platform as required) including app updates, enhancement, restructuring, etc. along with any other customization requirements.</p> <p>b. Translating the requirements into software codes.</p> <p>c. Relevant documentation related to the application.</p> <p>d. Undertaking development and customization activities on the mobile app using the native frameworks on AEM suite, ensuring integration with the Adobe platform.</p> <p>e. Undertaking migration, development, customization, and other related activities mobile app development framework, if required.</p>
12	Tester/ QA expert	<p>i. Essential Qualification and Experience Criteria:</p> <p>a. B. Tech/ B.E./MCA (Preferably in CS/ IT/Computer Science)</p> <p>b. Minimum 5 years of working</p>	<p>a. Write test cases and conduct various types of testing required for all platforms</p> <p>b. Update Testing Specification and documents.</p> <p>c. Create appropriate data sets, test scenarios, automated testing related scripts, etc.</p>

		experience as Tester/QA	d. Log and verify the testing defects. e.
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8.3. Key Personnel

- 8.3.1.** The resources from Sr. 1 to 8 from above section 8.2.2, shall be treated as Key Personnel during the contract period.
- 8.3.2.** The bidder is expected to propose resource profiles as Key Personnel for deployment (The bidder shall propose only 1 CV against each of the mentioned profiles for Key Personnel for evaluation purpose)
- 8.3.3.** The selected bidder will certify that the CV of the resource being deployed is as per the minimum qualification and experience as provided in this RFP
- 8.3.4.** Each resource identified as Key Personnel must be a full-time employee of the Bidder and should have been employed with the Bidder for at least last one year, except the profile submitted under Project Director. The Project Director should have been employed with the bidder for at least three years.
- 8.3.5.** The CV evaluation as part of Technical qualification criteria under section 10.2 shall be undertaken only for Key Personnel from section 8.2.2. However, the bidder shall submit the details as well as proposed cost of all the resources to be deployed for execution of the project.

8.4. Additional Resources Required

- 8.4.1.** The CVs of resources in addition to the Key Personnel proposed by bidder shall not be evaluated during the Technical Bid process. However, the bidder shall submit the details of all the resources as detailed in Annexure I Format 8 and Annexure I Format 9 of the RFP.
- 8.4.2.** The bidder shall allocate and deploy appropriate additional resources onsite/offsite necessary for achieving the deliverables as described in Section 7. These resources will aid the bidder in achieving the deliverables defined as per the stipulated timeline.

8.5. Minimum Key Personnel Deployment Plan:

S. No.	Role Description	Indicative Deployment Duration

Phase 1A		
1	Infrastructure Lead	50%
2	Design Lead	50%
3	AEM Technology Lead	100%
4	Adobe Campaign Developer	50%
Phase 1B		
1	Project Director	10%
2	Project Manager	100%
3	Infrastructure Lead	50%
4	Design Lead	100%
5	AEM Technology Lead	100%
6	Mobile Development Lead	100%
7	Adobe Campaign Developer	50%
8	Adobe Expert - Target and Analytics	100%
Phase 2		
1	Project Manager	50%

2	Infrastructure Lead	50%
3	Design Lead	50%
4	AEM Technology Lead	100%
5	Mobile Development Lead	100%
6	Adobe Campaign Developer	50%
7	Adobe Expert - Target and Analytics	100%

9. Period of Contract

The total period of contract shall be 2 years and 7 months, further extendable by 6 months with a maximum of two (2) such extensions. The period of contract of the selected bidder shall be divided into three phases (Refer Section#7 for details) of project execution.

9.1. Phase 1A:

For 4 months from start date of the project or till stage 1 rollout of revamped digital platform whichever one is later.

9.2. Phase 1B:

For 7 months from the start date of the project or till stage 2 rollout of revamped digital platform whichever one is later.

9.3. Phase 2:

For 2 years post completion of Phase 1 B which may further be extended for periods of six months with a maximum of two (2) such extensions on the same terms and conditions.

10. Criteria for Evaluation

10.1. Pre-Qualification Criteria

Sr. No.	Basic Requirements	Specific Requirements	Documentary evidence to be submitted
1	Legal Entity	<ul style="list-style-type: none"> i. Should be Company registered under Companies Act, 1956 or Companies Act 2013 or a partnership firm registered under LLP Act, 2008 ii. Registered with the GST Authorities iii. Should have been operating for the last three years. 	<ul style="list-style-type: none"> 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 of operation
2	Turnover	<p>Average Annual Turnover of last 3 (three) financial years (FY 2018-19, 2019-20, 2020-21) from IT application and website development or other System Integration activities should be greater than INR 50 Crore. To this criterion, turnover of only the bidding entity will be considered. Turnover of any parent, subsidiary, associated or other related entity will not be considered</p>	Certificate from the statutory auditor

3	Net worth	The Bidder must have positive net worth in each of the last 3 Financial Years (i.e., FY 2018-19, FY 2019-20, and FY 2020-21)	Certificate from the statutory auditor
4	Technical Capability	<p>The Bidder must have experience of successful implementation, completion, or phased completion of ICT systems development in Adobe AEM and Adobe Cloud (Target, Campaign and Analytics) projects of value specified herein in last 5 years as on bid submission date:</p> <ul style="list-style-type: none"> - One project of similar nature of amount not less than INR 8 Crores <p>OR</p> <ul style="list-style-type: none"> - Two projects of similar nature of amount not less than INR 4 Crores each <p>OR</p> <ul style="list-style-type: none"> - Four projects of similar nature of amount not less than INR 2 Crores each <p>Note: For ongoing projects, phased completion amount should meet the project value specified above.</p>	<p>Citation in required format along with;</p> <p>Work Order + Completion certificates from the client</p> <p>OR</p> <p>Work order + Self certificate of Completion (Certified by the Statutory auditor);</p> <p>OR</p> <p>Work order + phase completion certificate from the client (for ongoing projects)</p>

5	Certifications	<p>The bidder should have the below certification as on the date of submission of the bid:</p> <p>i. Adobe certified Gold Partner Certification or above with specialization in Adobe AEM, Campaign, Target, and Analytics applications</p>	Copy of Valid Certificates authenticated by authorised signatory
6	Manpower Strength	<p>The bidder should have on its rolls, staff of at least 50 technically qualified personnel with relevant Adobe certifications in Adobe Experience Manager, Adobe Campaign, Adobe Analytics, and Adobe Target skills with experience in relevant projects.</p>	Self-certification by the authorized signatory with clear declaration of list of staff with name, employee ID, number of years of experience, level/ designation, and certifications
7	Debarment	<p>The bidder shall not be under declaration of ineligibility for corrupt or fraudulent practices with any Government department/ agencies/ ministries or PSU's and should not have been blacklisted or debarred from participating in government tenders at the time of submission of bid.</p>	Self-Certification letter from the bidder authenticated by authorised signatory

8	Office in Delhi NCR	The firm shall have a office in Delhi NCR and the resources deployed for the project shall be working out of this office	A self-certification by the bidder authenticated from the authorised signatory
9	CVs for Key Personnel	The firm shall ensure the CVs provided for Key Personnel meet <i>Essential Qualification and Experience Criteria</i> from RFP Section #8.2	A self-certification by the bidder authenticated from the authorised signatory and CVs of Key Personnel

10.2. Technical Evaluation

10.2.1. Bidders who meet the pre-qualifications/eligibility requirements would be considered as qualified to move to the next stage of Technical evaluation.

10.2.2. Technical Evaluation Criteria

S. No.	Criteria	Basis of Evaluation	Max. Marks (100 Marks)	Supporting Documents
1	Average annual turnover for last 3 (three) financial years (FY 2018-19, 2019-20, 2020-21) from IT application and website development or other System Integration activities	i. INR 100 Cr or above - 10 Marks ii. INR 75 Cr - 100 Cr - 7 Marks iii. INR 50 Cr - 75 Cr - 5 Marks	10	Certificate from the statutory auditor

2	<p>Experience in implementation of Adobe AEM websites, Mobile App, Adobe Target, Adobe Campaign, Adobe Analytics projects (completed or ongoing) in India for value more than Rs. 2 Crore.</p> <p>The work order/contract should have been issued within the last 5 years, as on 31 March 2021. The projects should have been either completed or ongoing where deliverable(s) or milestone(s) has/have been partially/successfully met.</p> <p>Note: For ongoing projects, phased completion amount should meet the project value specified above.</p>	<p>Technical Project experience: (Max 16 marks)</p> <ul style="list-style-type: none"> i. Project's worth more than INR 8 crores – 4 marks per project ii. Project's worth more than INR 4 crores – 3 marks per project iii. Project's worth more than INR 2 crores – 2 marks per project <p>Domain Project experience: (Max 9 marks)</p> <ul style="list-style-type: none"> i. 3 additional marks per project up to a maximum of 9 marks if the client for above given projects was from Travel, Hospitality, or Tourism Sectors 	25	<p>Citation in required format along with;</p> <p>Work Order + Completion certificates from the client</p> <p>OR</p> <p>Work order + Self certificate of Completion (Certified by the Statutory auditor);</p> <p>OR</p> <p>Work order + phase completion certificate from the client (for ongoing projects)</p>
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3	Experience of providing and enabling brand development and experience strategy execution for clients in last 5 years as on bid submission date.	1 mark per project up to a maximum of 5 marks.	5	<p>Citation in required format along with;</p> <p>Work Order + Completion certificates from the client</p> <p>OR</p> <p>Work order + Self certificate of Completion (Certified by the Statutory auditor);</p> <p>OR</p> <p>Work order + phase completion certificate from the client (for ongoing projects)</p>
4	Adobe partner certification level	<ul style="list-style-type: none"> i. Platinum partner certificate: 5 marks ii. Gold partner certificate: 3 marks 	5	Copy of valid certificates duly authenticated by authorized signatory
5	Certifications	<ul style="list-style-type: none"> i. CMMI Certification: <ul style="list-style-type: none"> Level 3: 1 Marks Level 4: 3 Marks Level 5: 5 Marks 	5	Copy of valid certificates duly authenticated by authorized signatory

6	Technical proposal	<ul style="list-style-type: none"> i. Understanding the scope, approach, and methodology, & proposed work plan. Evaluation will be based on quality of submissions which will cover- <ul style="list-style-type: none"> a. Understanding of the project - 5 Marks b. Implementation Approach and Methodology for revamping Incredible India digital platform - 5 Marks c. Proposed Work plan and Work Breakdown of the Proposed Solution - 5 Marks d. Approach and methodology for supporting the existing system and transition plan to revamped Incredible India digital platform - 5 Marks e. Team Structure and Deployment Plan - 5 Marks 	25	Technical proposal
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		<p>ii. Notes:</p> <p>Note# 1: The bidder shall be required to present the Technical proposal to the evaluation committee in form of a presentation</p> <p>Note# 2: Presentation to be carried out alongside proposed Key Personnel for deployment to ensure understanding of their role and responsibilities</p> <p>Note# 4: The scoring of technical proposal components to be done as follows: <i>a) Significantly Exceeds Requirement - 5 Marks</i> <i>b) Exceeds Requirement - 3 Marks</i> <i>c) Meets Requirement - 2 Marks</i></p>		
7	Key Personnel Resource Profiles		25	CVs of Resources in the prescribed format
7.1	Project Director		4	

7.2	Project Manager	<p>Marking will be based on the Qualification and Experience criteria specified in Section 8 of this RFP.</p> <p># 1 marks will be awarded for successfully meeting Essential Qualification and Experience criteria</p> <p># 1 marks will be awarded for meeting Desirable Qualification and Experience criteria</p> <p># 1 Marks (2 Marks for Project Director) For differentiated impact or contribution of proposed resources in their previous projects.</p> <p># The resources shall be required to explain the project experience and their impacts on projects during Technical presentation Q&A</p>	3	
7.3	Infrastructure Lead		3	
7.4	AEM Technology Lead		3	
7.5	Design Lead		3	
7.6	Mobile Development Lead		3	
7.7	Adobe Expert - Target and Analytics		3	
7.8	Adobe Campaign Developer		3	

10.2.3. The overall score of bidder shall not be less than 70 marks to qualify the Technical Evaluation stage.

10.2.4. Bidders, whose bids are responsive, based on minimum qualification criteria / documents as in Pre-Qualification Criteria and score at least 70 marks in the (given) defined scoring mechanism (Tn) would be considered technically qualified. Price Bids of such technically qualified Bidders alone shall further be opened.

10.2.5. The qualified bidders shall be informed about the technical presentation date after bid submission and evaluation of pre-qualification criteria.

10.3. Commercial Bid Evaluation

10.3.1. The Commercial Bids of technically qualified bidders will be opened on the prescribed date in the presence of bidder representatives.

10.3.2. If a firm quotes NIL charges / consideration, the bid shall be treated as unresponsive and will not be considered.

10.3.3. The Bidder with lowest qualifying commercial bid (L1) will be awarded 100% score (amongst the bidders which did not get disqualified based on point above). Commercial Scores for other than L1 Bidders will be evaluated using the following formula:

$$\text{Commercial Score of a Bidder (Fn)} = \left\{ \left(\frac{\text{Commercial Bid of L1}}{\text{Commercial Bid of the Bidder}} \right) \times 100 \right\} \% \text{ (adjusted to two decimal places)}$$

10.3.4. Only fixed price financial bids indicating total price for all the deliverables and services specified in this bid document will be considered.

10.3.5. Any conditional bid would be rejected.

10.3.6. Errors & Rectification: Arithmetical errors will be rectified on the following basis: "If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected. If there is a discrepancy between words and figures, the amount in words will prevail".

10.4. Combined and Final Evaluation

10.4.1. The technical evaluation and commercial scores secured by each Bidder will be added using weightage of 70% and 30% respectively to compute a Composite Bid Score.

- 10.4.2.** The Bidder securing the highest Composite Bid Score will be adjudicated as the most responsive Bidder for award of the Project. The overall score will be calculated as follows:

$$\text{Composite Bid Score (Bn)} = 0.70 * \text{Technical Score (Tn)} + 0.30 * \text{Normalized Commercial Score (Fn)} \text{ (adjusted to two decimal places)}$$

- 10.4.3.** In the event the Composite Bid Score (Bn) are 'tied', the bidder securing highest technical Score will be adjudicated as the Best Value Bidder for award of the Project

11. Appointment of System Integrator

11.1. Award Criteria

The MoT shall award the contract to the successful bidder whose proposal has been determined to be substantially responsive and has been determined as the most responsive bid 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(s) or any obligation to inform the affected bidder(s) 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 via 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 to the proposed project, 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 from the MoT, the successful bidder shall 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. 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 3. The successful bidder shall ensure, the Performance Guarantee is valid at all times during the term of the subsequent contract (including any renewal) and for a period of 60 days beyond all contractual obligations, including warranty terms.
- 11.5.3.** The Client shall have the right to invoke and appropriate the proceeds of the Performance Security, in whole or in part, without notice to the Consultant in the event of:
- (i). Breach of this agreement or for levy of penalty specified
 - (ii). Termination of this Agreement by Client for reasons attributed to the selected bidder
 - (iii). In case the selected bidder is not able to deliver the services as envisaged in the scope of work

11.6. Signing of Contract

Subsequent to receipt of valid Performance Guarantee from the successful bidder, the parties shall enter into a contract, incorporating all clauses, pre-bid clarifications and the proposal of the bidder, between the MoT and the successful bidder. The draft Master Service Agreement (MSA) is provided as part of the Appendix I.

11.7. Right to Terminate the Process

- 11.7.1.** 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.
- 11.7.2.** This RFP does not constitute an offer by the MoT. The bidder's participation in this process may result MoT selecting the bidder to engage towards execution of the subsequent contract.

12. Compliance to eGovernance standards

12.1.1. Bidder must ensure compliance to all the relevant standards & policies of the Government related with e-Governance application development.

12.1.2. In addition to above, the proposed solution must be based on and compliant with industry standards (their latest versions as on date) wherever applicable. This will apply to all the aspects of solution including but not limited to design, development, security, installation, and testing. There are some indicative standards that are listed below. However, the list below is for reference purposes only and is not to be considered as exhaustive.

- (i). Portal development: W3C and GIGW specifications
- (ii). Information access/transfer protocols: REST, SOAP, HTTP/HTTPS
- (iii). Latest HTML standards

13. Payment Terms and Schedule

13.1. Payments Schedules

S No	Milestone	Payment Terms	Payment Milestone
Phase 1A - To be initiated from project start date and continued till completion of M3 milestone of Phase 1B			
1		Monthly payments to be done for manpower resources deployed as per cost of Phase 1A	<ul style="list-style-type: none">i. Approval of system generated website and mobile app availability reportii. Submission and approval of monthly activity reportiii. Submission and approval of monthly performance report
S No	Milestone	Payment Terms (as % value of the total cost of Phase 1B)	Payment Milestone

Phase 1B - To be initiated from project start date in parallel with Phase 1A till completion of M5 milestone of Phase 1B			
2	M1	10%	<ul style="list-style-type: none"> i. Deployment and availability of manpower resources ii. Submission of PBG iii. Submission and approval of inception report iv. Submission and approval of integrated work plan v. Submission and approval of System Design Document
3	M2	20%	<ul style="list-style-type: none"> i. UAT report submission and approval for website and mobile app for stage 1 ii. Submission and approval of defects resolution report for stage 1
4	M3	25%	<ul style="list-style-type: none"> i. Stage 1 rollout of Incredible India website and mobile app
5	M4	20%	<ul style="list-style-type: none"> i. UAT report submission and approval for website and mobile app for stage 2 ii. Submission and approval of defects resolution report for stage 2
6	M5	25%	<ul style="list-style-type: none"> i. Stage 2 rollout of Incredible India website and mobile app
S No	Milestone	Payment Terms	Payment Milestone
Phase 2 - To be initiated post completion of Phase 1B			

7		Quarterly payments to be done for manpower resources deployed as per cost of Phase 2	<ul style="list-style-type: none"> i. Submission and approval of system generated website and mobile app availability report (as per achieved SLAs) ii. Submission and approval of monthly activity reports iii. Submission and approval of system generated approval of monthly performance reports (as per achieved SLAs)
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13.2. Phase 1A: Payment Terms

13.2.1. Payments will be made on monthly basis as per the deployment of the appointed personnel as per their required deployment plan and satisfactory performance against required activities. In case of delays in stage 1 rollout of website and mobile apps, the bidder shall continue to provide support as per scope of work of Phase 1A without any additional cost on the cost submitted as part of commercial proposal or approved for Phase 1A.

13.3. Phase 1B: Payment Terms

13.3.1. Payments will be made on milestone basis, after completion and approval of deliverables submitted to MoT. Any extensions in timeline, if approved by MoT for implementation of Phase 1B shall not incur any additional cost on the cost submitted as part of commercial proposal or approved for Phase 1B.

13.4. Phase 2: Payment Terms

13.4.1. Payments will be made on quarterly basis as per the deployment of the appointed personnel as per their required deployment plan and satisfactory performance against required activities. However, the submission of deliverables and reports by the bidder shall be done on monthly basis.

13.5. Other Payment Terms

13.5.1. The selected bidder shall submit the bill for payment as per terms and conditions defined under section 13.1. In case deliverables are of satisfactory quality, MoT shall release the payment. However, in case of any discrepancy, the selected bidder shall

incorporate feedback and submit it until quality is acceptable by MoT for releasing the payment.

- 13.5.2.** Payment would be made after deducting the penalty which is to be calculated before every payment.
- 13.5.3.** Payment shall be made only after assessment of performance as per agreed plan for each duration.
- 13.5.4.** Payment shall be made as per actual deployment of resources as approved by the MoT.
- 13.5.5.** MoT reserves the right to ask the Bidder to submit proof of payment against any of the taxes, duties, levies indicated.

14. SLA and Penalty Calculation

- (i). Service Level Agreement (SLA) will form part of the contract between MoT and the bidder. SLA defines the terms of the bidder’s responsibility in ensuring the timely delivery and the compliance to the Performance Indicators as detailed in this document. The bidder must comply with Service Levels requirements to ensure adherence to timelines, quality, and availability of products / service.
- (ii). SLAs for existing website and mobile apps shall be applicable from 10 days of project start date and shall continue till stage 1 rollout of revamped website and mobile apps.
- (iii). SLAs for revamped website and mobile apps shall be applicable post stage 1 rollout under milestone M3 of Phase 1B and continue till project end date.

14.1. Service Level Agreements and Penalties

14.1.1. Penalties Definition:

A maximum level of performance penalties is established and described below. Performance penalties shall be levied for not meeting each of the severity levels of performance as per the following table:

SLA Severity Level	Penalty as a percentage of Monthly/Milestone applicability
9	Event of default and termination

8	8%
7	4%
6	2%
5	1%
4	0.5%
3	0.4%
2	0.3%
1	0.2%

14.1.2. Service Availability:

The selected bidder shall deploy and configure a system and network monitoring tool (preferably open source) to assess Application Service availability, to measure the Service Level Measures (SLMs) described below. System generated reports shall be provided by the bidder with provision of system access for MoT to verify the submitted reports.

Measurement	Definition	Target	SLA Severity Level (for Penalty Calculation)
<i>Incredible India website and mobile app</i>			
1. Availability of	Uptime = [(Application downtime) / (Total Time	Minimum 99.5% up -time	-

Incredible India website and mobile app	<p>– Maintenance Downtime)]</p> <p>Total Time shall be measured on 24*7 basis for Incredible India website and mobile app. Application Downtime shall be measured from the time the solution becomes unavailable (due to any reasons whatsoever attributable to the Bidder) either to the end user or for any batch job processing to the time it becomes fully available for the above requirements. Any downtime for maintenance shall be with prior written intimation to the MoT.</p> <p>Measurement Tool: System and Network Monitoring tool to be deployed by the bidder</p> <p><i>Example:</i></p> <p>Application downtime = 5 Hrs</p> <p>Total time (in a week) = 24*7 = 168 Hrs</p> <p>Maintenance downtime = 2 Hr</p> <p>Uptime = $5 / (168 - 2) = 0.97$ or 97%</p>	measured on a weekly basis	
		<p>$\geq 99.5\%$ to $<98.0\%$ up time measured on a weekly basis.</p> <p>Please note that continuous downtime of every 2 hours would raise the severity by one level. E.g. here the severity level will raise from 4 to 5.</p>	4
		<p>$\geq 98.0\%$ to $<97.0\%$ up time measured on a weekly basis.</p> <p>Please note that continuous downtime of every 2 hours would raise the severity by one level.</p>	6
		<p>$<97.0\%$ up time measured on a weekly basis.</p> <p>Please note that continuous</p>	7

		downtime of every 2 hours would raise the severity by one level.	
2. Average time taken for opening/ loading of platform on website or app (Home page) from remote site at 1 Mbps connectivity	System and Network Monitoring tool to be deployed by bidder to measure application response for every 10 minutes daily (8 am to 8 pm). Monthly average from the output generated from the system and network monitoring tool to be considered for measuring SLA compliance.	<= Average daily 4 seconds	NA
		> Average daily 4 seconds	2
		> Average daily 10 seconds	5

14.1.3. Incident Management:

Incident management tool shall be deployed by the bidder for ticket generation including provisions of reporting an issue, along-side an embedded workflow to track the complete lifecycle of the ticket from reporting to resolution. Provision for system generated reports accessible to MoT in the incident management tool as per the SLMs defined below.

Service Level Measurements	Definition	Severity Level of Bugs	Targets	Severity Level
Resolution Time	“Resolution Time”, means time taken by the Bidder’s software support	Critical	At least 99% calls to be resolved within 2	-

	<p>staff to troubleshoot and fix the bugs/defect from the time the call has been escalated to the Bidder team till the delivery of the solution to MoT for UAT and subsequently update.</p> <p>Measurement Tool: Incident management tool for ticket generation.</p> <p>Bidder should ensure submission of monthly system generated reports from the incident management tool.</p> <p>For each additional drop of 1% in SLA performance below 93%, 2% of Monthly Payments cost will be levied as additional penalty.</p>		working days	
			>= 97% to < 99% calls be resolved within 2 working days	4
			>= 95% to < 97% calls to be resolved within 2 working days	5
			>= 93% to < 95% calls to be resolved within 2 working days	6
		High	At least 99% calls to be resolved within 3 working days	-
			>= 97% to < 99% calls to be resolved within 3	4

			working days	
			>= 95% to < 97% calls to be resolved within 3 working days	5
			>= 93% to < 95% calls to be resolved within 3 working days	6
		Medium	At least 99% calls to be resolved within 4 working days	-
			>= 97% to < 99% calls be resolved within 4 working days	4
			>= 95% to < 97% calls to be	5

			resolved within 4 working days	
			>= 93% to < 95% calls to be resolved within 4 working days	6
		Low	At least 99% calls to be resolved within one business week	-
			>= 97% to < 99% calls be resolved within one business week	4
			>= 95% to < 97% calls to be resolved within one business week	5

			>= 93% to < 95% calls to be resolved within one business week	6
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- 14.1.4.** The Bidder’s representative will prepare and distribute Service level performance reports in a mutually agreed format by the 3rd working day of subsequent month.
- 14.1.5.** Bugs/ Defects: This would include website and mobile app related problems/defects as analysed and forwarded by System Integrator / System Administration team or as reported by the users on the incident management tool
- 14.1.6.** Severity for Bugs/ Defects: The severity of a bugs / defects would be based on the business impact of the problem. Severity is defined as below:

Severity of Bugs/Defects	Definition
Critical	Showstoppers involving major functional failure in the application. There are no usable workarounds available to troubleshoot the problem. Affects majority of the users (more than 25%).
High	Users face severe functional restrictions in the application irrespective of the cause. Workarounds are time consuming. Affects majority of the users (more than 25%).
Medium	Moderate functional restrictions in the application irrespective of the cause. Has a convenient and readily available workaround. Affects a few users.
Low	Requiring cosmetic functional changes. Does not require any workaround. It may include user query/suggestions but has no business impact.

14.2. Replacement of Resources

- 14.2.1.** In case any resource is found not working to the satisfaction of MoT, the same shall be replaced by the selected bidder within 15 days without any penalty. The decision of MoT shall be final and binding on the bidder.

- 14.2.2.** The selected bidder shall not replace any resource unless that person resigns, is terminated for cause, dies, is long-term disabled, is on permitted mandatory leave under Applicable Law or retires. Bidder shall inform MoT of any such event within a week.
- 14.2.3.** In case of replacement due to the above given reasons, 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.
- 14.2.4.** In case of absence (apart from allowed leaves) of a resource during project period, no payment will be made for the days a resource is absent (Per day payment will be calculated by dividing man month rate by number of working days in that month). In addition, a penalty of Rs. 2000/- per working day per resource will be levied on his/her unauthorized absence.
- 14.2.5.** Except as provided in the above-mentioned clauses, if the selected bidder replaces a resource, following penalties shall apply:
- (i). First instance of resource replacement: Penalty of INR 50,000
 - (ii). Every instance of resource replacement beyond the first replacement: Penalty of INR 1,00,000
 - (iii). More than 4 replacements in a single phase of project shall be considered as grounds of termination and MoT may choose to terminate the contract.
- 14.2.6.** The selected bidder shall promptly initiate a search for a replacement and use commercially reasonable efforts to ensure that the role of any member is not vacant for any longer than 15 calendar days, subject to reasonable extensions requested by bidder. After expiry of 15 calendar days of exit, a penalty of Rs. 2000/- per working day per resource will also be imposed till suitable replacement is not being provided by the bidder
- 14.2.7.** The selected bidder must provide replacement resource who score at least the same marks as the resource proposed originally on the same evaluation parameters defined in this RFP document. Once this is confirmed, the MoT shall assess the candidate and notify Bidder within ten days (or if MoT does not request an assessment within ten working days after bidder has provided the information, then it would be deemed as accepted).

14.2.8. Before assigning any replacement member of the required resources to the provision of the Services, the selected bidder shall provide MoT with a resume and any other information about the candidate that is:

- (i). reasonably requested by MoT; and
- (ii). an opportunity to assess the candidate.

14.2.9. The selected bidder shall ensure that there is proper transfer of knowledge from the current resource to the new resource being onboarded.

15. Liquidated Damages

- (i). Notwithstanding MoT's right to cancel the order, liquidated damages for delay in completion of milestones and associated deliverables at 1% (One percent) per calendar day of entire quoted value for a milestone/month shall be deducted from the quoted value after delay of 3 business days in achieving the milestone.
- (ii). The deduction shall not in any case exceed 10% of the quoted value. Any deductions leading beyond 10% may result in termination of the contract.
- (iii). MoT reserves its right to recover these amounts by any mode such as adjusting from any payments to be made by MoT to the selected bidder. Any such recovery or liquidated damages shall not in any way relieve the selected bidder from any of its obligations to complete Work or from any other obligations and liabilities under the Contract.
- (iv). Delays not attributable to selected bidder shall be considered for exclusion for the purpose of computing liquidated damages.

Note: Quoted value is the amount of payment due against a particular milestone/month as per payment schedule.

16. Fraud and Corrupt Practices

- (i). The bidder(s) 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, in regard to the RFP, including consideration and evaluation of such Bidder's Proposal.

- (ii). Without prejudice to the rights of the MoT under Clause above and the rights and remedies which the MoT may have under the Letter of Intent (LoI) or the Agreement, if a Bidder or System Integrator, 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 System Integrator, 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.
- (iii). For the purposes of this Section, the following terms shall have the meaning hereinafter respectively assigned to them:
 - (a) "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 Letter of Award (LoA) or after the execution of the Agreement, as the case may be, 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;

- (b) “fraudulent practice” means a misrepresentation or omission of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- (c) “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;
- (d) “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
- (e) “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.

17. Conflict of Interest

- (i). A bidder shall not have a conflict of interest that may affect the selection process or the solution delivery. Any bidder found to have a conflict of interest shall be disqualified. In the event of disqualification, the MoT shall execute the bid security declaration signed and agreed by the bidder. In the event of disqualification, if available, as mutually agreed genuine pre-estimated compensation and damages payable to MoT for, inter-alia, the time, cost and effort of MoT including consideration of such Applicant’s Proposal, without prejudice to any other right or remedy that may be available to MoT hereunder or otherwise.
- (ii). The MoT requires that the bidder provides solutions which at all times 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 bidder shall not accept or engage in any assignment that would be in 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.
- (iii). Without limiting the generality of the above, a bidder shall be deemed to have a Conflict of Interest affecting the Selection Process, if: the Bidder, or Associates (or any constituent thereof) and any other Bidder, or 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 or Associate, as the case may be) in the other Bidder member or 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:

- (a) 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
- (b) 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
- (c) a constituent of such Bidder is also a constituent of another Bidder; or
- (d) such Bidder or its Associate receives or has received any direct or indirect subsidy or grant from any other Bidder or its Associate; or
- (e) such Bidder has the same legal representative for purposes of this Application as any other Bidder; or
- (f) 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
- (g) there is a conflict among this and other Systems Implementation/Turnkey solution assignments of 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 software implementation 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

- (h) A firm hired to provide System Integration/Turnkey solutions 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.

- (iv). A bidder eventually appointed to implement software 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 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 software 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 I: 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 following:

Format to be used in Pre-Qualification Proposal

Format 1: Compliance Sheet for Pre-qualification Proposal

Format 2: Particulars of the Bidder

Format 3: Bid Security Declaration

Forms to be used in Technical Proposal

Format 4: Compliance Sheet for Technical Proposal

Format 5: Covering Letter for Technical Proposal

Format 6: Project Citation Format

Format 7: Technical proposal

Format 8: Team composition

Format 9: Curriculum Vitae (CV) of Resources

Format 10: Letter for No Deviations

Format 1: Compliance Sheet for Pre-Qualification Bid

Sr. No.	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		
3	Bid Security Declaration	As per Format 3		
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	Turnover	Certificate from the statutory auditor		
6	Net worth	Certificate from the statutory auditor		

Sr. No.	Basic Requirements	Documentary evidence to be submitted	Provided (Yes/No)	Reference & Page No.
7	Technical Capability	As per pre-qualification criteria mentioned		
8	Certifications	Copy of Valid Certificate		
9	Manpower Strength	As per pre-qualification criteria mentioned		
10	Debarment	As per pre-qualification criteria mentioned		
11	Office in Delhi NCR	As per pre-qualification criteria mentioned		
12	CVs for Key Personnel	As per pre-qualification criteria mentioned		

Format 2: Particulars of the Bidders

S. No.	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	

Format 3: Format for Bid Security Declaration

(On Bidder's letter head)

(Date and Reference)

To

The Secretary,
Ministry of Tourism,
Government of India

Subject: Bid Security Declaration

We, the undersigned, declare that:

We understand that, accordingly to your conditions, bids must be supported by a Bid- Security 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 years, 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)]

Format 4: Compliance Sheet for Technical Bid

S. No.	Specific Requirements	Documents required	Compliance (Yes/No)	Reference & Page number
1	Covering letter for Technical proposal	As per Format 5		
2	Turnover certificate for System Integration activities	As per technical-qualification criteria		
3	Technical project experience requirements as mentioned	As per technical-qualification criteria		
4	Experience of providing and enabling brand development and experience strategy execution as mentioned	As per technical-qualification criteria		
5	Adobe partner certification level	Certificate copy duly authenticated by authorized signatory		
6	Technical proposal	As per technical-qualification criteria		

S. No.	Specific Requirements	Documents required	Compliance (Yes/No)	Reference & Page number
7	Certifications	Certificate copy duly authenticated by authorized signatory		
8	Resource profiles	CVs of proposed resources as per Format 9		
9	Letter for no deviation	Signed letter as per Format 10		

Format 5: Cover Letter for Technical Bid

<Date>

To

The Secretary
Ministry of Tourism
Government of India

Subject: Submission of the Technical Bid for Incredible India Digital Platform

Dear Sir/Madam,

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

Address:

Location: _____ Date: _____

Format 6: Project Citation Format

Relevant Project Experience	
General Information:	
Name of the Project	
Client for which the Project was executed	
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	
Total Cost of Services provided by the respondent	
Duration of the Project (No. of months, Start Date, Completion date, status)	
Other Relevant Information:	
Documents attached	Work Order + Completion certificates from the client.

	<p>OR</p> <p>Work order + Self certificate of Completion (Certified by the statutory auditor)</p> <p>OR</p> <p>Work order + phase completion certificate from the client (for ongoing project)</p>
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Format 7: Technical proposal

Technical approach, methodology and work plan are key components of the Technical Proposal. The bidder is suggested to present technical proposal divided into the following sections:

- (i). Understanding of the project
- (ii). Implementation Approach and Methodology for revamping Incredible India digital platform
- (iii). Proposed Work plan and Work Breakdown of the Proposed Solution
- (iv). Approach and methodology for supporting the existing system and transition plan to revamped Incredible India digital platform
- (v). Team structure and deployment plan
- (vi). Adoption plan for best practices / benchmarks for digital platform design & development for tourism domain
- (vii). Proposals for leveraging Adobe tool capabilities
- (viii). Foreseen challenges and customization requirements with respect to desired features and functionalities of Incredible India Digital Platform as per section 7
- (ix). Additional software or infrastructure environment requirements for meeting scope of work

Format 8: Team Composition

The bidder must mandatorily submit the details and CVs of all proposed resources mentioned as part of Commercial proposal.

Name of Staff	Resource Category (Key Personnel / Additional Resources)	Experience and qualification	Position Assigned

Format 9: Curriculum Vitae (CV) of Resources

The bidder is required to submit CV of proposed resources along with their roles and responsibilities as part of RFP response. The bidder may propose deployment of additional resources other than core members mentioned in RFP document as part of RFP response for successful execution of the project.

General Information	
Name of Person	
Current Designation / Job Title	
Proposed Role in the Project	
Proposed Responsibilities in the Project	
Academic Qualifications: a. Degree b. Academic institution graduated from c. Year of graduation d. Specialization (if any) e. Key achievements and other relevant information (if any)	
Professional Certifications (if any)	
Desirable Technical Criteria (For Key Personnel as per section #8.2.2 of RFP)	
Total number of years of experience	
Number of years with the current company	

Summary of the Professional / Domain Experience	
Number of complete life cycle implementations carried out	
<ol style="list-style-type: none"> 1. Prior Professional Experience covering: <ol style="list-style-type: none"> i. Organizations worked for in the past ii. Organization name iii. Duration and dates of entry and exit iv. Designation Location(s) v. Key responsibilities 2. Prior project experience <ol style="list-style-type: none"> i. Project name ii. Client iii. Key project features in brief iv. Location of the project v. Designation vi. Role, Responsibilities, and activities vii. Duration of the project viii. Tenure of deployment 	

<p>ix. Differentiating contribution (or impact) to the project (Please provide only relevant projects.)</p>	
---	--

Format 10: Letter for No Deviation

To

The Secretary

Ministry of Tourism

Government of India

Dear Sir,

Subject: No Deviations

This is to certify that our offer is exactly in line with your RFP released for “Selection of System Integrator for Incredible India Digital Platform” (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 II: Commercial Proposal Template

Format 11: Commercial Bid Cover Letter

<Date>

To

The Secretary

Ministry of Tourism

Government of India

Subject: Submission of the Commercial bid for **Incredible India Digital Platform**

Dear Sir/Madam,

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

1. Price and validity

- (i). 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.
- (ii). 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.

2. Unit rates

We have indicated in the relevant forms enclosed, the unit rates for the purpose of on account of payment as well as for price adjustment in case of any increase to / decrease from the scope of work under the contract.

3. Tender pricing

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

4. 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.

5. Bid price

We declare that our Bid Price is for the entire scope of the work as specified in the Section 7 of the mentioned RFP.

6. 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 any of the bids you receive.

Yours sincerely

Authorized Signature:

Name and Title of Signatory:

Name of Agency:

Address:

Format 12: Commercial Proposal Template

(All Prices in Indian Rupees Only)					
S. No.	Role Description	Number of Proposed Resources (A)	Effort (in Person Months) (B)	Person Month Cost (C)	Total Person Month Cost (= A*B*C)
Phase 1A					
1	XXXXXX	XX	XX	XX	XX
2	XXXXXX	XX	XX	XX	XX
Total Cost for Phase 1A					D1
Phase 1B					
1	XXXXXX	XX	XX	XX	XX
2	XXXXXX	XX	XX	XX	XX
Total Cost for Phase 1B					D2
Phase 2					
1	XXXXXX	XX	XX	XX	XX
2	XXXXXX	XX	XX	XX	XX
Total Cost for Phase 2					D3
Total Resources Cost (in Figures) (D) = D1+D2+D3					
Total Resources Cost (in Words) (D)					
Per-hour rate for Adobe premium support hours: - E					

Total cost (TC) = D + (25*E)
Total Cost (TC) in Words

Note:

1. Bidder shall add one row per proposed resource under each phase, for e.g., if bidder proposes 3 resources in phase 1A, then 3 rows with their respective roles, quantity, duration, and cost shall be entered. Also, the CVs against all proposed roles must be submitted as part of Technical proposal.
2. Bidder shall provide all prices, quantities as per the prescribed format under this Annexure. Bidder should not leave any field blank. In case the field is not applicable, Bidder must indicate "0" (Zero) in all such fields.

Annexure III: Template for BG

Format 13: 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 manpower 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:

- (i). Our liability under this bank guarantee shall not exceed Rs. <Insert Value> (Rupees <Insert Value in Words> only).
- (ii). This bank guarantee shall be valid up to <Insert Expiry Date>
- (iii). 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.

Appendices

Appendix I: Draft Master Service Agreement (MSA)

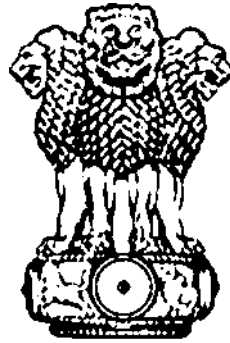
Appendix II: Incredible India digital platform strategy and vision document

Appendix III: Incredible India digital platform benchmarking references document

Appendix IV: CMS Requirements Checklist

**Appendix I – RFP for “Selection of System Integrator for
Incredible India Digital Platform”**

Draft Master Service Agreement



सत्यमेव जयते

20 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
----------------	--

	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:

1. This Agreement along with
2. NDA agreement,
3. Schedules and Annexures;
4. the RFP along with subsequently issued corrigenda

5. 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 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 31 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 Agreement may further be extended for periods of six months with a maximum of two (2) such extensions on the same terms and conditions.

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

S No	Milestone	Payment Terms	Payment Milestone
Phase 1A - To be initiated from project start date and continued till completion of M3 milestone of Phase 1B			
1		Monthly payments to be done for manpower resources deployed as per cost of Phase 1A	<ul style="list-style-type: none"> i. Approval of system generated website and mobile app availability report ii. Submission and approval of monthly activity report iii. Submission and approval of monthly performance report
S No	Milestone	Payment Terms (as % value of the total cost of Phase 1B)	Payment Milestone
Phase 1B - To be initiated from project start date in parallel with Phase 1A till completion of M5 milestone of Phase 1B			
2	M1	10%	<ul style="list-style-type: none"> i. Deployment and availability of manpower resources ii. Submission of PBG iii. Submission and approval of inception report iv. Submission and approval of integrated work plan v. Submission and approval of System Design Document
3	M2	20%	<ul style="list-style-type: none"> i. UAT report submission and approval for website and mobile app for stage 1 ii. Submission and approval of defects resolution report for stage 1
4	M3	25%	<ul style="list-style-type: none"> i. Stage 1 rollout of Incredible India website and mobile app

5	M4	20%	<ul style="list-style-type: none"> i. UAT report submission and approval for website and mobile app for stage 2 ii. Submission and approval of defects resolution report for stage 2
6	M5	25%	<ul style="list-style-type: none"> i. Stage 2 rollout of Incredible India website and mobile app
S No	Milestone	Payment Terms	Payment Milestone
Phase 2 - To be initiated post completion of Phase 1B			
7		Quarterly payments to be done for manpower resources deployed as per cost of Phase 2	<ul style="list-style-type: none"> i. Submission and approval of system generated website and mobile app availability report (as per achieved SLAs) ii. Submission and approval of monthly activity reports iii. Submission and approval of system generated approval of monthly performance reports (as per achieved SLAs)

1. Phase 1A: Payment Terms

Payments will be made on monthly basis as per the deployment of the appointed personnel as per their required deployment plan and satisfactory performance against required activities. In case of delays in stage 1 rollout of website and mobile apps, the bidder shall continue to provide support as per scope of work of Phase 1A without any additional cost on the cost submitted as part of commercial proposal or approved for Phase 1A.

2. Phase 1B: Payment Terms

Payments will be made on milestone basis, after completion and approval of deliverables submitted to MoT. Any extensions in timeline, if approved by MoT for implementation of Phase 1B shall not incur any additional cost on the cost submitted as part of commercial proposal or approved for Phase 1B.

3. Phase 2: Payment Terms

Payments will be made on quarterly basis as per the deployment of the appointed personnel as per their required deployment plan and satisfactory performance against required activities. However, the submission of deliverables and reports by the bidder shall be done on monthly basis.

4. Other Payment Terms

- 4.1. The selected bidder shall submit the bill for payment as per terms and conditions mentioned above. In case deliverables are of satisfactory quality, MoT shall release the payment. However, in case of any discrepancy, the selected bidder shall incorporate feedback and submit it until quality is acceptable by MoT for releasing the payment.
- 4.2. Payment would be made after deducting the penalty which is calculated before every payment.
- 4.3. Payment shall be made only after assessment of performance as per agreed plan for each duration.
- 4.4. Payment shall be made as per actual deployment of resources as approved by the MoT.

Schedule IV – Service Levels and Penalties

1. SLA and Penalty Calculation

- 1.1. Service Level Agreement (SLA) will form part of the contract between MoT and the bidder. SLA defines the terms of the bidder's responsibility in ensuring the timely delivery and the compliance to the Performance Indicators as detailed in this document. The bidder must comply with Service Levels requirements to ensure adherence to timelines, quality and availability of products / service.
- 1.2. SLAs for existing website and mobile apps shall be applicable from 10 days of project start date and shall continue till stage 1 rollout of revamped website and mobile apps.
- 1.3. SLAs for revamped website and mobile apps shall be applicable post stage 1 rollout under milestone M3 of Phase 1B and continue till project end date.

2. Service Level Agreements and Penalties

2.1. Penalties Definition:

- (i). A maximum level of performance penalties is established and described below. Performance penalties shall be levied for not meeting each of the severity levels of performance as per the following table:

SLA Severity Level	Penalty as a percentage of Monthly/Milestone applicability
9	Event of default and termination
8	8%
7	4%
6	2%
5	1%
4	0.5%
3	0.4%
2	0.3%
1	0.2%

2.2. Service Availability:

- (i). The selected bidder shall deploy and configure a system and network monitoring tool (preferably open source) to assess Application Service availability, to measure the Service Level Measures (SLMs) described below. System generated reports shall be provided by the bidder with provision of system access for MoT to verify the submitted reports.

Measurement	Definition	Target	SLA Severity Level (for Penalty Calculation)
<i>Incredible India website and mobile app</i>			
1. Availability of Incredible India website and mobile app	<p>Uptime = [(Application downtime) / (Total Time – Maintenance Downtime)]</p> <p>Total Time shall be measured on 24*7 basis for Incredible India website and mobile app.</p> <p>Application Downtime shall be measured from the time the solution becomes unavailable (due to any reasons whatsoever attributable to the Bidder) either to the end user or for any batch job processing to the time it becomes fully available for the above requirements. Any downtime for maintenance shall be with prior written intimation to the MoT.</p> <p>Measurement Tool: System and Network Monitoring tool to be deployed by the bidder</p> <p><i>Example:</i></p> <p>Application downtime = 5 Hrs Total time (in a week) = 24*7 = 168 Hrs Maintenance downtime = 2 Hr Uptime = 5 / (168-2) = 0.97 or 97%</p>	Minimum 99.5% up time measured on a weekly basis	-
		>= 99.5% to <98.0 % up time measured on a weekly basis.	4
		>= 98.0% to <97.0% up time measured on a weekly basis.	6
		<97.0% up time measured on a weekly basis.	7
		Please note that continuous downtime of every 2 hours would raise the severity by one level. E.g. here the severity level will raise from 4 to 5.	
		Please note that continuous downtime of every 2 hours would raise the severity by one level.	
		Please note that continuous downtime of every 2 hours would raise the severity by one level.	

2. Average time taken for opening/ loading of platform on website or app (Home page) from remote site at 1 Mbps connectivity	System and Network Monitoring tool to be deployed by bidder to measure application response for every 10 minutes daily (8 am to 8 pm). Monthly average from the output generated from the system and network monitoring tool to be considered for measuring SLA compliance.	<= Average daily 4 seconds	NA
		> Average daily 4 seconds	2
		> Average daily 10 seconds	5

2.3. Incident Management:

- (i). Incident management tool shall be deployed by the bidder for ticket generation including provisions of reporting an issue, along-side an embedded workflow to track the complete lifecycle of the ticket from reporting to resolution. Provision for system generated reports accessible to MoT in the incident management tool as per the SLMs defined below.

Service Level Measurements	Definition	Severity Level of Bugs	Targets	Severity Level
Resolution Time	<p>“Resolution Time”, means time taken by the Bidder’s software support staff to troubleshoot and fix the bugs/defect from the time the call has been escalated to the Bidder team till the delivery of the solution to MoT for UAT and subsequently update.</p> <p>Measurement Tool: Incident management tool for ticket generation. Bidder should ensure submission of monthly system generated reports</p>	Critical	At least 99% calls to be resolved within 2 working days	-
			>= 97% to < 99% calls be resolved within 2 working days	4
			>= 95% to < 97% calls to be resolved within 2 working days	5
			>= 93% to < 95% calls to be resolved	6

<p>from the incident management tool.</p> <p>For each additional drop of 1% in SLA performance below 93%, 2% of Monthly Payments cost will be levied as additional penalty.</p>		within 2 working days	
	High	At least 99% calls to be resolved within 3 working days	-
		>= 97% to < 99% calls to be resolved within 3 working days	4
		>= 95% to < 97% calls to be resolved within 3 working days	5
		>= 93% to < 95% calls to be resolved within 3 working days	6
	Medium	At least 99% calls to be resolved within 4 working days	-
		>= 97% to < 99% calls be resolved within 4 working days	4
		>= 95% to < 97% calls to be resolved within 4 working days	5
		>= 93% to < 95% calls to be resolved within 4 working days	6

			At least 99% calls to be resolved within one business week	-
		Low	>= 97% to < 99% calls be resolved within one business week	4
			>= 95% to < 97% calls to be resolved within one business week	5
			>= 93% to < 95% calls to be resolved within one business week	6

- 2.4. The Bidder’s representative will prepare and distribute Service level performance reports in a mutually agreed format by the 3rd working day of subsequent month.
- 2.5. Non-working days – As per holiday calendar of Ministry of Tourism
- 2.6. Bugs/ Defects: This would include website and mobile app related problems/defects as analysed and forwarded by System Integrator / System Administration team or as reported by the users on the incident management tool
- 2.7. Severity for Bugs/ Defects: The severity of a bugs / defects would be based on the business impact of the problem. Severity is defined as below:

Severity of Bugs/Defects	Definition
Critical	Showstoppers involving major functional failure in the application. There are no usable workarounds available to troubleshoot the problem. Affects majority of the users (more than 25%).

High	Users face severe functional restrictions in the application irrespective of the cause. Workarounds are time consuming. Affects majority of the users (more than 25%).
Medium	Moderate functional restrictions in the application irrespective of the cause. Has a convenient and readily available workaround. Affects a few users.
Low	Requiring cosmetic functional changes. Does not require any workaround. It may include user query / suggestions but has no business impact.

3. Service Level Agreements and Penalties

- 3.1. In case any resource is found not working to the satisfaction of MoT, the same shall be replaced by the selected bidder within 15 days without any penalty. The decision of MoT shall be final and binding on the bidder.
- 3.2. The selected bidder shall not replace any resource unless that person resigns, is terminated for cause, dies, is long-term disabled, is on permitted mandatory leave under Applicable Law or retires. Bidder shall inform MoT of any such event within a week.
- 3.3. In case of replacement due to the above given reasons, 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.
- 3.4. In case of absence (apart from allowed leaves) of a resource during project period, no payment will be made for the days a resource is absent (Per day payment will be calculated by dividing man month rate by number of working days in that month). In addition, a penalty of Rs. 2000/- per working day per resource will be levied on his/her unauthorized absence.
- 3.5. Except as provided in the above-mentioned clauses, if the selected bidder replaces a resource, following penalties shall apply:
 - (i). First instance of resource replacement: Penalty of INR 50,000

- (ii). Every instance of resource replacement beyond the first replacement: Penalty of INR 1,00,000
 - (iii). More than 4 replacements in a single phase of project shall be considered as grounds of termination and MoT may choose to terminate the contract.
- 3.6. The selected bidder shall promptly initiate a search for a replacement and use commercially reasonable efforts to ensure that the role of any member is not vacant for any longer than 15 calendar days, subject to reasonable extensions requested by bidder. After expiry of 15 calendar days of exit, a penalty of Rs. 2000/- per working day per resource will also be imposed till suitable replacement is not being provided by the bidder
- 3.7. The selected bidder must provide replacement resource who score at least the same marks as the resource proposed originally on the same evaluation parameters defined in this RFP document. Once this is confirmed, the MoT shall assess the candidate and notify Bidder within ten days (or if MoT does not request an assessment within ten working days after bidder has provided the information, then it would be deemed as accepted).
- 3.8. Before assigning any replacement member of the required resources to the provision of the Services, the selected bidder shall provide MoT with a resume and any other information about the candidate that is:
- (i). reasonably requested by MoT; and
 - (ii). an opportunity to assess the candidate.
- 3.9. The selected bidder shall ensure that there is proper transfer of knowledge from the current resource to the new resource being onboarded.

Schedule V - Liquidated Damages

- (i). Notwithstanding MoT's right to cancel the order, liquidated damages for delay in completion of milestones and associated deliverables at 1% (One percent) per calendar day of entire quoted value for a milestone/month shall be deducted from the quoted value after delay of 3 business days in achieving the milestone.
- (ii). The deduction shall not in any case exceed 10% of the quoted value. Any deductions leading beyond 10% may result in termination of the contract.
- (iii). MoT reserves its right to recover these amounts by any mode such as adjusting from any payments to be made by MoT to the selected bidder. Any such recovery or liquidated damages shall not in any way relieve the selected bidder from any of its

obligations to complete Work or from any other obligations and liabilities under the Contract.

- (iv). Delays not attributable to selected bidder shall be considered for exclusion for the purpose of computing liquidated damages.

Note: Quoted value is the amount of payment due against a particular milestone/month as per payment schedule.

Annexures

Annexure A – List of Services Provided by The Agency

The list of services to be read as per section 7 of the RFP – “Selection of System Integrator 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

S No	Action Items	Milestone	Timeline (T – project start date)	Deliverables
Phase 1A – To be initiated from project start date and continued till completion of M3 of Phase 1B				
1	Operations, maintenance and updating of existing website		T + 120 days	<ul style="list-style-type: none"> a. Monthly Activity Plan b. Website and mobile app availability report c. Updated website and mobile app d. Outbound campaigns delivery e. Monthly Activity Report
Phase 1B - To be initiated from project start date in parallel with Phase 1A till completion of Milestone M5				
2	Project Planning and Requirement Gathering	M1	T+10 days	<ul style="list-style-type: none"> a. Mobilization and deployment of team b. Inception report
3	Digital platform system design and integrated work plan		T+30 days	<ul style="list-style-type: none"> a. System Design Document b. Detailed integrated work plan
4	Design & development of website and mobile apps		T+75 days	<ul style="list-style-type: none"> a. Redesigning, coding and redevelopment of Incredible India website and mobile app b. Migration/repurposing of content from old website to new website and mobile app c. Upload new content received from branding strategy & design agency

				d. Implementation of defined SEO strategy
5	Configuration of Adobe cloud suite		T+75	<ul style="list-style-type: none"> a. Configuration of Adobe campaign to run campaign types defined in System Design Document b. Configuration of Adobe Target for personalisation of content as per profiles defined in System Design Document c. Configuration of Adobe analytics for reporting on campaign and target modules
6	UAT of website and mobile app	M2	T+80 days	<ul style="list-style-type: none"> a. Test plans b. Testing report with fail / pass results and plan to fix the defects c. Defect resolution report
7	Security audit by CERT IN empanelled agencies and fixing of security flaws		T+95 days	<ul style="list-style-type: none"> a. Installation, configuration, and deployment of website and mobile app at staging environment b. Audit certificates
8	Release and approval of Beta-version of website and mobile app		T+100 days	<ul style="list-style-type: none"> a. Deployment of beta-version of website and mobile app b. Source code of beta version of mobile app and website
9	Stage 1 rollout of Incredible India website and mobile apps	M3	T+120 days	<ul style="list-style-type: none"> a. Deployment of website and mobile app with approved changes

				<ul style="list-style-type: none"> b. Handover of source code duly audited/certified for code quality and standardization by OEM or Third-party auditor c. Hosting of updated mobile app over respective app stores d. User manuals, administration manuals, training manuals etc.
10	Implementation of AR use cases		T+150 days	<ul style="list-style-type: none"> a. Implementation of minimum 2 AR use cases on Mobile App
11	Service Integrations		T+180 days	<ul style="list-style-type: none"> a. Integration of new website and mobile app with existing internal/ external services integrated on old website b. Integration with NIDHI portal for search APIs c. Integration with ASI and IRCTC booking services d. Integration of AEM website and mobile app with Adobe campaign, target and analytics
12	Content syndication and collaboration		T+180 days	<ul style="list-style-type: none"> a. Release of content collaboration configuration and workflows for users like Admins, States/Region reps, industry agencies or other stakeholders for

				ease of content publishing
13	UAT of website and mobile app for stage 2 rollout	M4	T+190 days	<ul style="list-style-type: none"> a. Test plans b. Testing report with fail / pass results and plan to fix the defects c. Defect resolution report
14	Capacity Building/Training workshops for stakeholders/state boards		T+200 days	<ul style="list-style-type: none"> a. Updated user manuals, administration manuals, training manuals, etc. b. Capacity building and training workshops for stakeholders
15	Stage 2 rollout of Incredible India website and mobile apps	M5	T+210 days	<ul style="list-style-type: none"> a. Updated content on website and mobile app released by brand strategy & design agency b. Updated Adobe Analytics reports configuration c. Updated Adobe campaigns configuration d. Updated Target and personalization configuration e. Handover of source code duly audited/certified for code quality and standardization by OEM or Third-party auditor
Phase 2 - To be initiated post completion of Phase 1B				
16	Comprehensive ongoing technical support for Incredible India		For 2 years post completion of Phase 1B	<p>Documentation:</p> <ul style="list-style-type: none"> a. Software change logs b. Updated system design documents,

				<p>specifications for every change</p> <p>c. Updated user manuals, administration manuals, training manuals etc.</p> <p><u>Incredible India Digital Platform Updates:</u></p> <p>d. Updated content, configuration, structure, design, features, pages etc. on website and mobile apps</p> <p>e. Changes for search engine optimization requirements</p> <p>f. Rollout of digital campaigns as per monthly work plan</p> <p>g. Updated Target and personalization configuration as per monthly work plan</p> <p>h. Analytics reports generation as per monthly work plan</p> <p>i. Integration of services as per monthly work plan</p> <p>j. Handover of source code on monthly basis and/or with most recent application upgrades, whichever is later</p> <p><u>Reports:</u></p> <p>k. Monthly work plan</p> <p>l. Monthly activity report</p> <p>m. System generated monthly performance report</p>
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				n. System generated SLA compliance report
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1. Acceptance Criteria for stage 1 rollout of Incredible India digital platform:

- 1.1. UAT approval of the website design based on the UI/UX strategy document prepared by brand strategy and design agency.
- 1.2. Implementation of website and mobile apps as per the content structure and website layout prepared by brand strategy & design agency.
- 1.3. Implementation of revamped design and content of Home page, 2 Experience categories and its sub-categories, 40 cities/destinations (covering 2 regions) & their attractions pages.
- 1.4. Migration/repurposing of content for remaining pages of revamped website and mobile app from the existing website and mobile app.
- 1.5. Successful security and application audit, deployment, and handover of the audited code by OEM or third party on production instance of the incredible India digital platform.
- 1.6. Adobe Analytics: output of working reports through Adobe analytics as per integrated work plan.
- 1.7. Adobe Campaign: Successful configuration and execution of adobe campaign (minimum 5 campaigns) with evidence-based outcome.
- 1.8. Adobe Target: Successful configuration and execution of Adobe target with evidence-based outcome of minimum 5 use cases of personalization.
- 1.9. Completion of deliverables mentioned in above table from M1-M3, and all action items mentioned till M3.

2. Acceptance Criteria for stage 2 rollout of Incredible India digital platform:

- 2.1. Go-Live acceptance for stage 1 rollout.
- 2.2. Implementation of revamped design and content of 14 Experience categories and its sub-categories and 160 cities/destinations (across 5 regions) & its attractions.
- 2.3. Updated website and mobile app post feedback received from users for Stage 1 rollout.
- 2.4. Completion of required training workshops for stakeholders.

- 2.5. Successful deployment and handover of the updated audited code on production instance of the incredible India digital platform.
- 2.6. Integration with service providers as per scope of work and work plan.
- 2.7. Adobe Analytics: output of working reports for website and mobile app analytics.
- 2.8. Adobe Campaign: Successful configuration and execution of adobe campaign (minimum 5 campaigns) with evidence-based outcome on website and mobile app.
- 2.9. Adobe Target: Successful configuration and execution of Adobe target with evidence-based outcome of minimum 5 use cases of personalization on website and mobile app.
- 2.10. Successful content collaboration workflow testing with at least 5 states or industry agencies.
- 2.11. Completion of complete scope of work mentioned under Phase 1B under section 7.2 of RFP document.
- 2.12. Completion of deliverables mentioned in above table till M5, and all action items mentioned till M5.
3. Days mentioned in the above table are calendar days.
4. The Phase 1A shall be deemed as completed only when all the acceptance criteria of Stage 1 rollout mentioned under Phase 1B are met. If the stage 1 rollout goes beyond the mentioned timeline, the timelines for Phase 1A shall also be extended till acceptance criteria of Stage 1 rollout is met.
5. The Phase 1B shall be deemed as completed only when all the acceptance criteria of Stage 2 rollout mentioned under Phase 1B are met. If the stage 2 rollout goes beyond the mentioned timeline, the timelines for Phase 1B shall also be extended till acceptance criteria of Stage 2 rollout is met.
6. The MoT shall reserve the right to change the timelines of Phase 1B completion on project need basis. Any extension in the timelines of Phase 1B shall be based on requests for extension by selected bidder with proper justification and subsequent approval if the justification is accepted by the MoT. However, any such extensions shall not bear any change to the cost of Phase 1B.
7. The selected bidder should execute the project in agile mode while running time bound iterations/sprints to continuously deliver Minimum Valuable Experience (MVE) during project duration.

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.
- (vii). The Receiving Party upon making a disclosure under this Clause shall:
- (viii). advise the consultants of the confidentiality obligations imposed on them by this Clause.
- (ix). 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.
- (x). 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.
- (xi). not to remove any of the other Party's Confidential Information from the premises of the Disclosing Party without prior written approval.
- (xii). 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.

- (xiii). 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.)

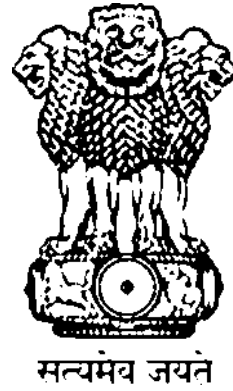
(Fax No.)

In the presence of:

- 1.
- 2.

**Appendix II – RFP for “Selection of System Integrator agency for
Incredible India Digital Platform”**

Incredible India digital platform strategy and vision document



20 January 2022

**Ministry of Tourism
Government of India**



**Incredible India
Digital platform
Strategy and Way
forward**

Incredible India

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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.

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”

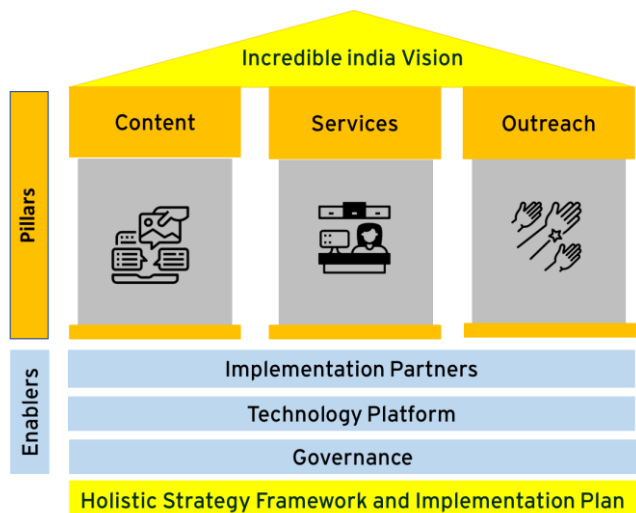
The overarching theme of the vision statement is to promote tourism, through tourist facilitation by online channels.

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.

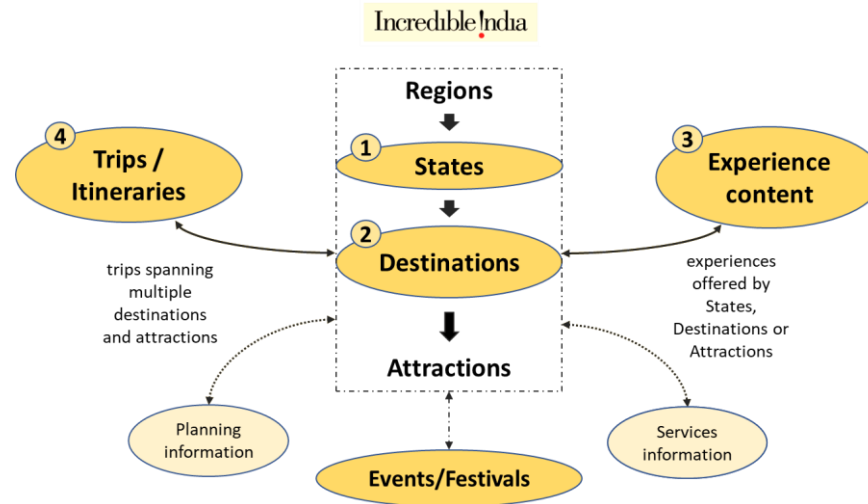
Tactic 1: Easily navigable content through filters and categorization- Filters help the travelers to easily access the large number of content pages on websites. Visitors can narrow down their desired preferences using filters. This will make the vast quantity of data more manageable and helps visitors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



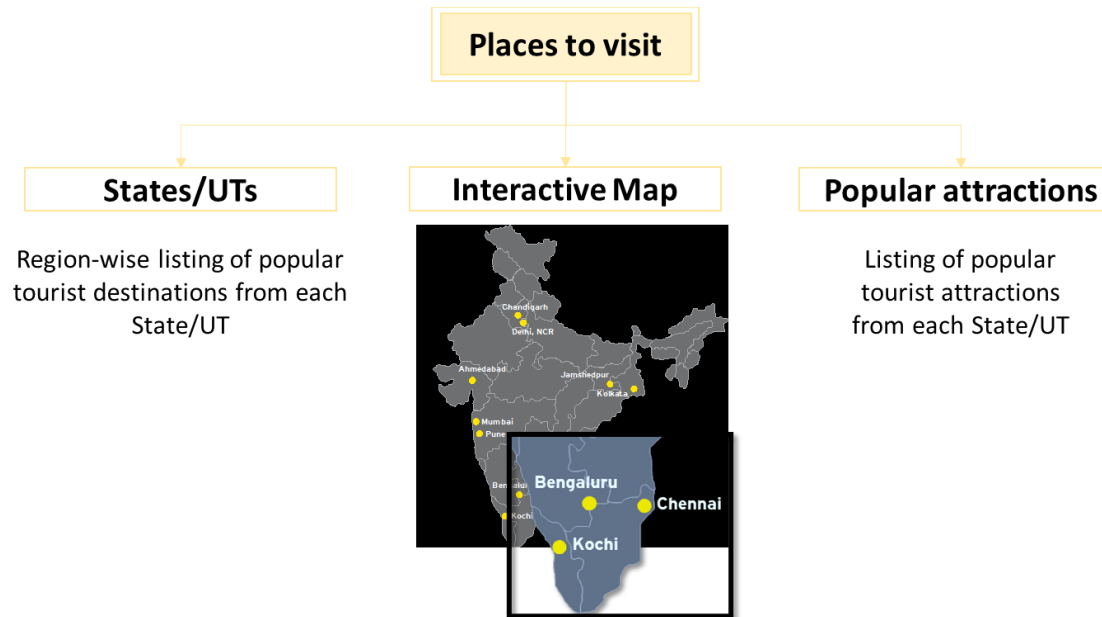
Tactic 1: State Page- The structure of the state page

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.

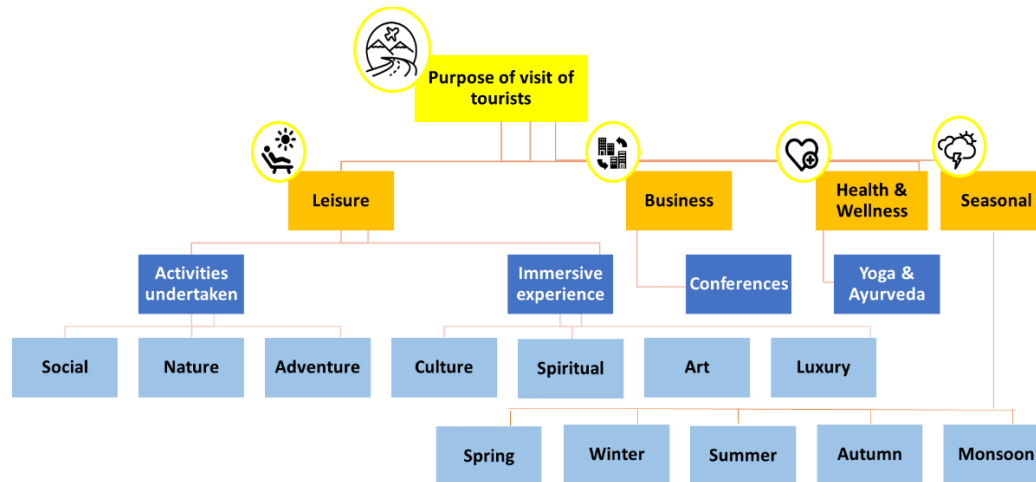
Tactic 2B: Destination Page

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)

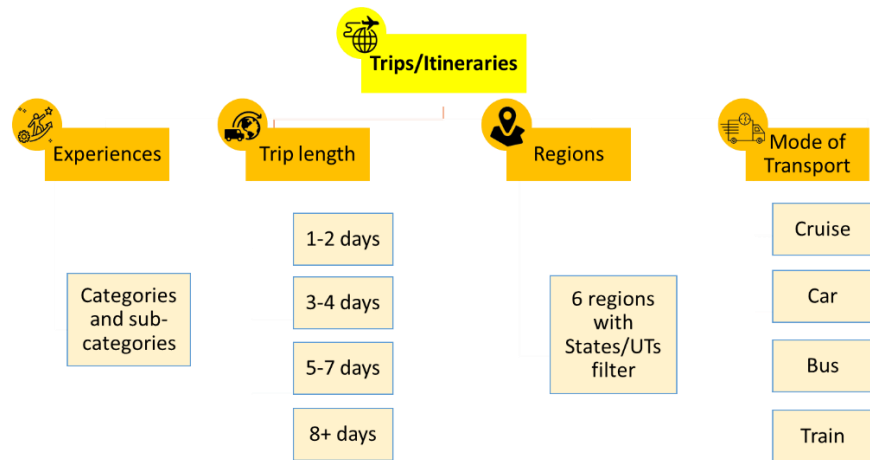
Tactic 3: Experiences and experience page



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.

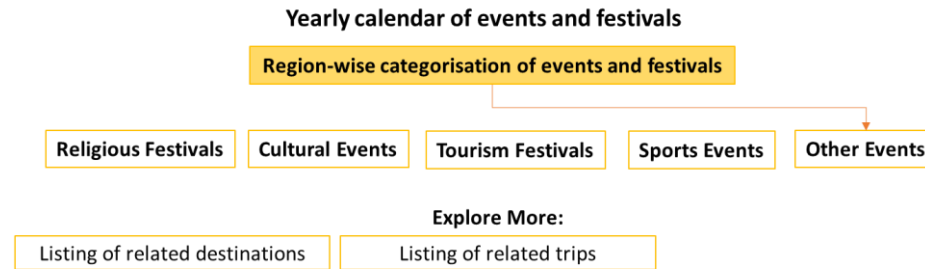
Tactic 4: Trips

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 / Carousal 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:

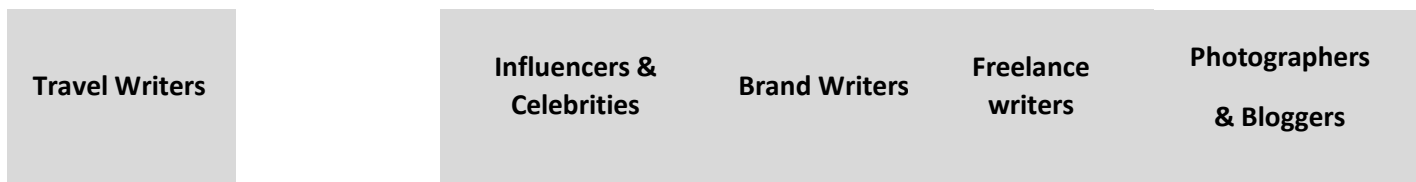
- Important links

- 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

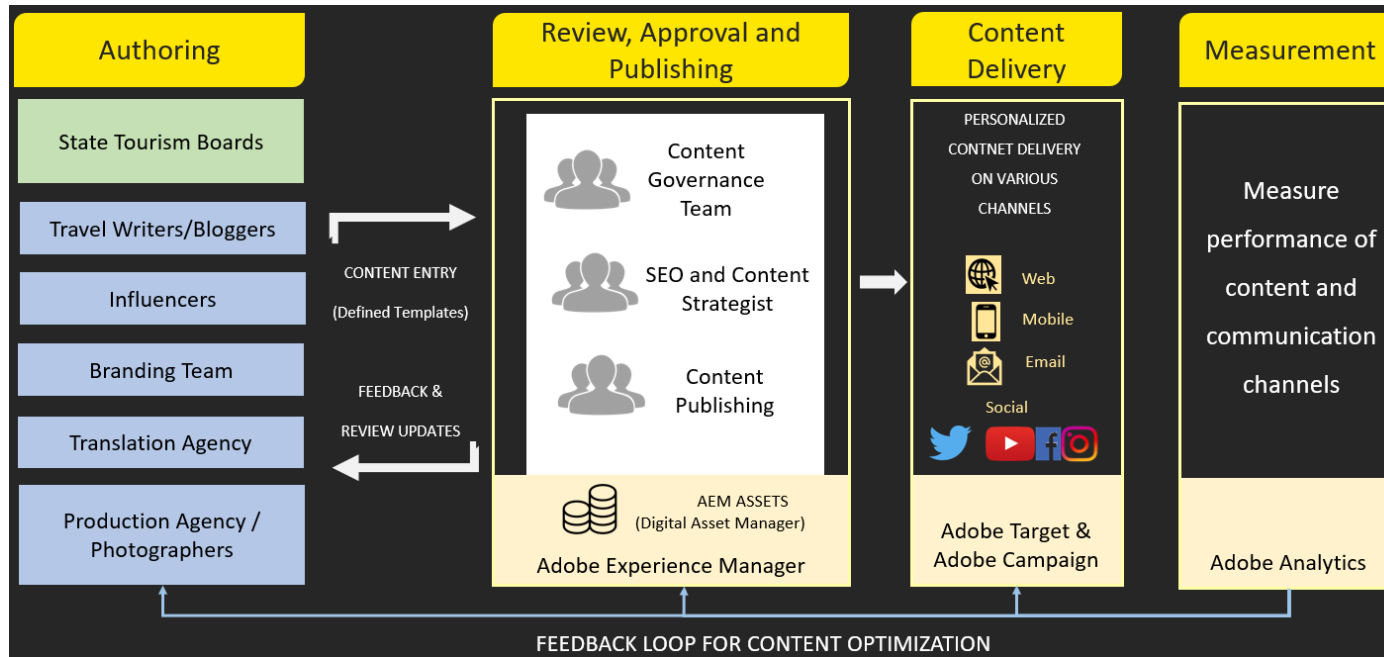
- Integration to be considered with external sources such as Hotels listings, Tour operators’ listings from NIDHI and other information from Official websites of attractions (Museums, National parks, etc.). This is an indicative list only (shall be further detailed along with implementation partners)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

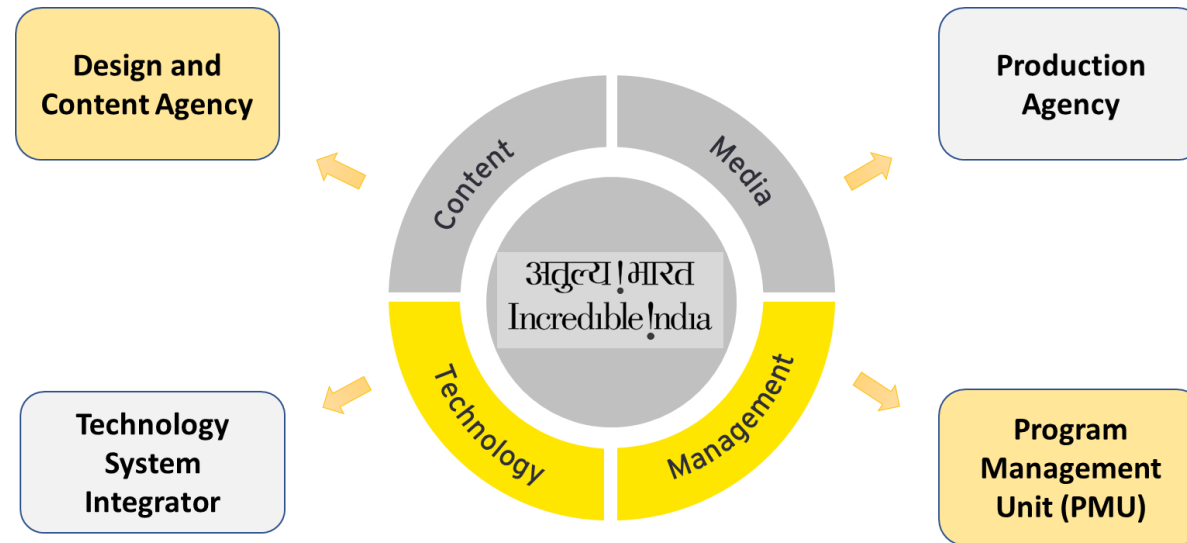
Strategic Action 6: Blogs

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

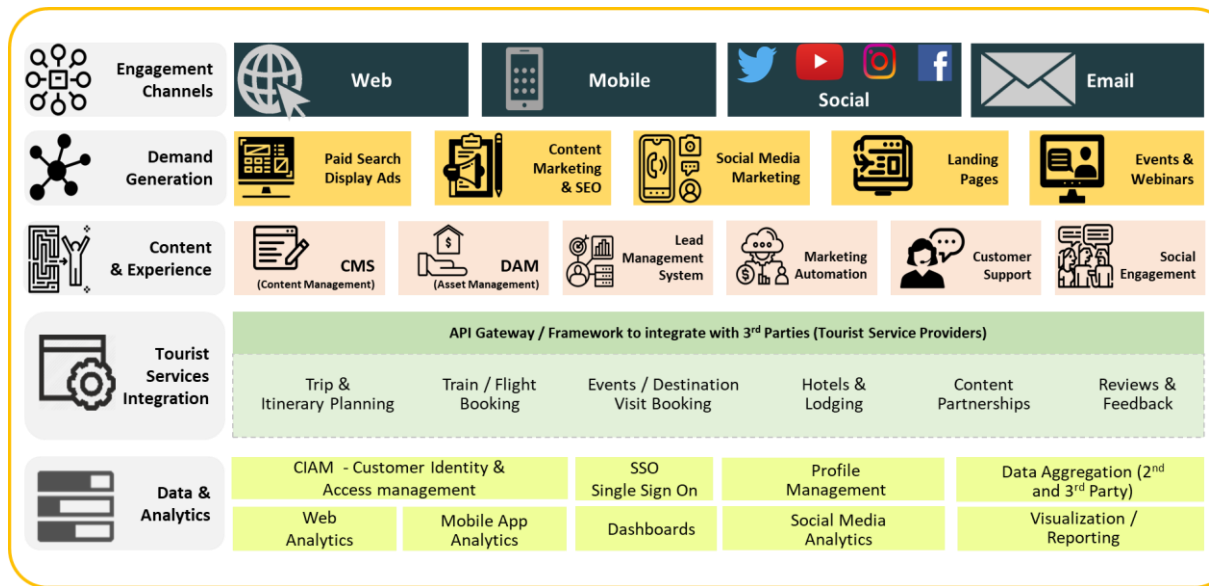
- Perform moderation of images and videos
- Editing and post processing of images and videos
- Cataloguing and tagging of images and videos for ready reference
- Creation of 360-degree videos / images
- Creation of VR walkthroughs, guided tours, virtual exhibitions
- Creation of VR app(s)
- Implementation 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:

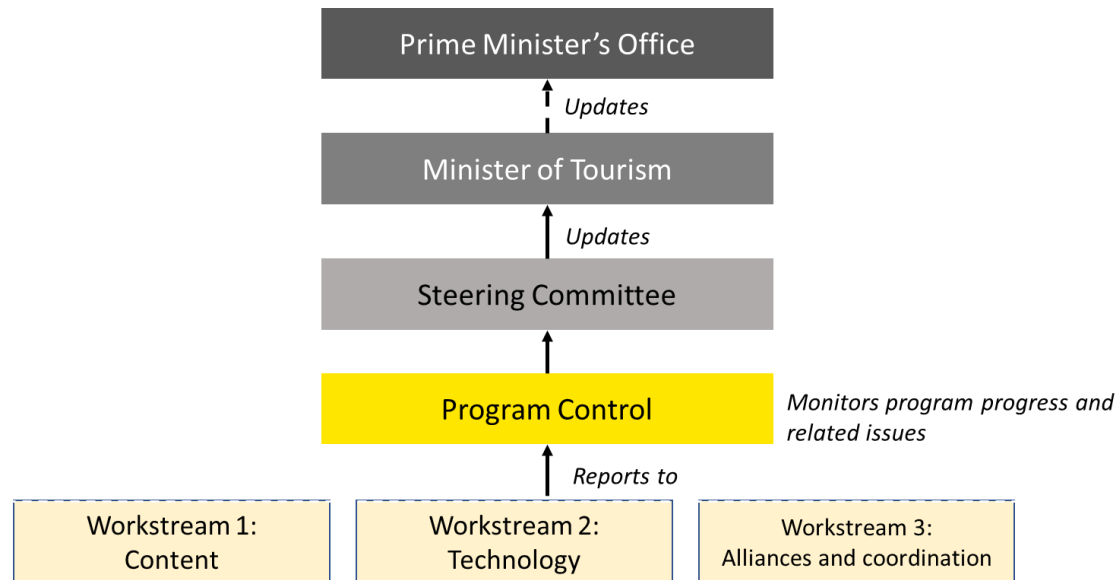
- **Engagement Channels** invoke the process of interacting with potential and existing visitors through various digital channels to establish a relationship with them. Channels relevant for the platform are website, mobile app, social media platforms and e-mail.
- **Demand Generation** is a key facet 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

अतुल्य! भारत
Incredible! India

Appendix III – 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

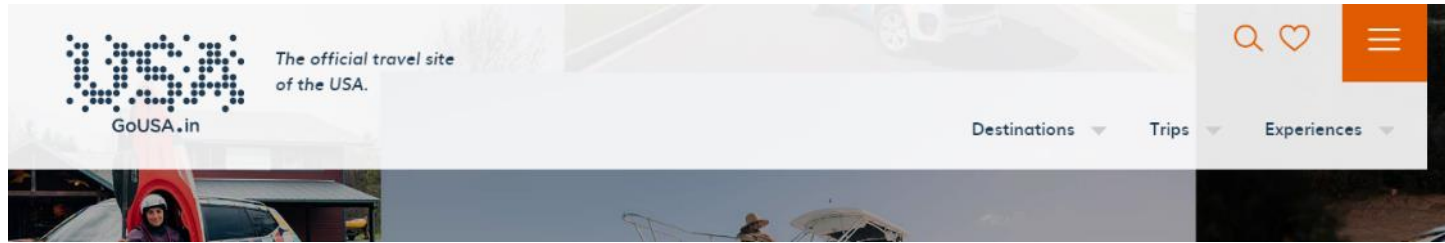
Other components in top-menu could be:

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

Benchmarking – Level 1 – USA

Level 1 components: Benchmarking against top tourism portals:

USA:

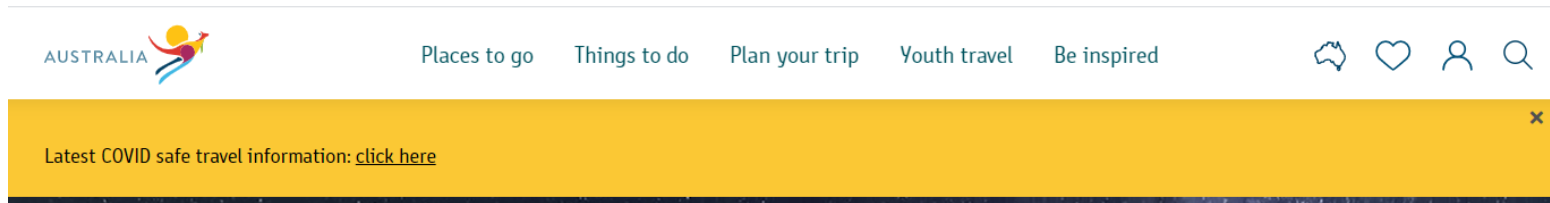


- Search
- Wishlist/Bookmark
- Menu
- Three drop-down menus:
 - Destinations
 - Trips
 - Experiences

Benchmarking - Level 1 – Australia

Level 1 components: Benchmarking against top tourism portals:

Australia:

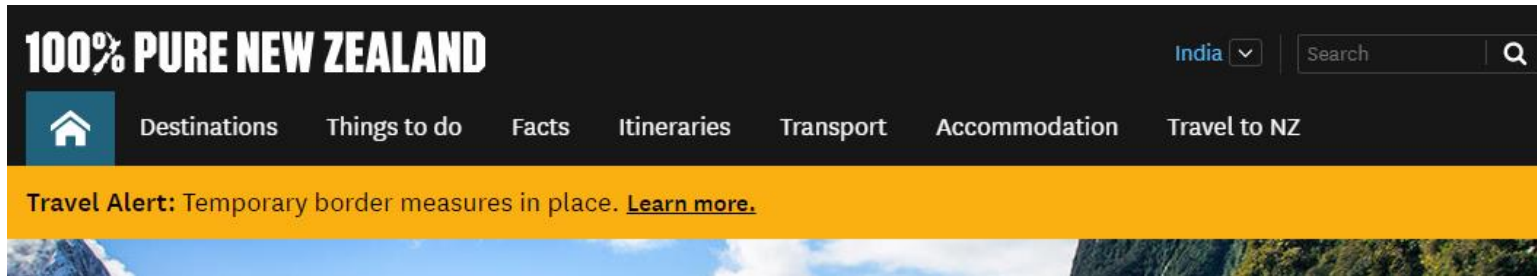


- Map
- Wishlist/Favourites
- Login
- Search
- Five drop-down menus:
 - Places to go
 - Things to Do
 - Plan your Trip
 - Youth Travel
 - Be inspired

Benchmarking - Level 1 – New Zealand

Level 1 components: Benchmarking against top tourism portals:

New Zealand:

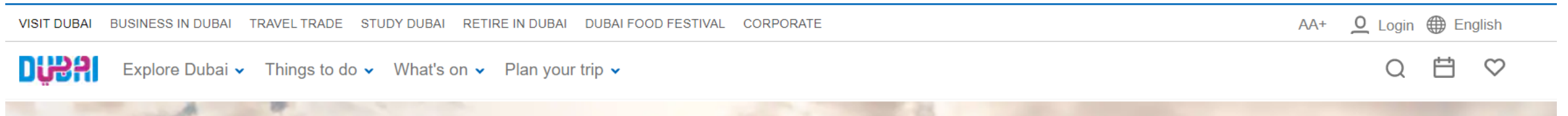


- Search
- Country
- Seven drop-down menus:
 - Destinations
 - Things to do
 - Facts
 - Itineraries
 - Transport
 - Accommodation
 - Travel to NZ

Benchmarking - Level 1 – Dubai

Level 1 components: Benchmarking against top tourism portals:

Dubai:



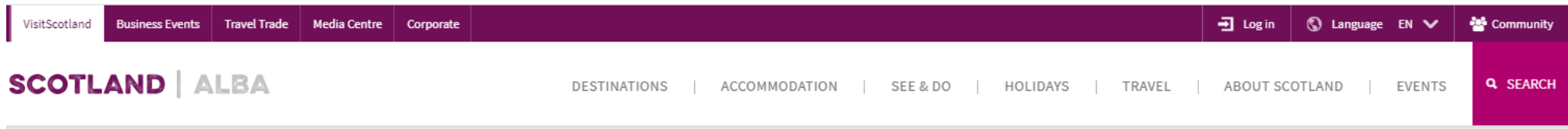
Top ribbon:

- 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

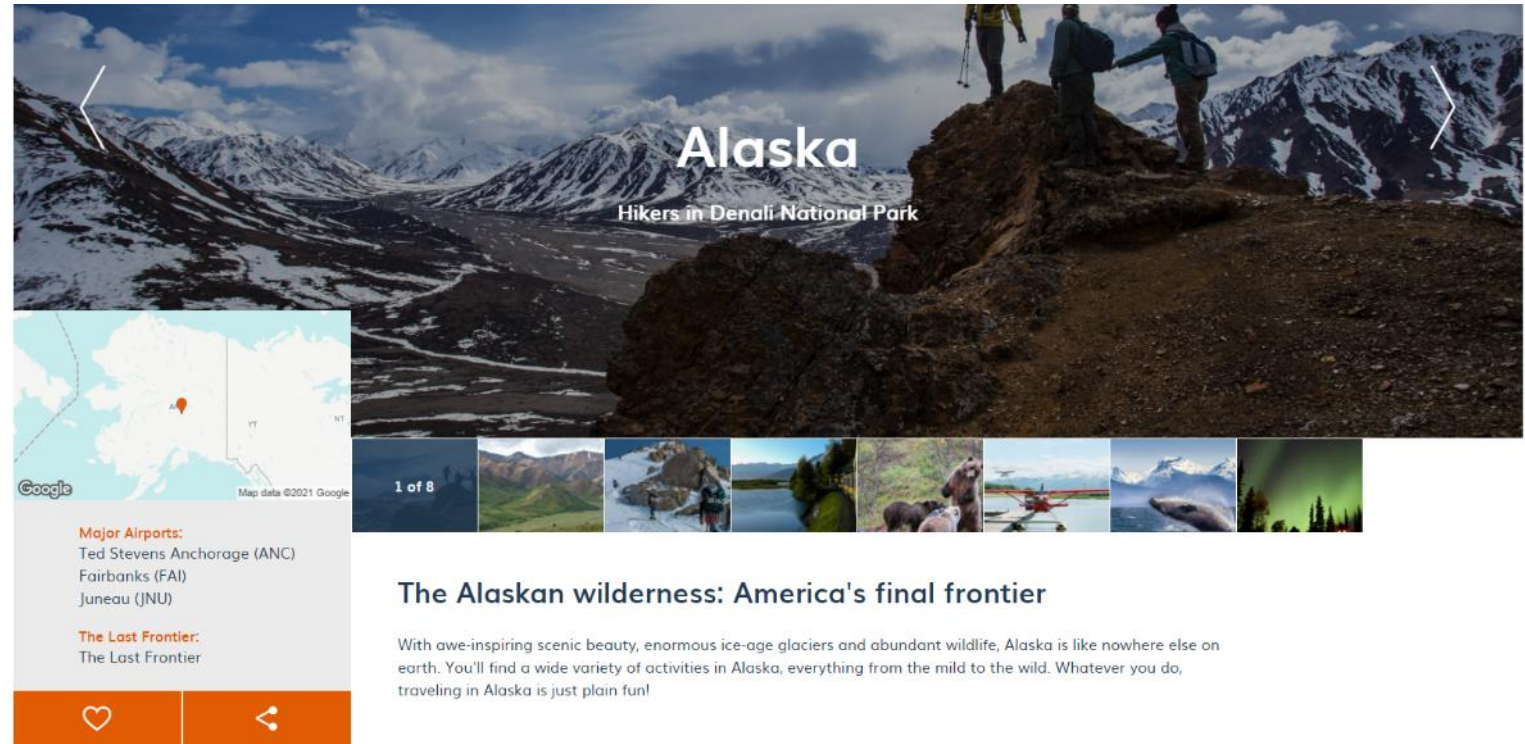
State-wise listing of
60 national parks



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



The Alaskan wilderness: America's final frontier

With awe-inspiring scenic beauty, enormous ice-age glaciers and abundant wildlife, Alaska is like nowhere else on earth. You'll find a wide variety of activities in Alaska, everything from the mild to the wild. Whatever you do, traveling in Alaska is just plain fun!

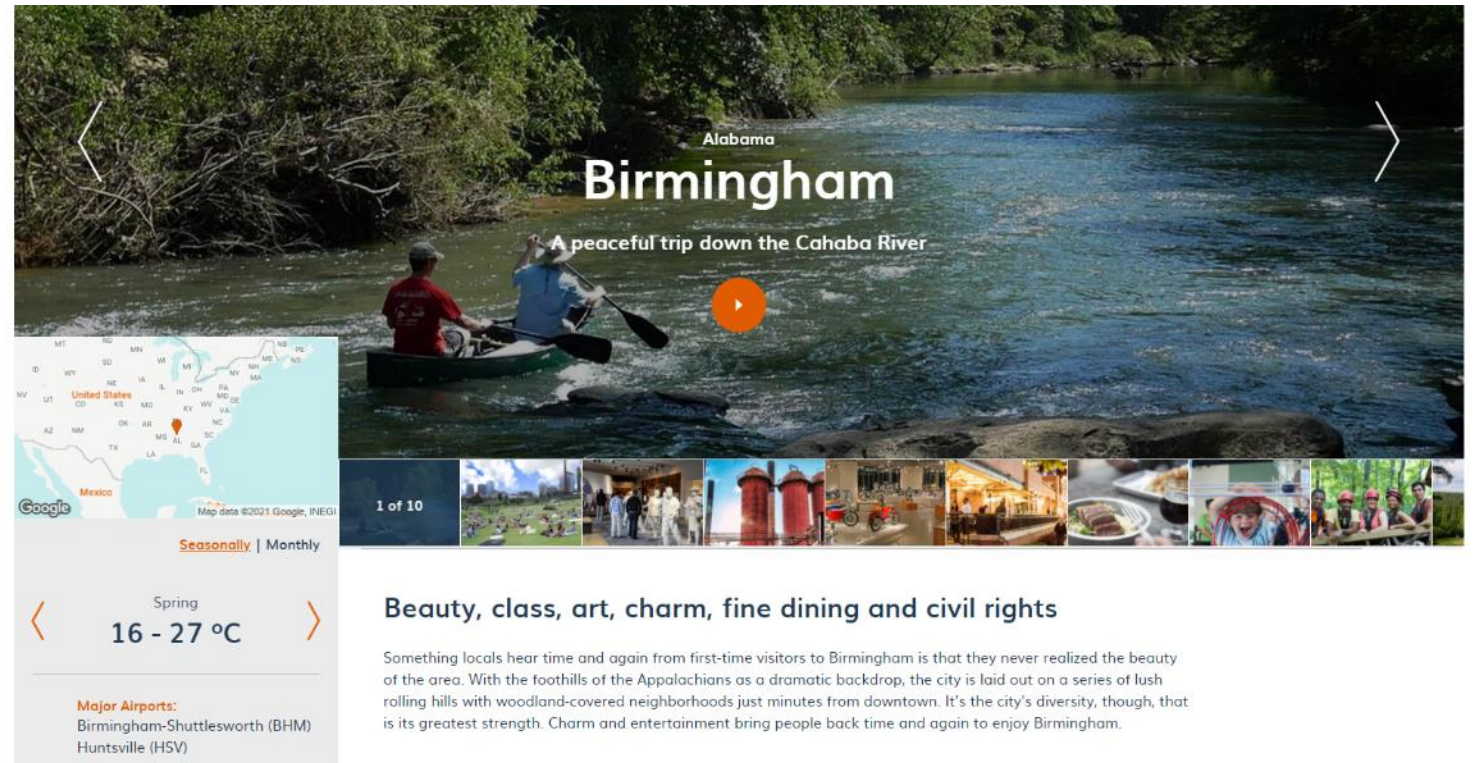
Benchmarking – Destinations – USA

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. Below the navigation bar, there are three main content sections: 'Holiday destinations', 'Attractions', and 'Nature'. A yellow callout box is overlaid on the 'Attractions' section, listing 15 top attractions.

Switzerland. Destinations Experiences Accommodation Planning Search Meetings Language

Holiday destinations

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

[Read all →](#)

Attractions

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

[Read all →](#)

Nature

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

- 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

The screenshot displays the website's navigation bar with the following elements:

- Switzerland logo (red square with a white cross and a yellow sun)
- Destinations (highlighted in red)
- Experiences
- Accommodation
- Planning
- Search (magnifying glass icon)
- Meetings
- Language (globe icon)
- Location pin icon
- Information icon (i)

The main content area is divided into three sections:

- Holiday destinations:**
 - > Cities
 - > Summer holiday destinations
 - > Winter sports & skiing
 - > Family destinations
 - > Regions
 - [Read all](#) →
- Nature:**
 - > Mountains
 - > Waters
 - > Swiss Parks
 - > Scenic nature
- Highlighted Destinations (yellow background):**
 - 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 →
 - Map showing Switzerland with labels for France, Germany, Austria, and Italy. A 100 km scale bar is provided.

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



Zug

Zurich Region



Neuchâtel

Jura & Three-Lakes



Lugano

Ticino

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**.

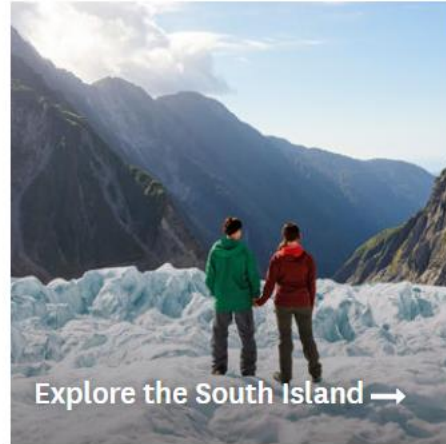
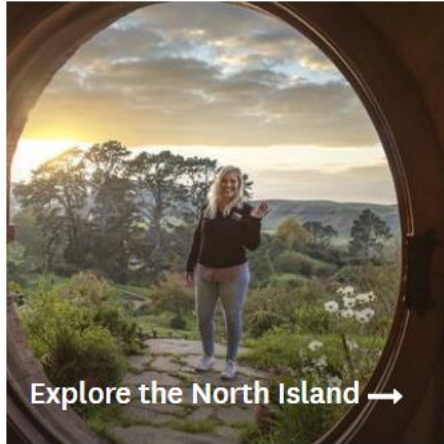
The screenshot shows the 'Destinations' page of the 100% Pure New Zealand website. The page is organized into a grid of destination categories. On the left, there are three large image-based buttons: 'All destinations', 'New Zealand map', and 'National Parks'. The main content area is divided into three columns: 'North Island', 'South Island', and 'Other Islands'. Each column lists various regions and locations. A search bar and a location dropdown menu (set to 'India') are visible at the top right.

North Island	South Island	Other Islands
Auckland	Central Otago	Chatham Islands
Bay of Plenty	Christchurch - Canterbury	Stewart Island - Rakiura
The Coromandel	Clutha	Subantarctic Islands
Waikato	Dunedin	Popular places
Hawke's Bay	Fiordland	Aoraki Mount Cook
Tairāwhiti	Marlborough	Fox & Franz Josef Glaciers
Taupō	Nelson Tasman	Kaikōura
Manawatu	Queenstown	Lake Tekapo
Northland & Bay of Islands	Southland	Matamata
Rotorua	Waitaki	Milford Sound
Ruapehu	Wanaka	Napier
Taranaki	West Coast	Waitomo Caves
Wairarapa		
Wellington		
Whanganui		

13 national parks

8 popular places

Benchmarking – Destinations – New Zealand

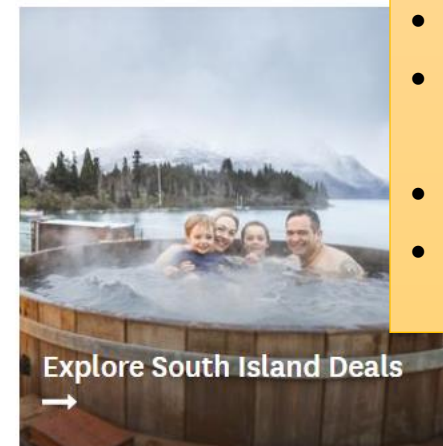
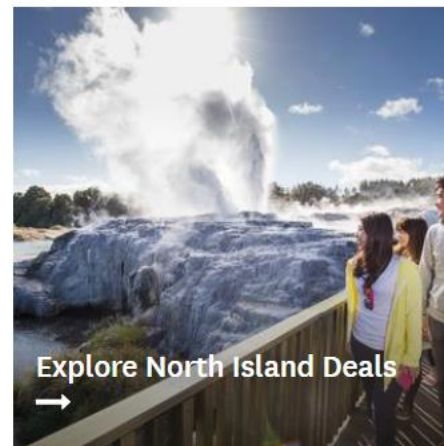


Destination home page also consists of:

- 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



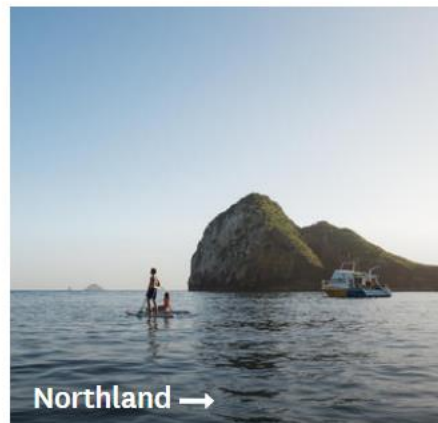
Home > Destinations > North Island

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:

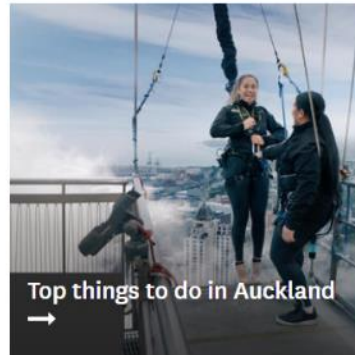
- Banner images
- Map snippet
- Brief introduction
- Things to Do
- Towns
- Experiences like Food and Wine, Beaches, Shopping, etc.
- Islands
- Attractions
- Travel deals (if available)
- Feeds (through the eyes of travellers')
- Useful to know
- Map view
- Plan your holiday section
- Link to official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



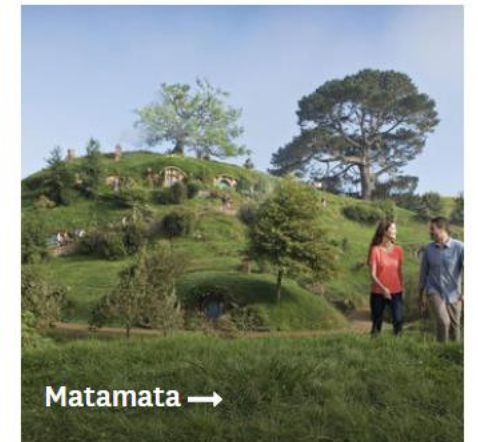
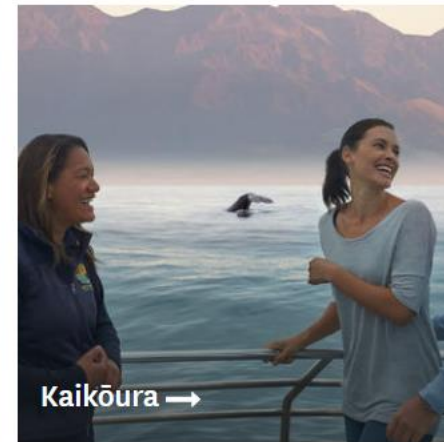
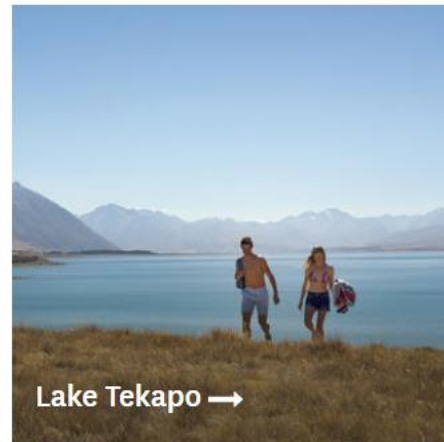
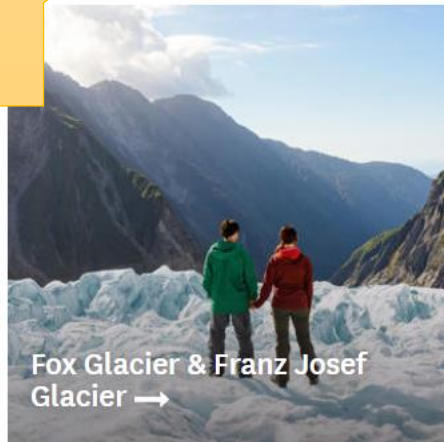
8 popular places

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.

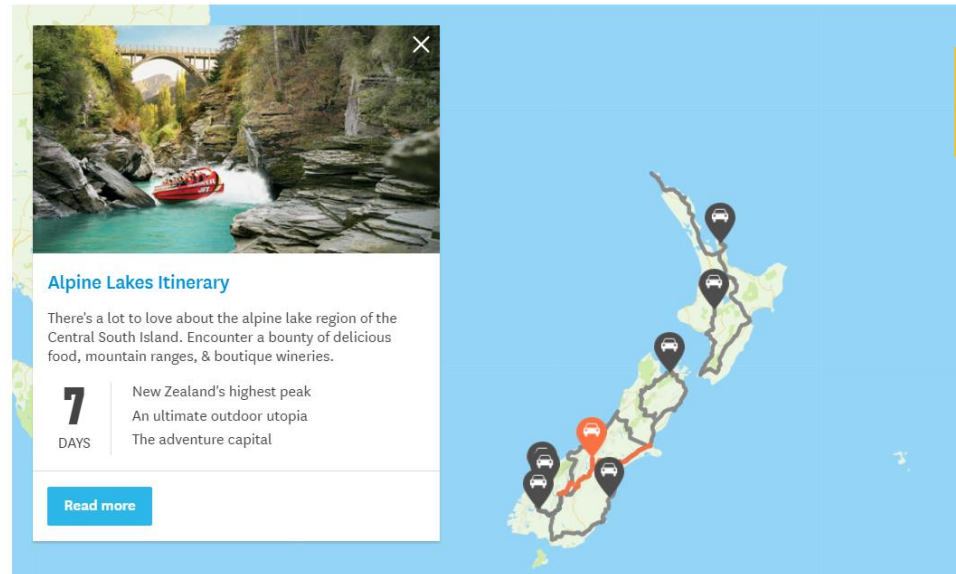
Map Legend

- 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](#)

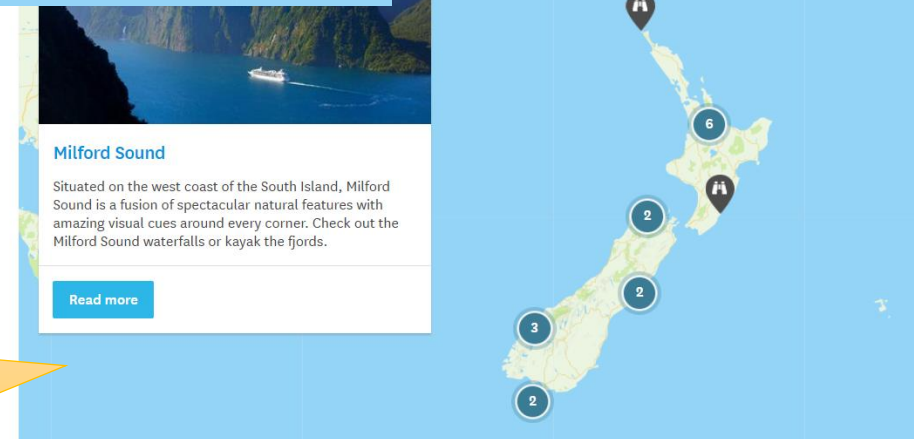
Itinerary maps

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.

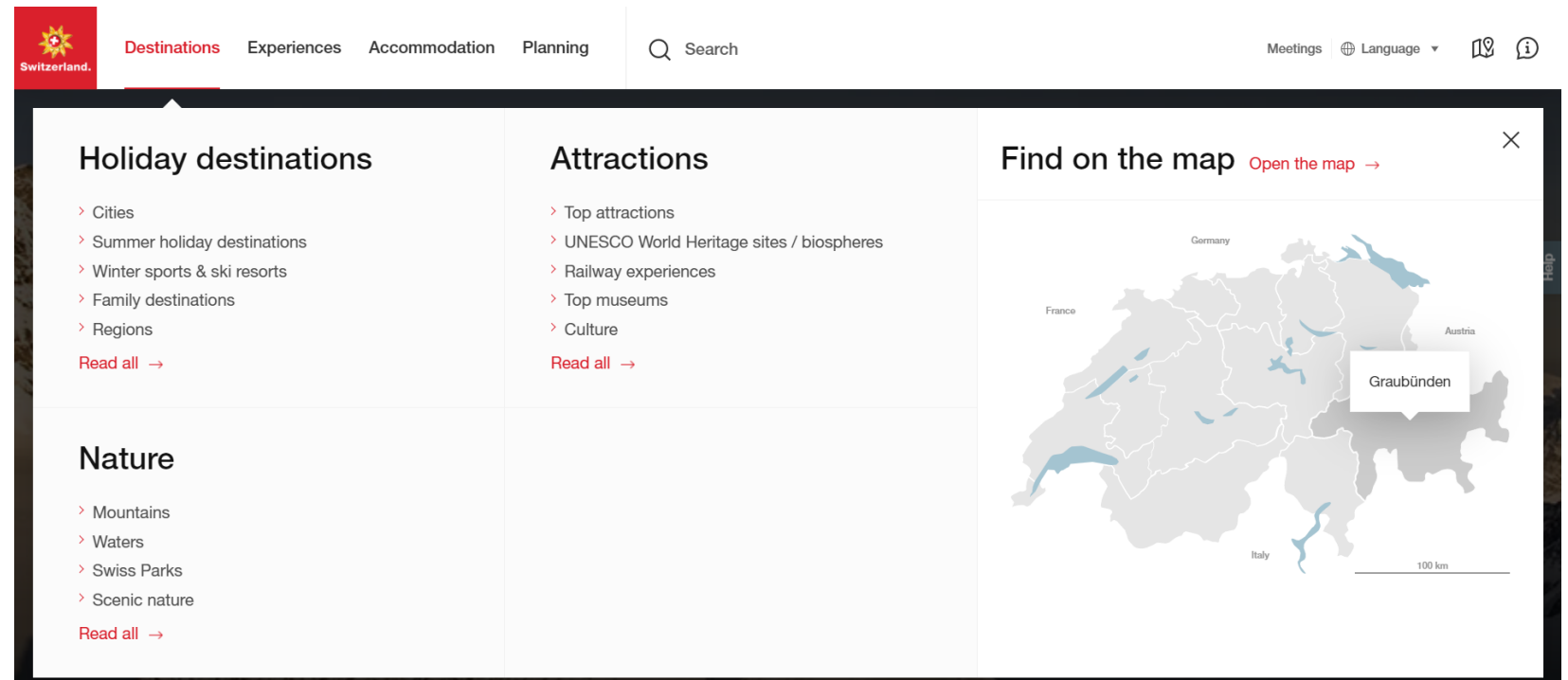
Benchmarking – Destinations – Inferences

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

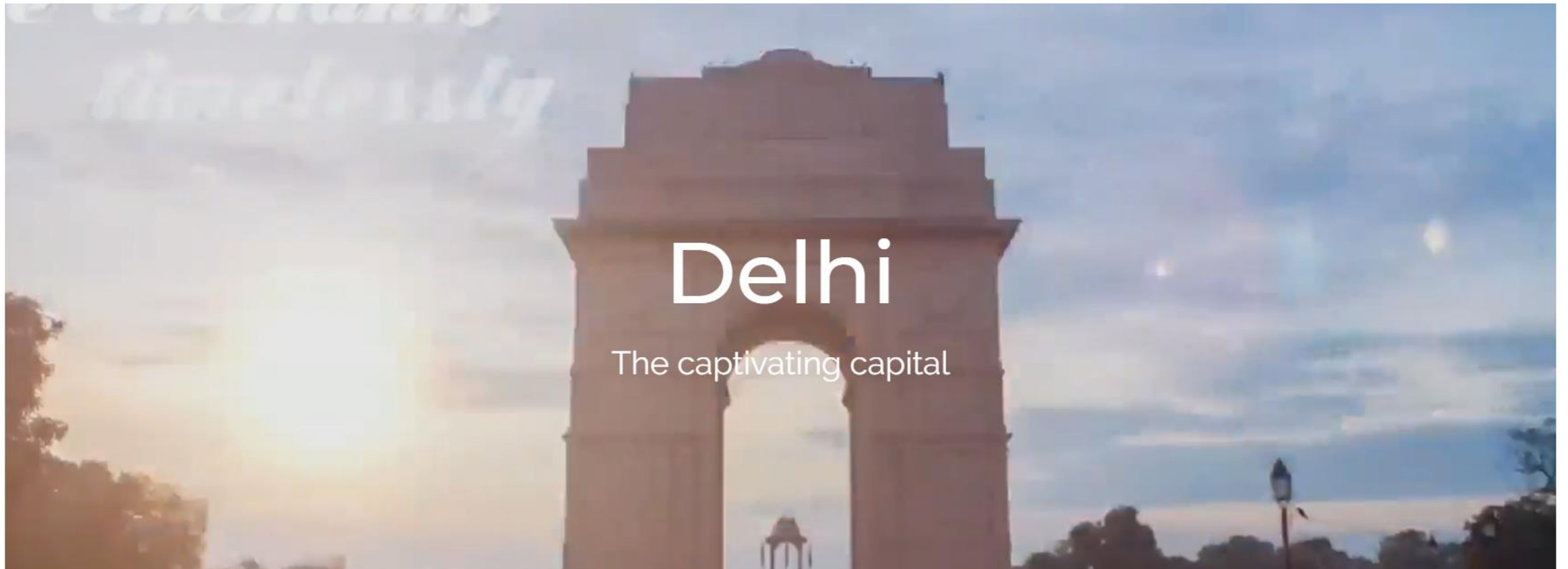
‘Destinations’: Tentative Incredible India view

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

Incredible India

[Planning ▼](#) [Services ▼](#)

[My profile](#) 



[Home / Destinations / Delhi](#)

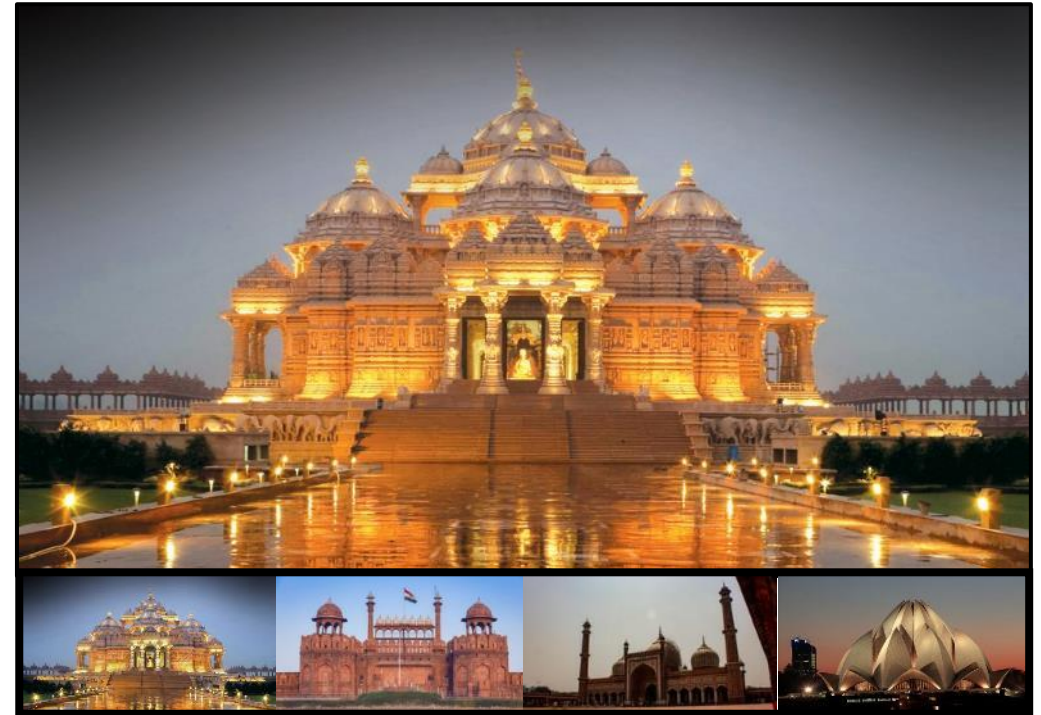
Incredible India – Destinations - Level 3

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



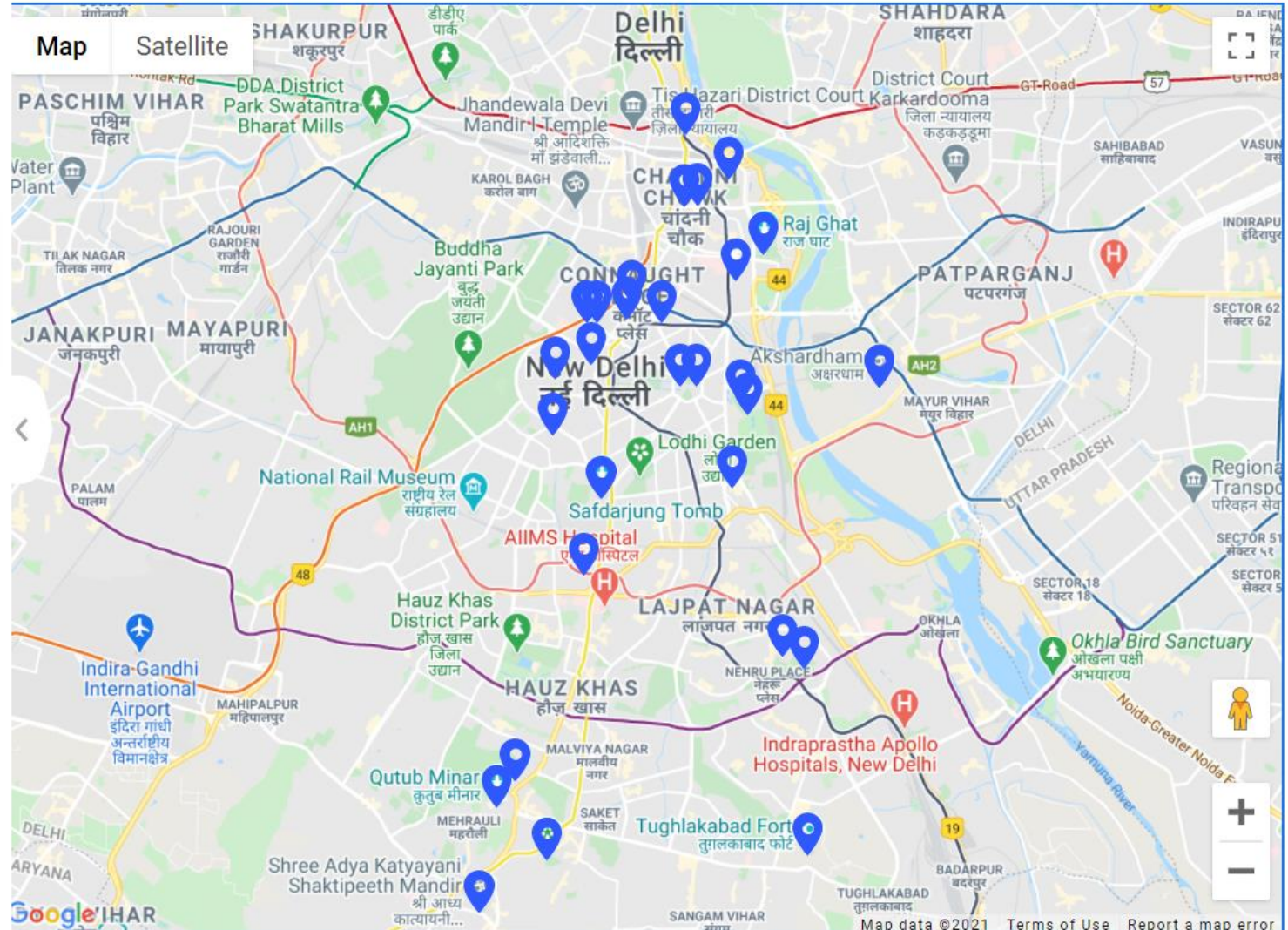
Red Fort

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

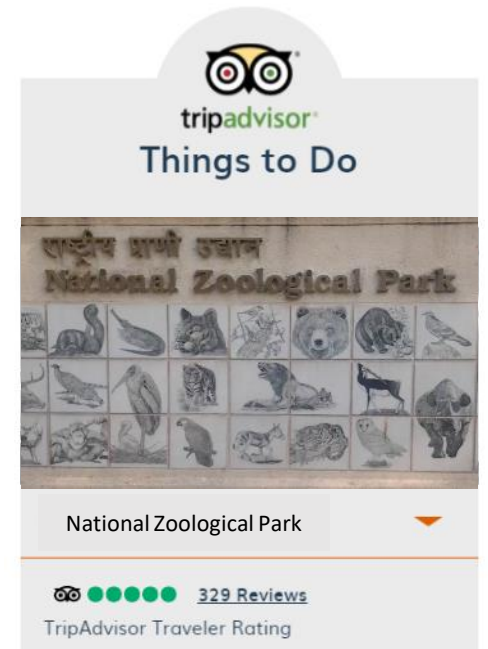


Incredible India – Destinations - Level 3

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:

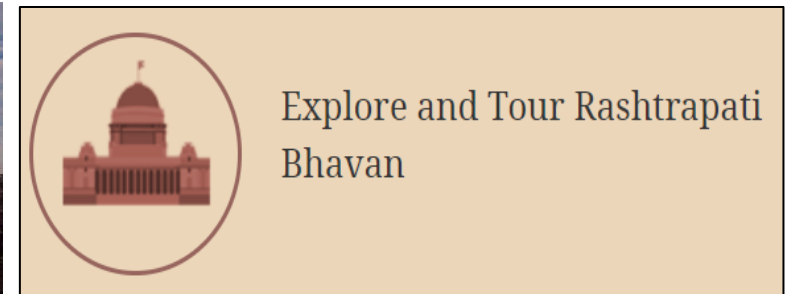


Delhi Tourism
delhitourism.gov.in

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" and features a photo of Trent Maxwell. The second is titled "Wildlife expert Tim Faulkner reveals his favourite Aussie adventures for your next trip down under" and features a photo of Tim Faulkner with a koala.
- News4343.com:** A screenshot showing a video player for "Chef Curtis Stone at SXSW".
- The Times:** A screenshot showing a news article titled "Parineeti Chopra hums a tune for Australia" with a photo of Parineeti Chopra.
- BBC Newsround:** A screenshot showing a video player for "The Brownlee Brothers go SURFING" with a photo of the Brownlee brothers surfing.
- Expert's Recommendations:** A screenshot showing a grid of travel recommendations with titles like "Wild Australia Private Tours", "Outback Adventure", "Barefoot Bliss", and "Lamb's Star Tours".
- Australia House Opening Event:** A screenshot showing a photo of a live cooking demonstration on a stage.
- Runners Up:** A small screenshot showing a photo of a chef.

On the right side of the collage, there is a section titled "COVERAGE HIGHLIGHTS" with a sub-header "Surf's up! Brownlee brothers make the most of Australia". Below this, it includes the date "12 April 2018", the time "Last updated at 07:10 BST", and a short article snippet: "England's favourite triathlon brothers are catching some rays and making the most of the waves in Australia. Alistair and Jonny Brownlee tried their hand at surfing after winning silver medals at the Commonwealth Games on the Gold Coast. Along with their teammates Vicky Holland and Jessica Learmonth, they came second in the Mixed Team Triathlon Final. Enjoy it boys, you've earned it!"

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



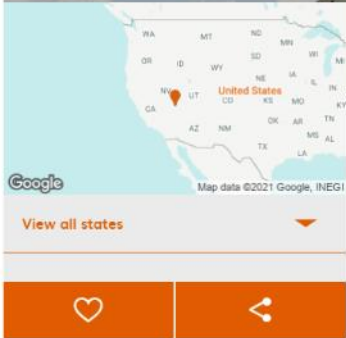
Experience
Carbon County, Wyoming: Must-Do Activities in the Wild



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 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



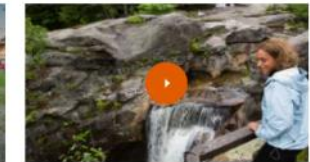
Experience
Driving Nevada's Extraterrestrial Highway: An Otherworldly Experience



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



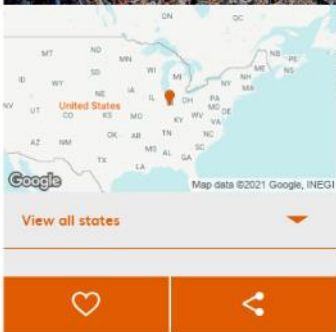
Trip
Central South Dakota: Follow the Footsteps of Native Americans and Explorers



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



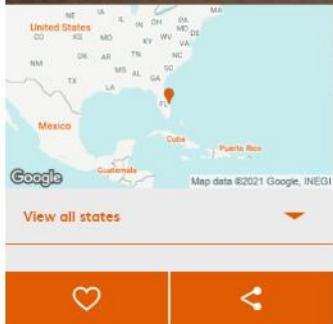
Experience
10 Big-City Barbecue Restaurants You Must Try



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.)

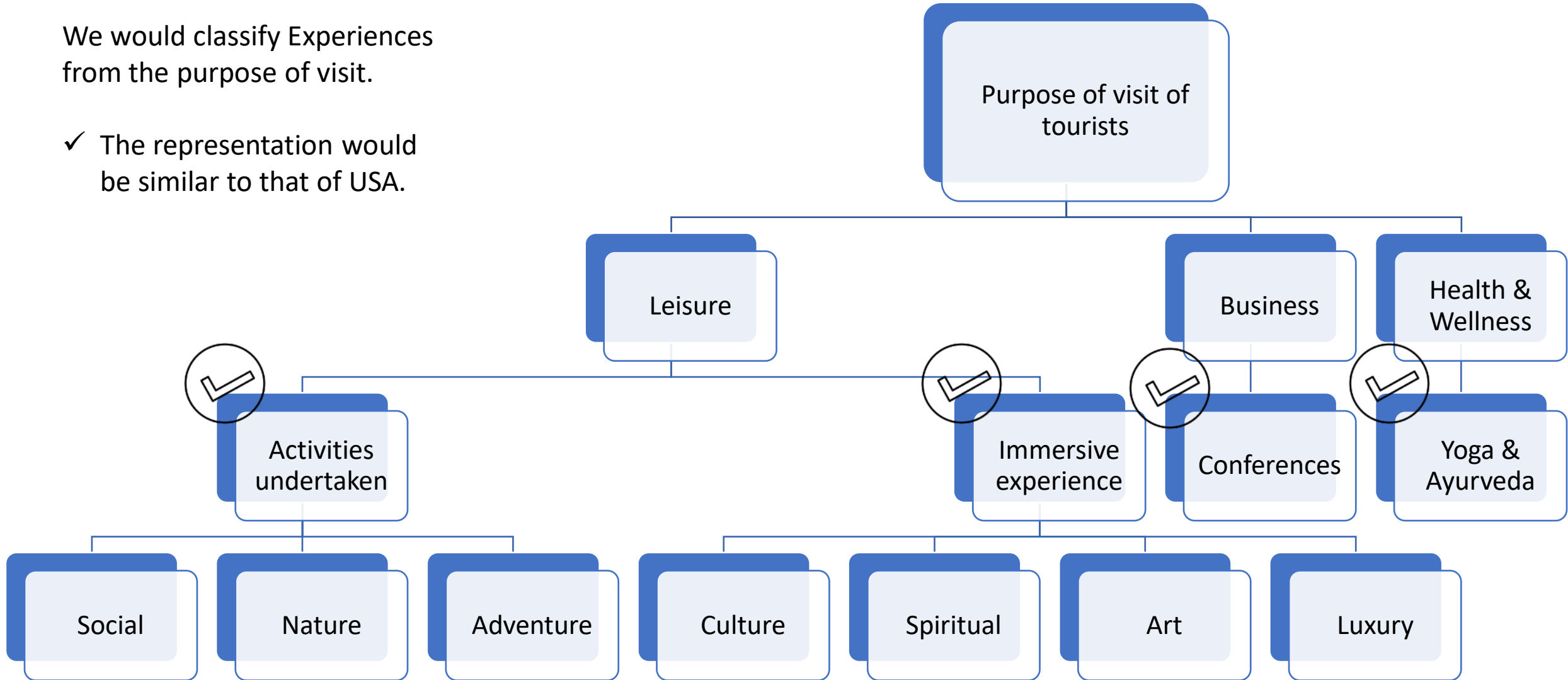
Value derived from ‘Experience’ feature:

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

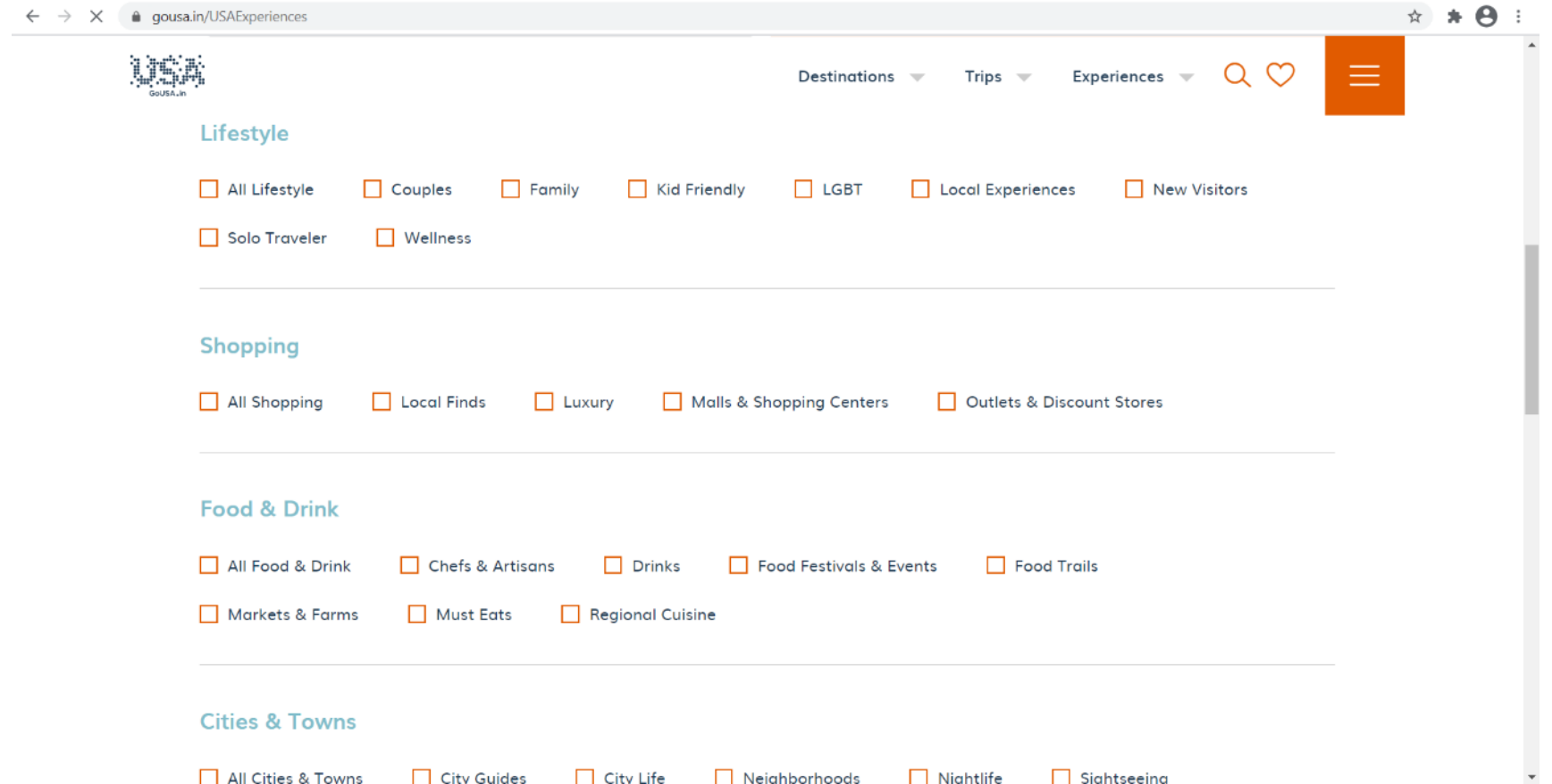
We would classify Experiences from the purpose of visit.

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



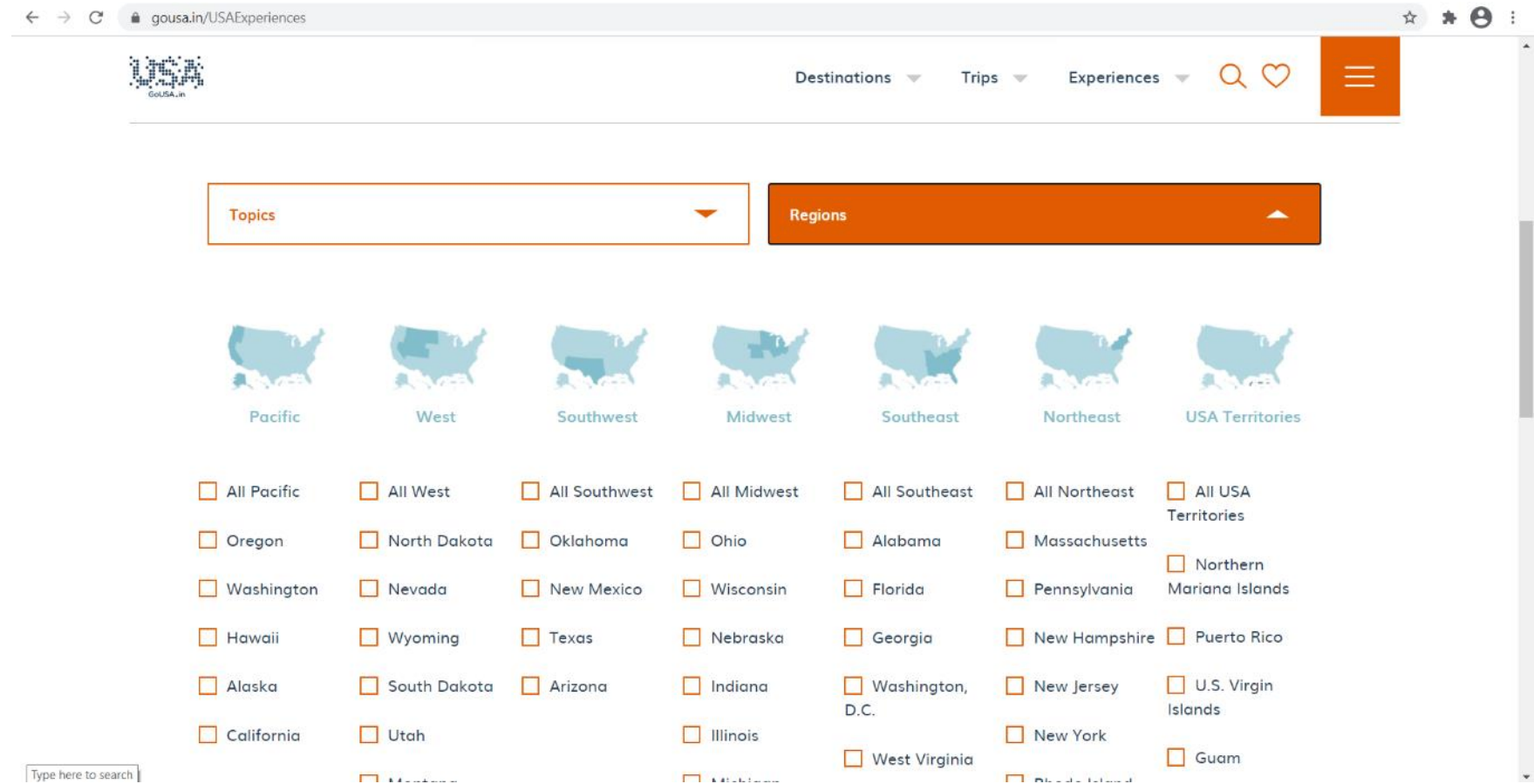
Benchmarking – Experiences – USA - Level 1

- 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, showing four main categories: 'Summer & Autumn', 'Winter', 'Cities & culture', and 'Experience Tour'. Each category has 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 Experiences:

- 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. A yellow callout box is overlaid on the page, listing the following categories and their subcategories:

- 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 background shows the website's navigation menu with the following items:

- Destinations
- Experiences
- Summer & Autumn
- Hiking
- Bicycle & Mountain bike
- Adventure & Sports Summer
- Zoo & animal experiences
- Excursions
- Read all →
- Cities & culture
- Old towns
- City tours
- Parks and Squares
- Architecture
- Museums
- Read all →


On the right side of the screenshot, a dropdown menu is visible with the following items:

- 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

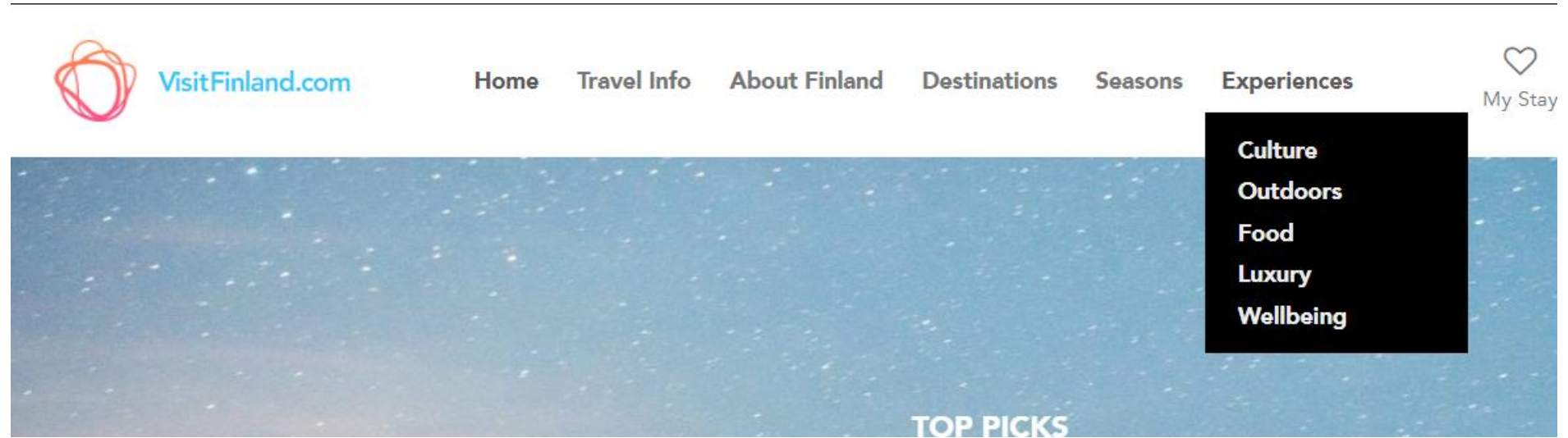
Luxury

SNOW LIKE NO OTHER

Ashikaga Spring Flow...

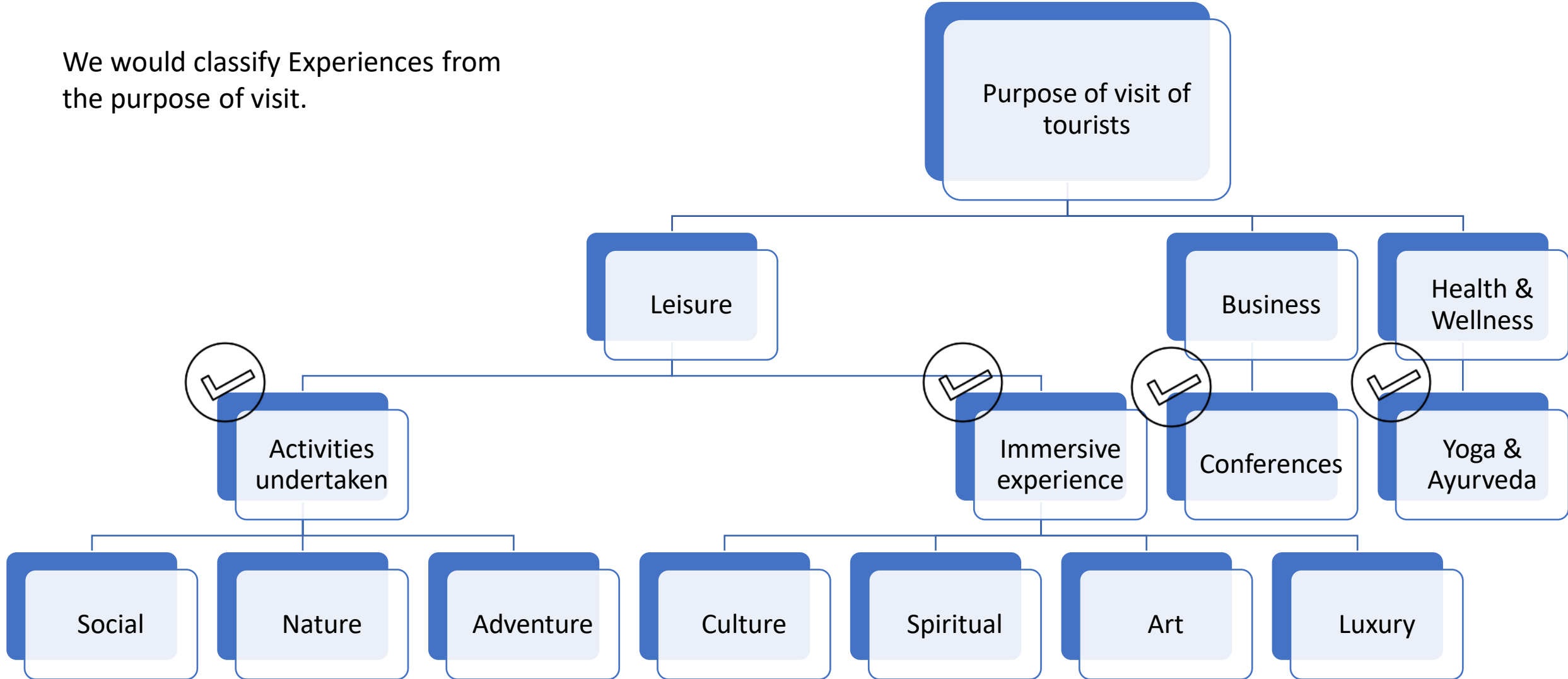
Benchmarking – Experiences – Finland - Level 1

5 categories of
“Experiences” in Finland

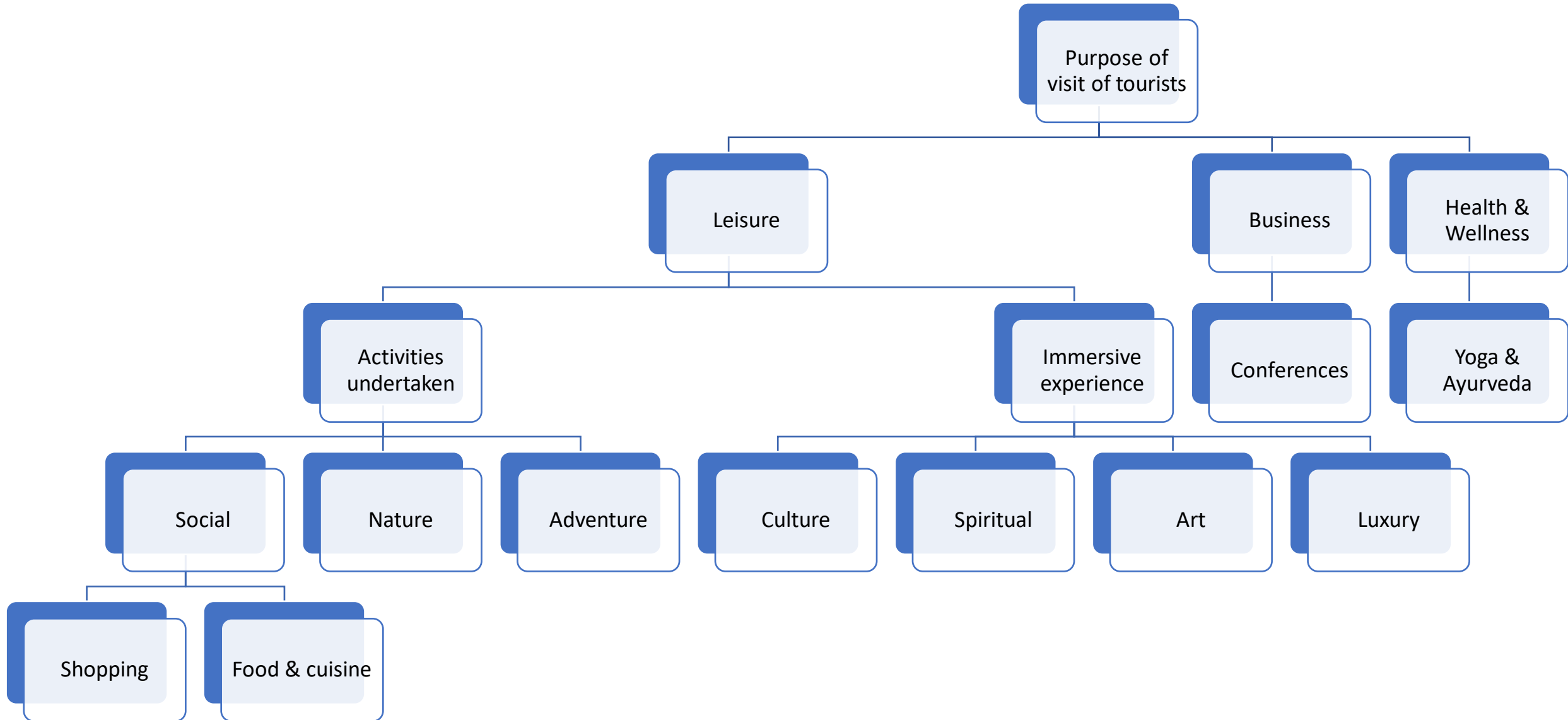


Benchmarking – Experiences – Multiple sub classification

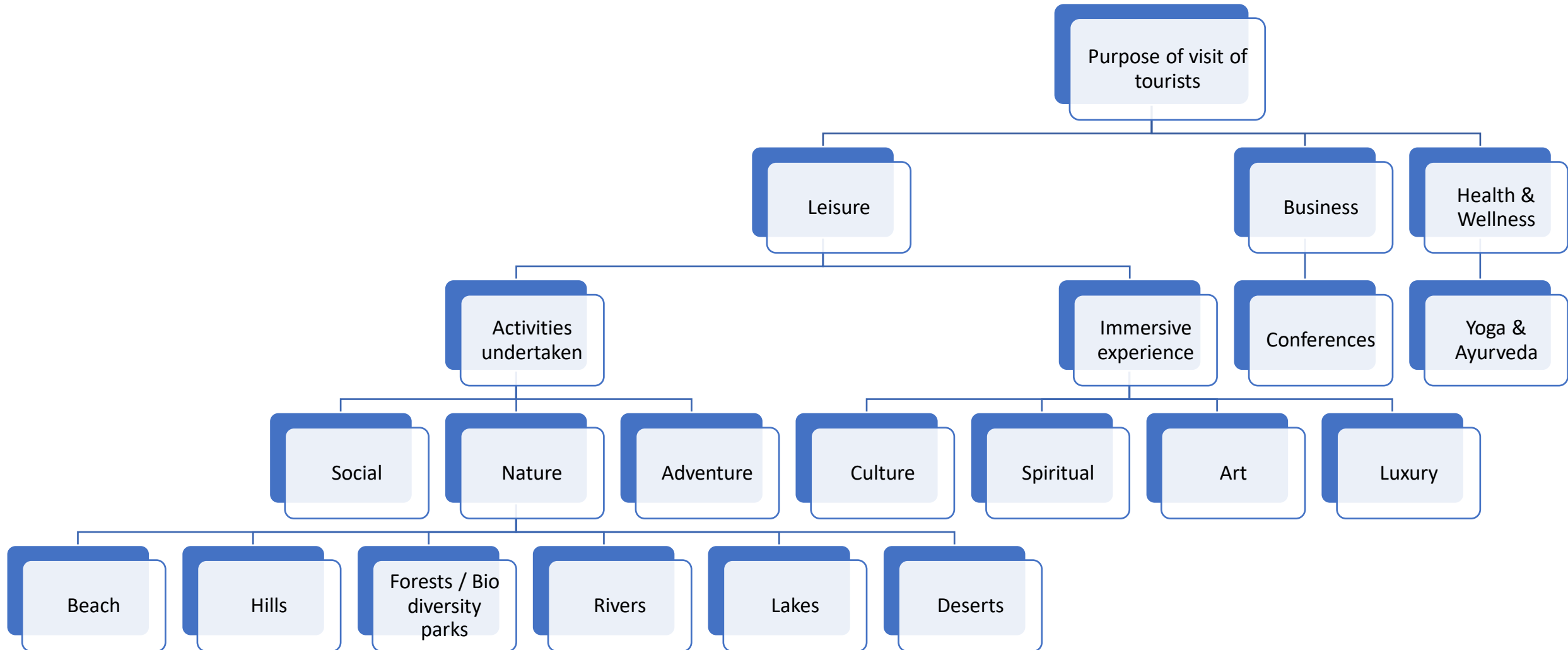
We would classify Experiences from the purpose of visit.



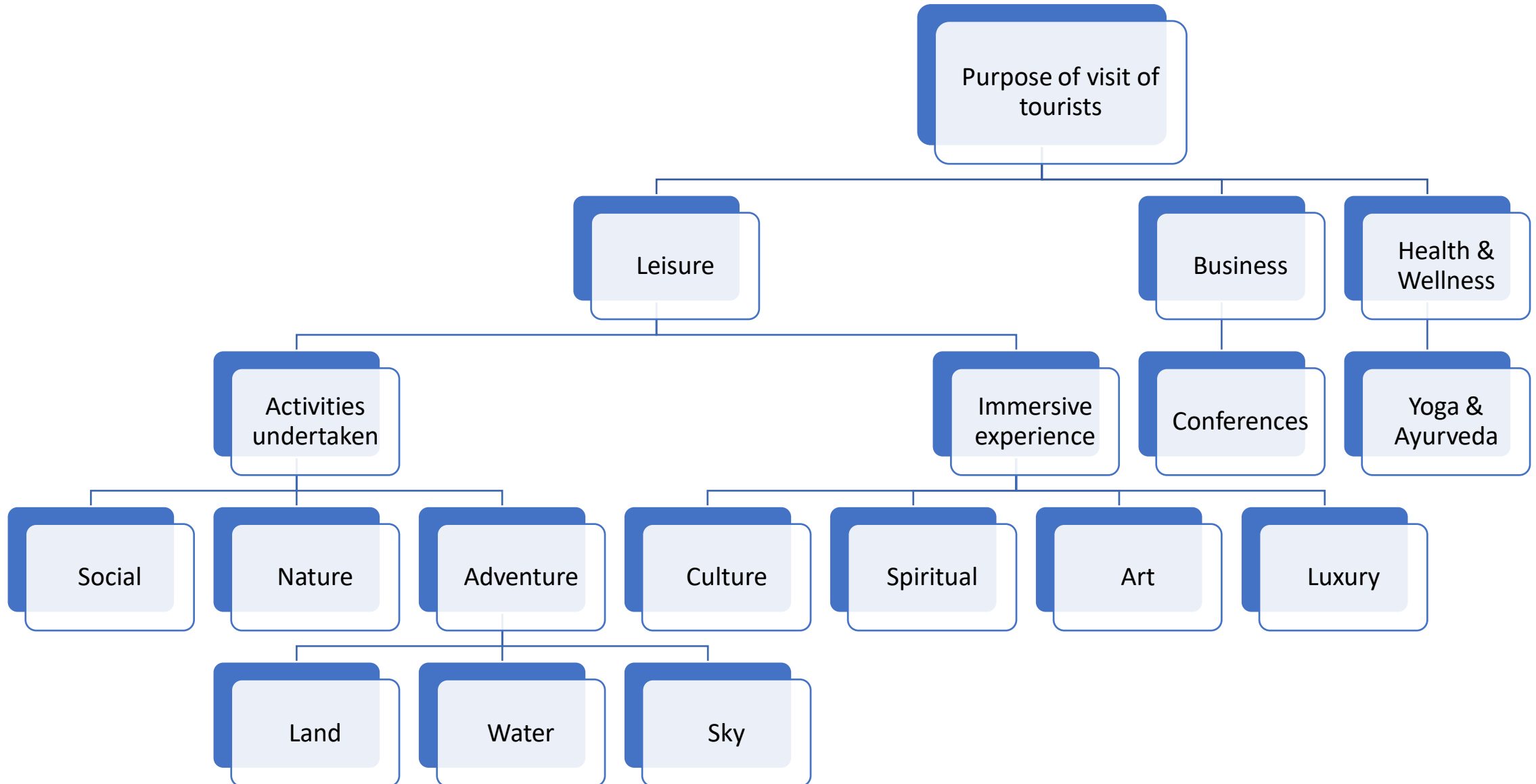
Benchmarking – Experiences - Multiple sub classification



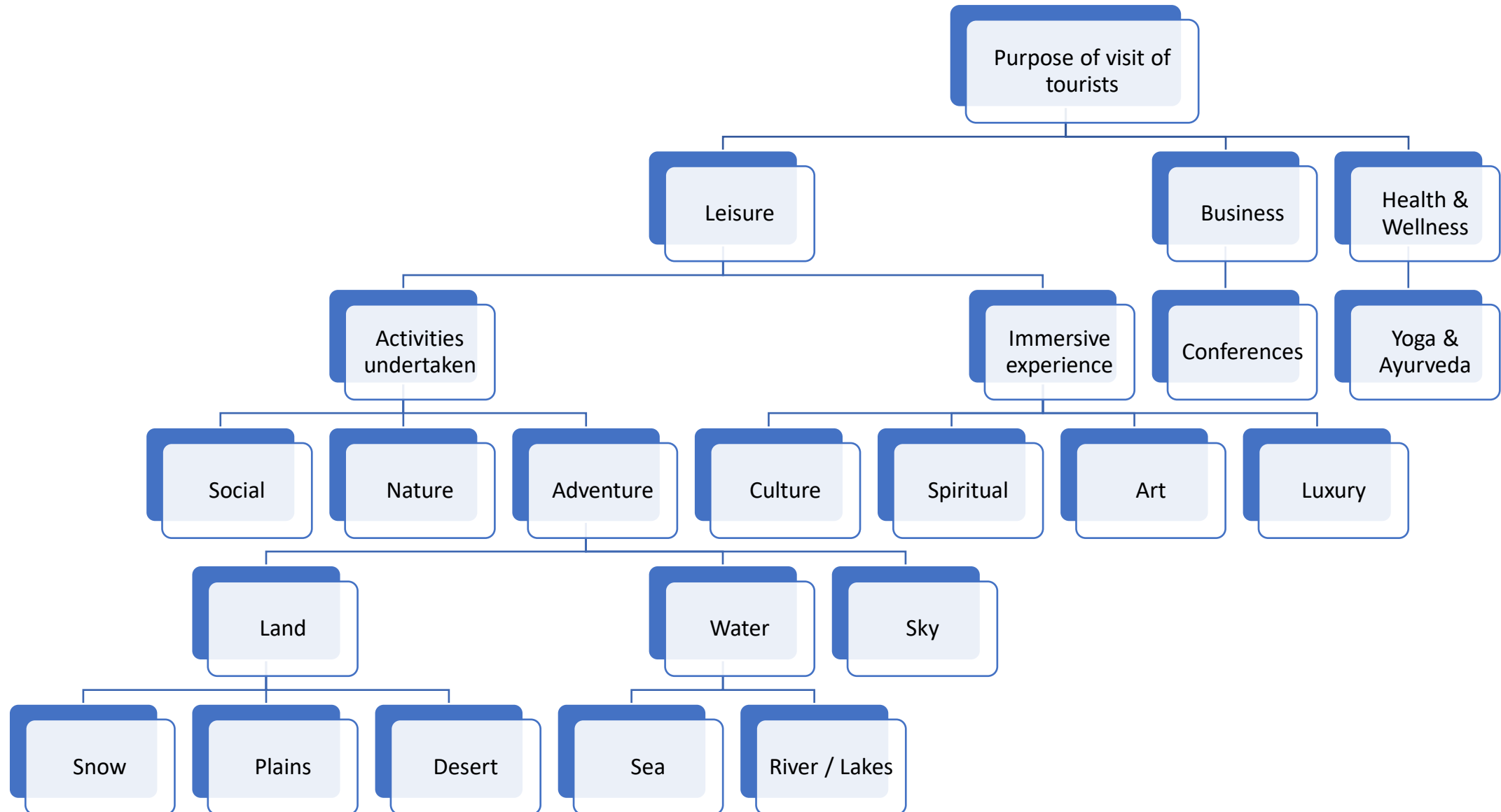
Benchmarking – Experiences - Multiple sub classification



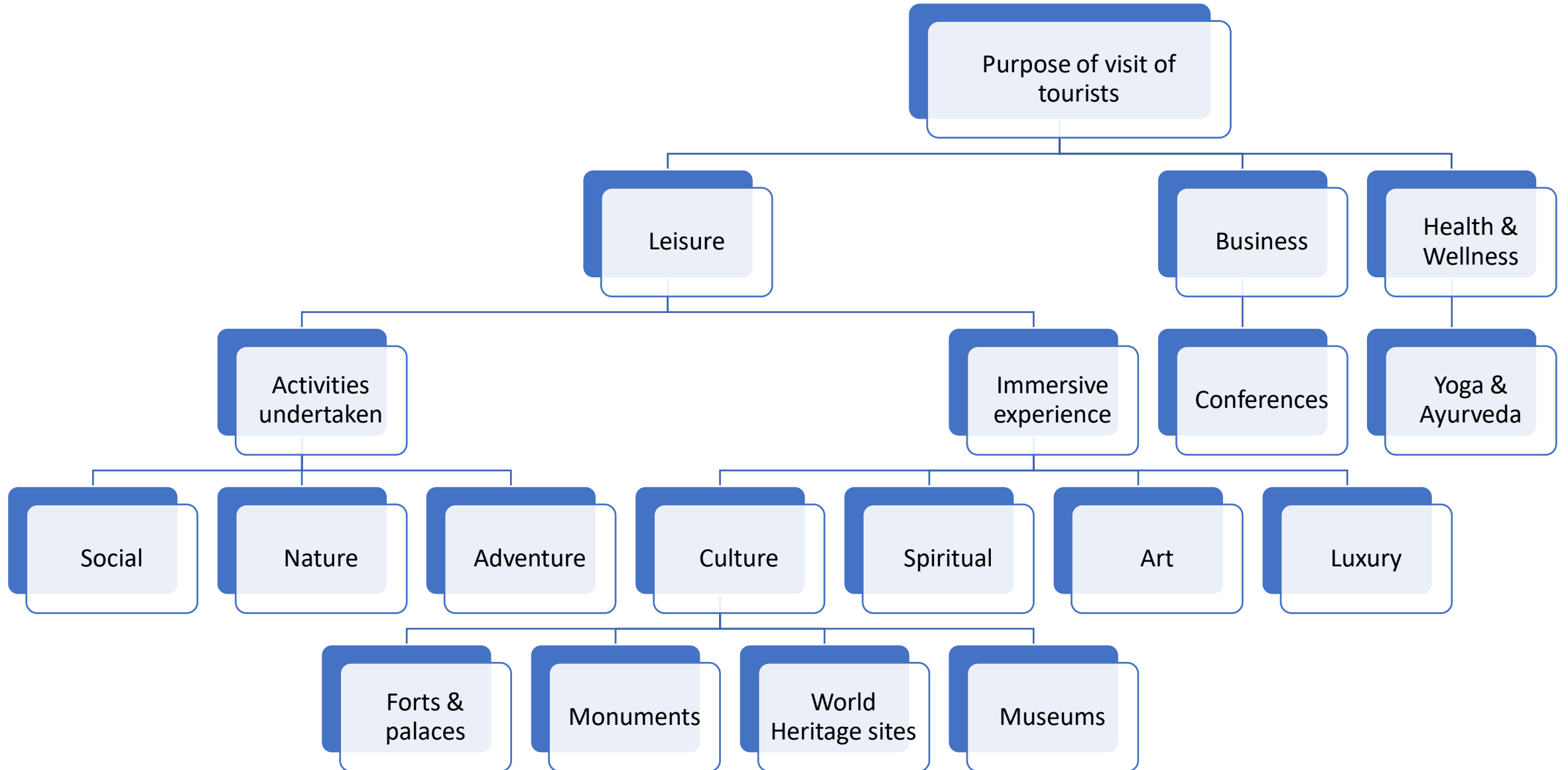
Benchmarking – Experiences - Multiple sub classification



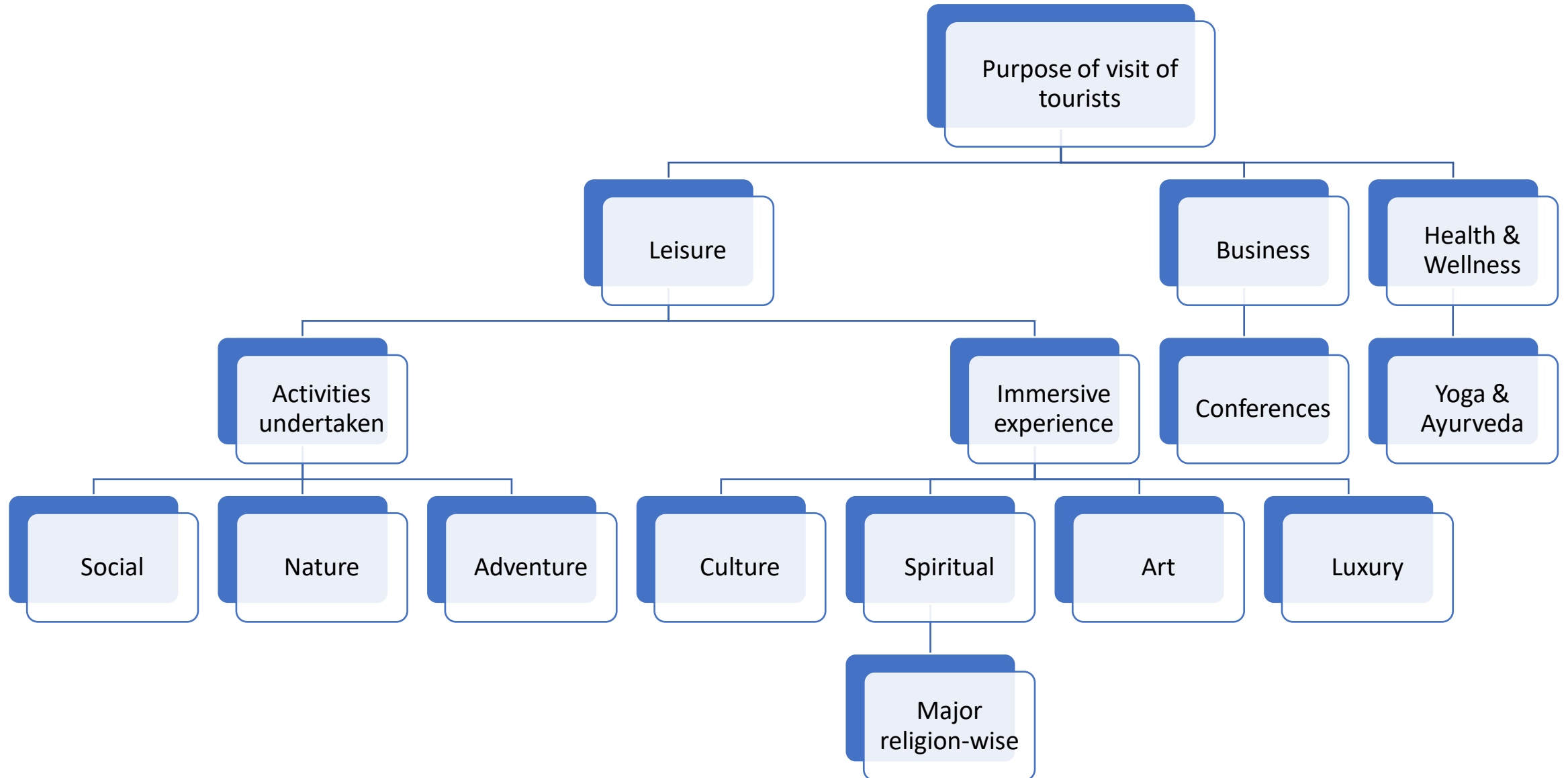
Benchmarking – Experiences - Multiple sub classification



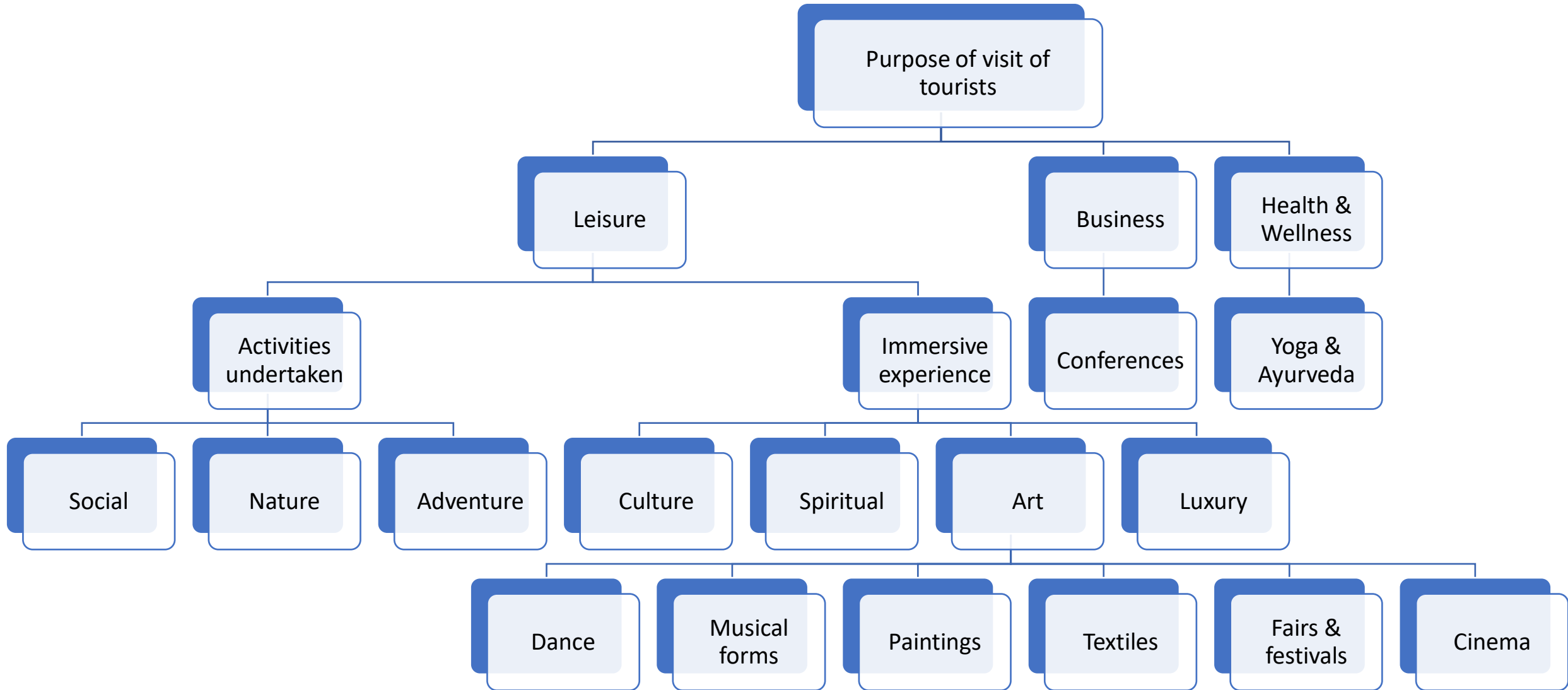
Benchmarking – Experiences - Multiple sub classification



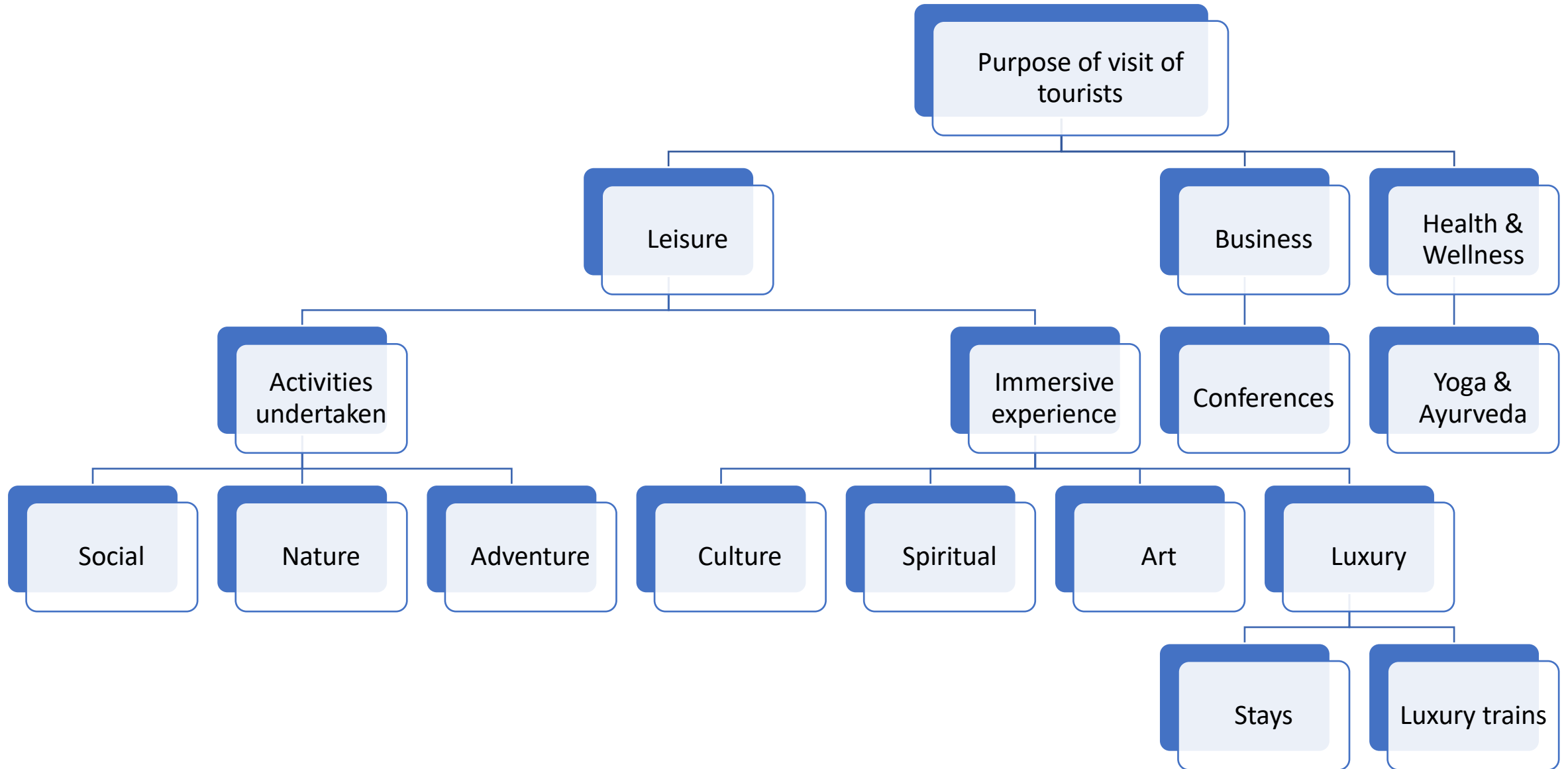
Benchmarking – Experiences - Multiple sub classification



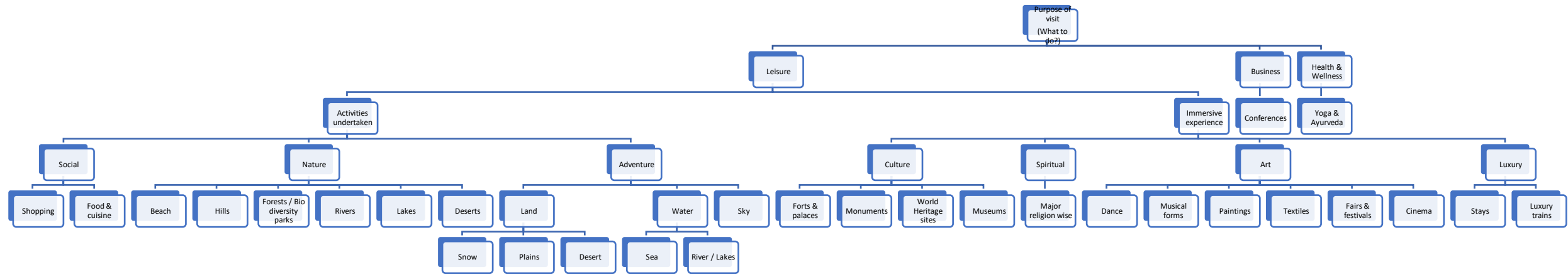
Benchmarking – Experiences - Multiple sub classification



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

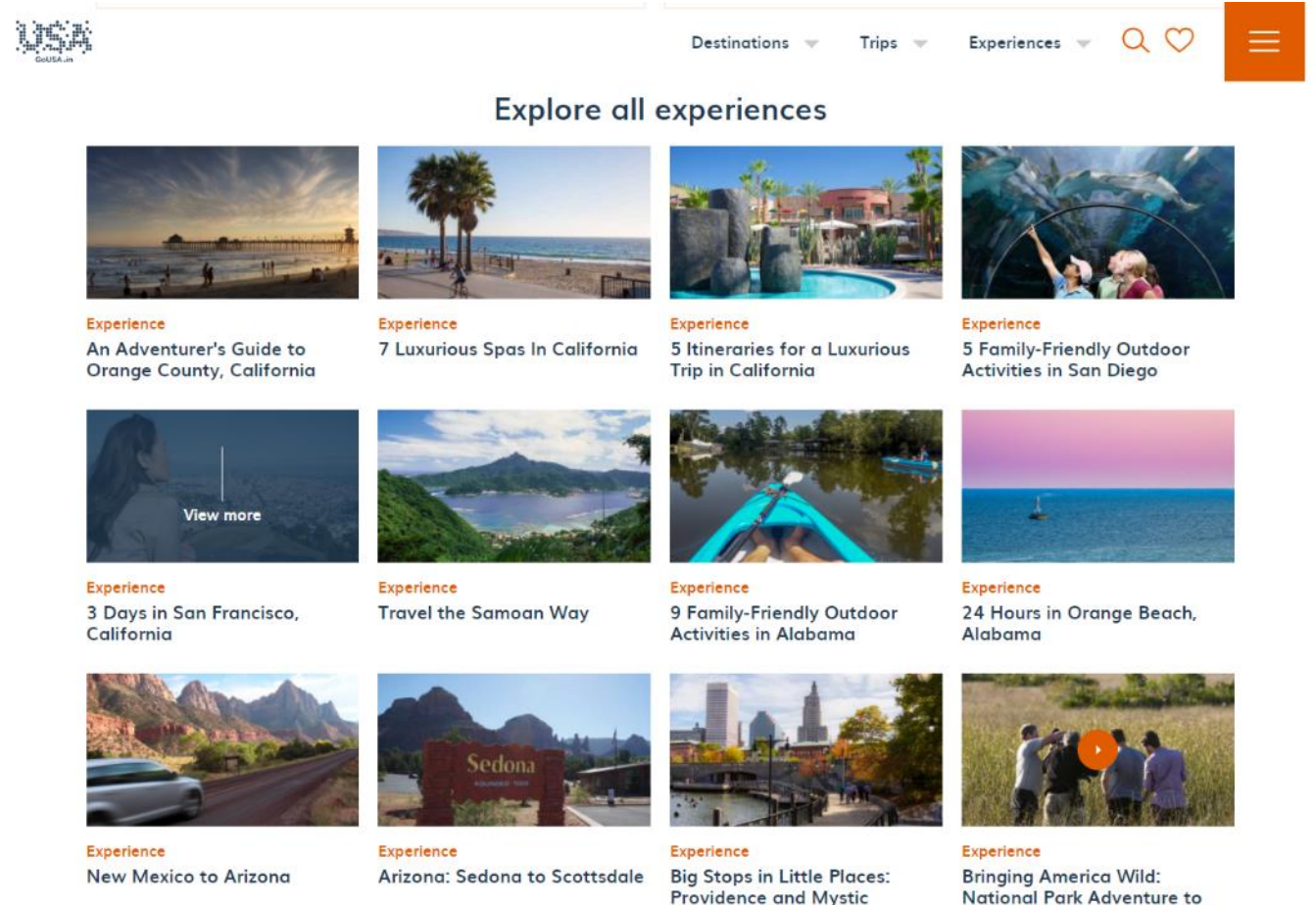
Example:

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 displays 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 centered. 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



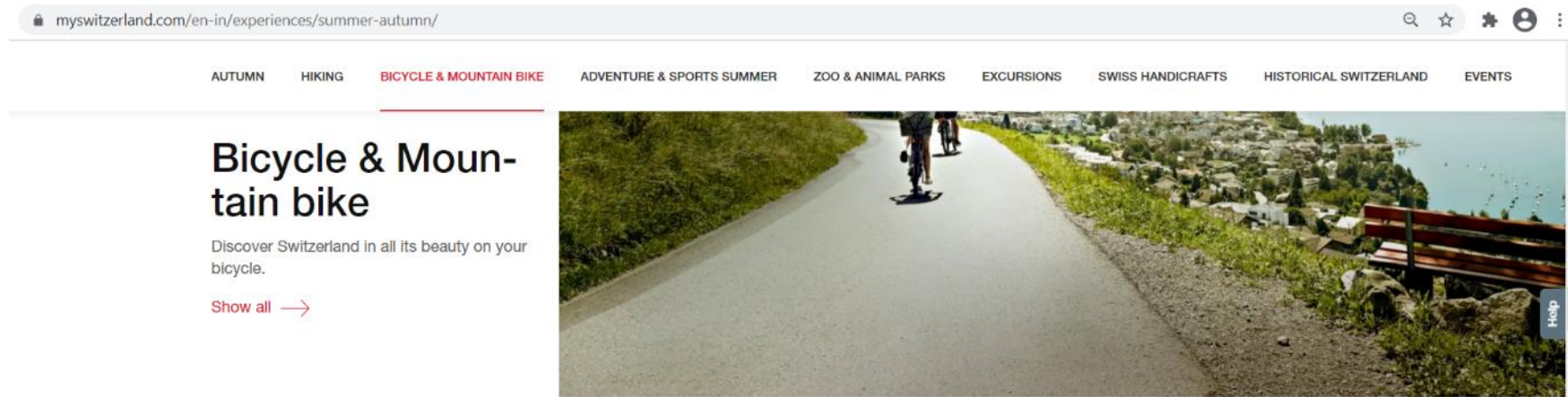
The screenshot shows a web browser displaying a travel page for Sonoma County, California. The URL is gousa.in/experience/sonoma-county-california-8-simple-pleasures-savor-wine-country. The page features a large banner image of a vineyard with two people sitting on a picnic blanket in the foreground. 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.

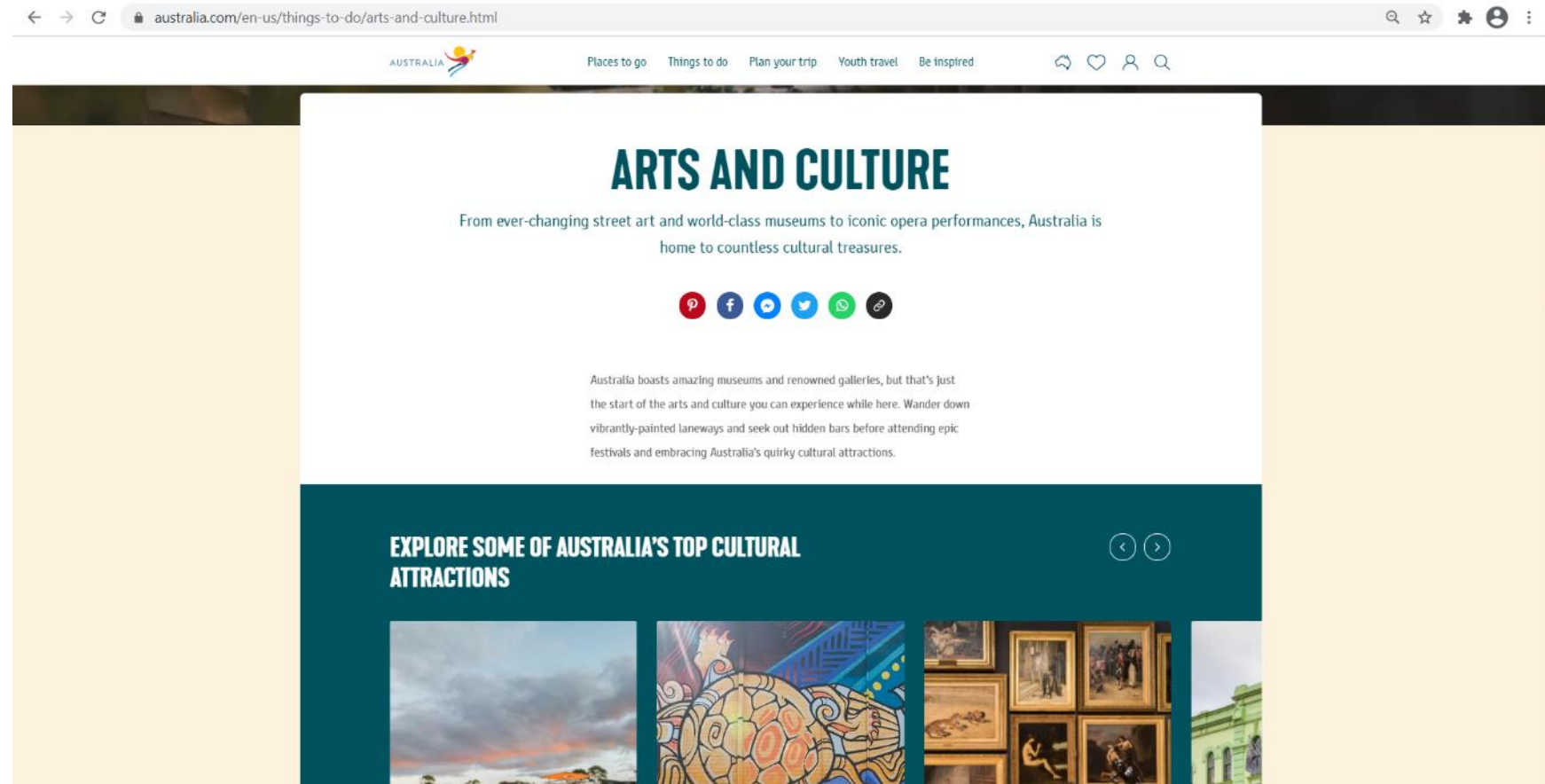
Benchmarking – Experiences – Switzerland - Level 2

- 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



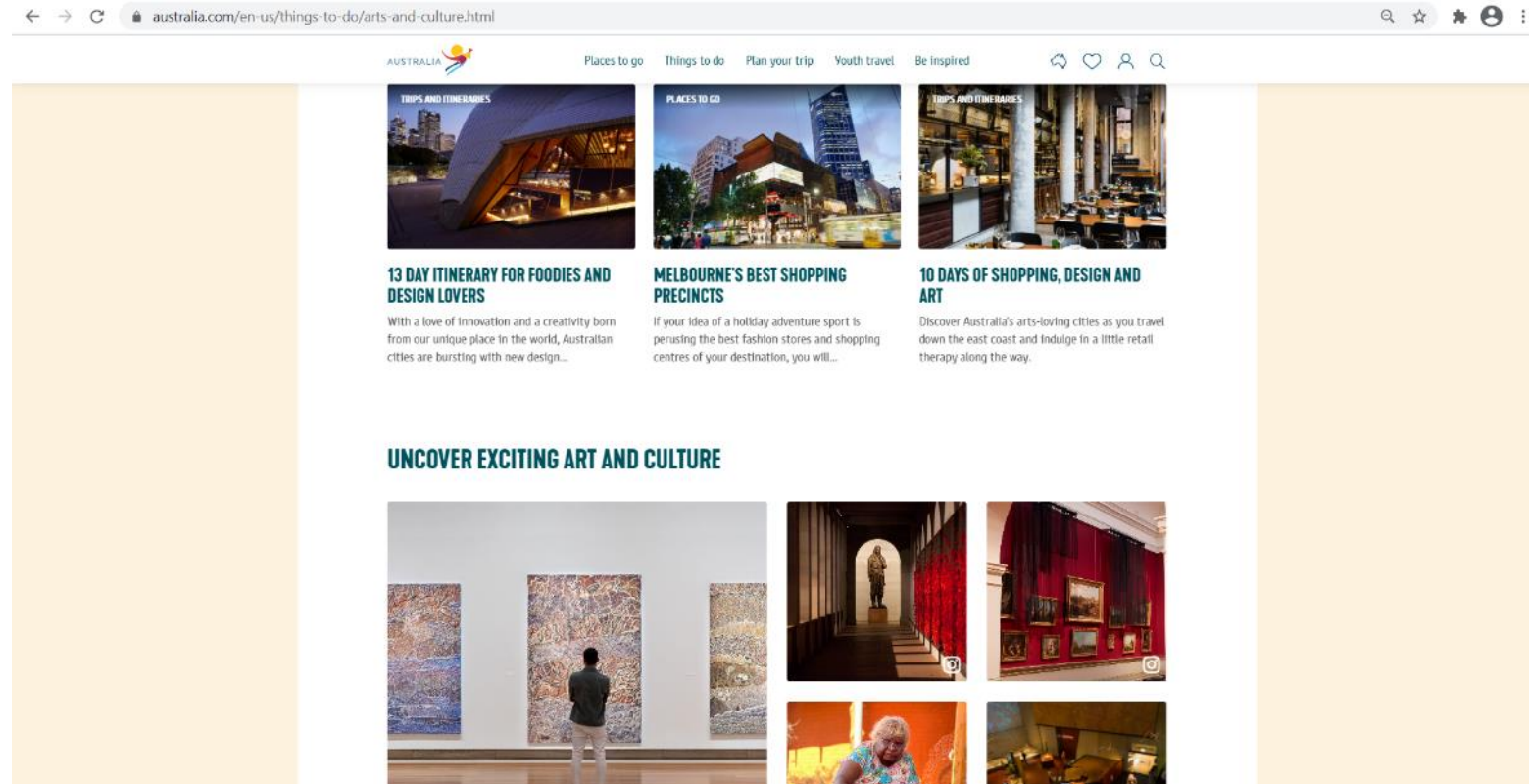
Benchmarking – Experiences – Australia - Level 2

- 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)



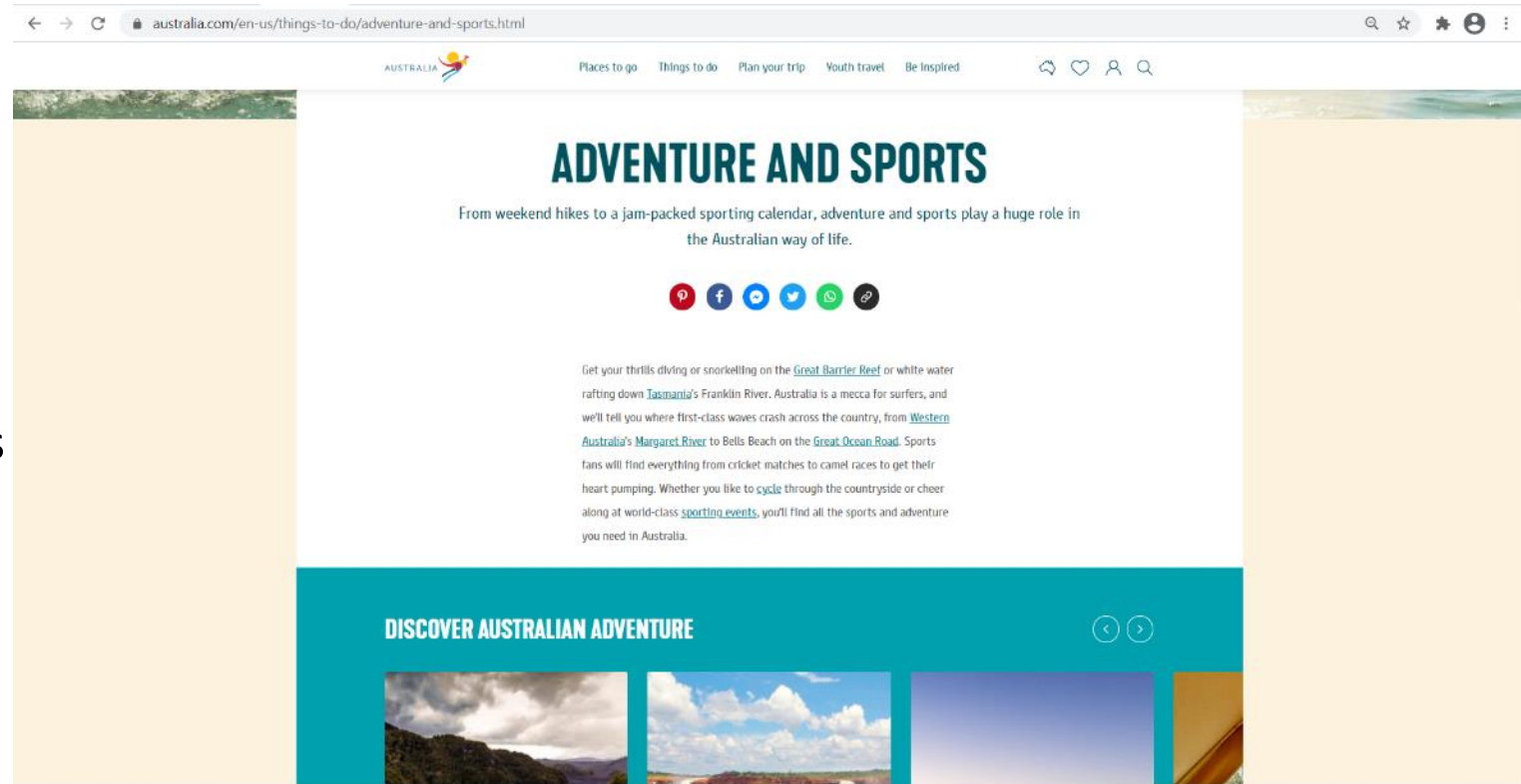
Benchmarking – Experiences – Australia - Level 2

- 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)



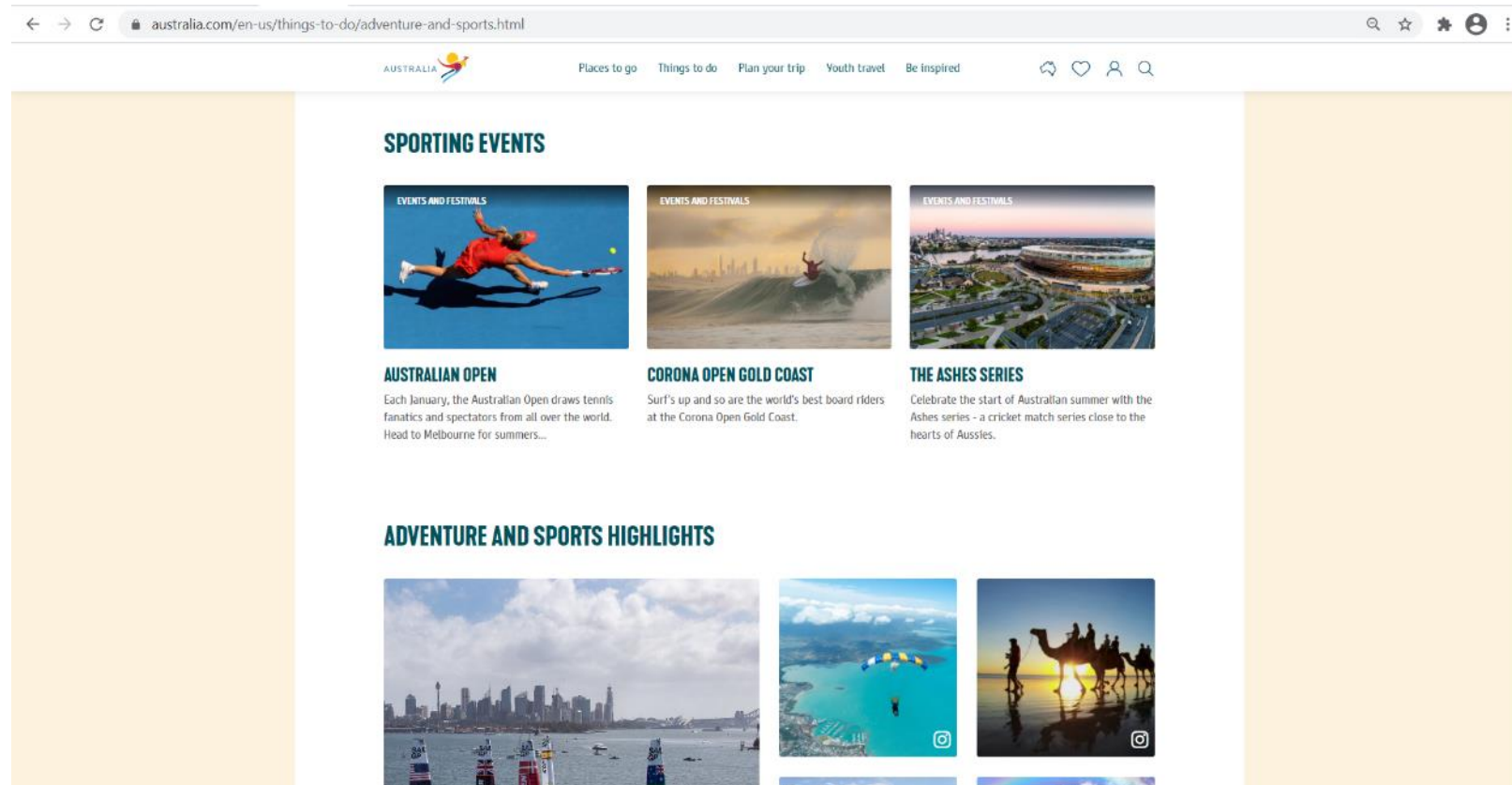
Benchmarking – Experiences – Australia - Level 2

- 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.

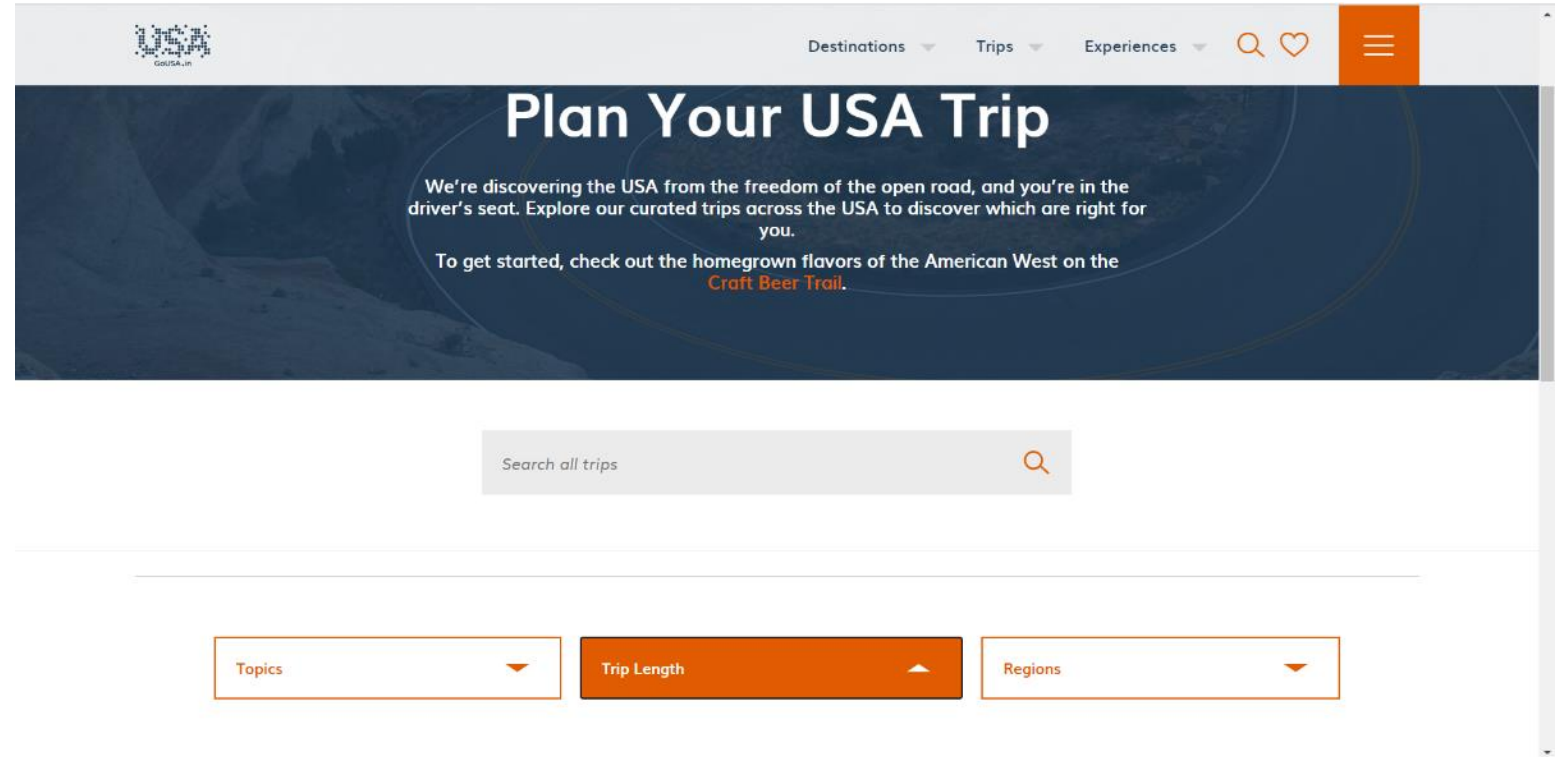
Benchmarking – Trips – Level 1

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, and a title. The first card shows a group of people dining at a restaurant, titled 'For the Love of Southern Food' (5 days). The second card shows a bowl of food, titled 'Savory Southern Cuisine' (4 days). The third card shows a chef preparing food, titled 'Barbecue and Brews Itinerary' (5 days). Below the featured trips, the 'Popular' section is displayed, featuring four trip cards with images and titles. The first card shows a mountain landscape, titled 'Pacific Northwest' (6 days). The second card shows a riverboat, titled 'Going Down the Great River Road' (1-2 weeks). The third card shows a road through a forest, titled 'Coast to Coast by Rail' (1-2 weeks). The fourth card shows a party scene, titled 'Southern States' (1-2 weeks). 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

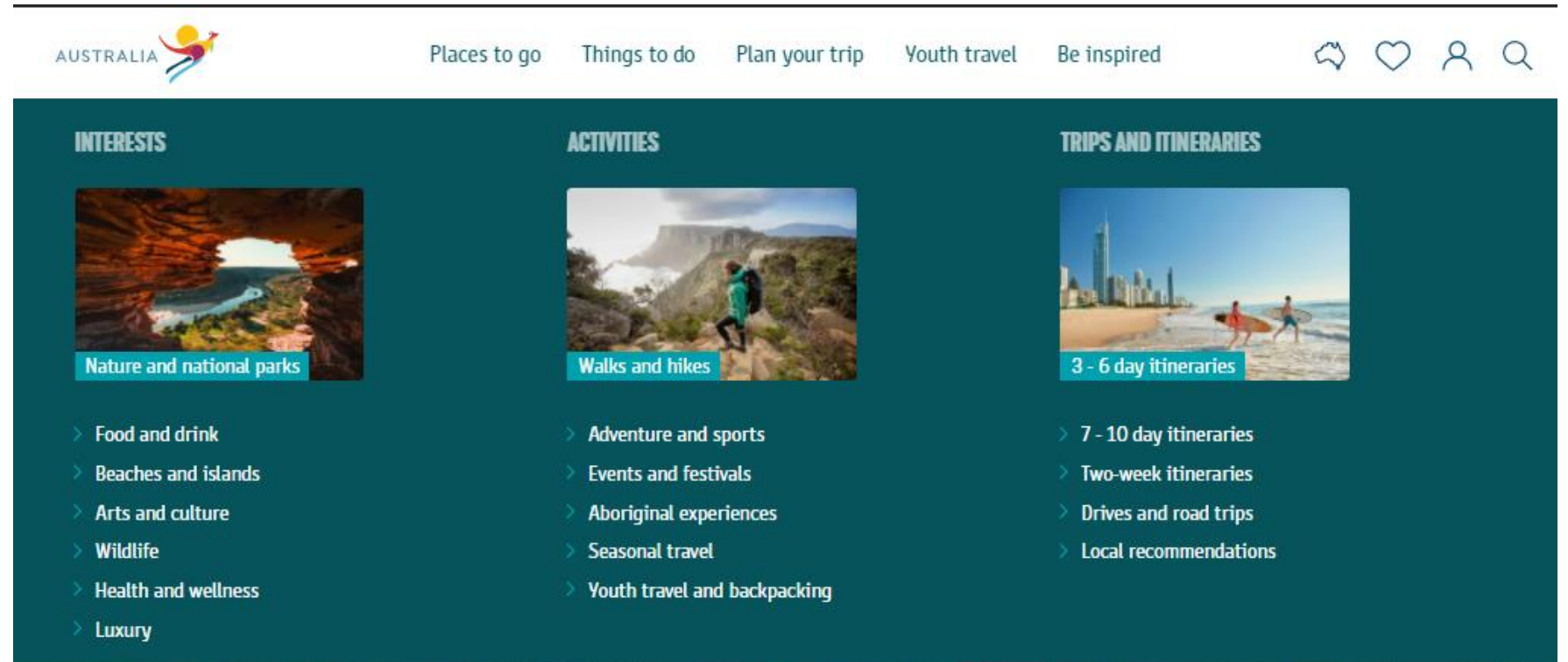
Secret Singapore: A 3-day itinerary

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



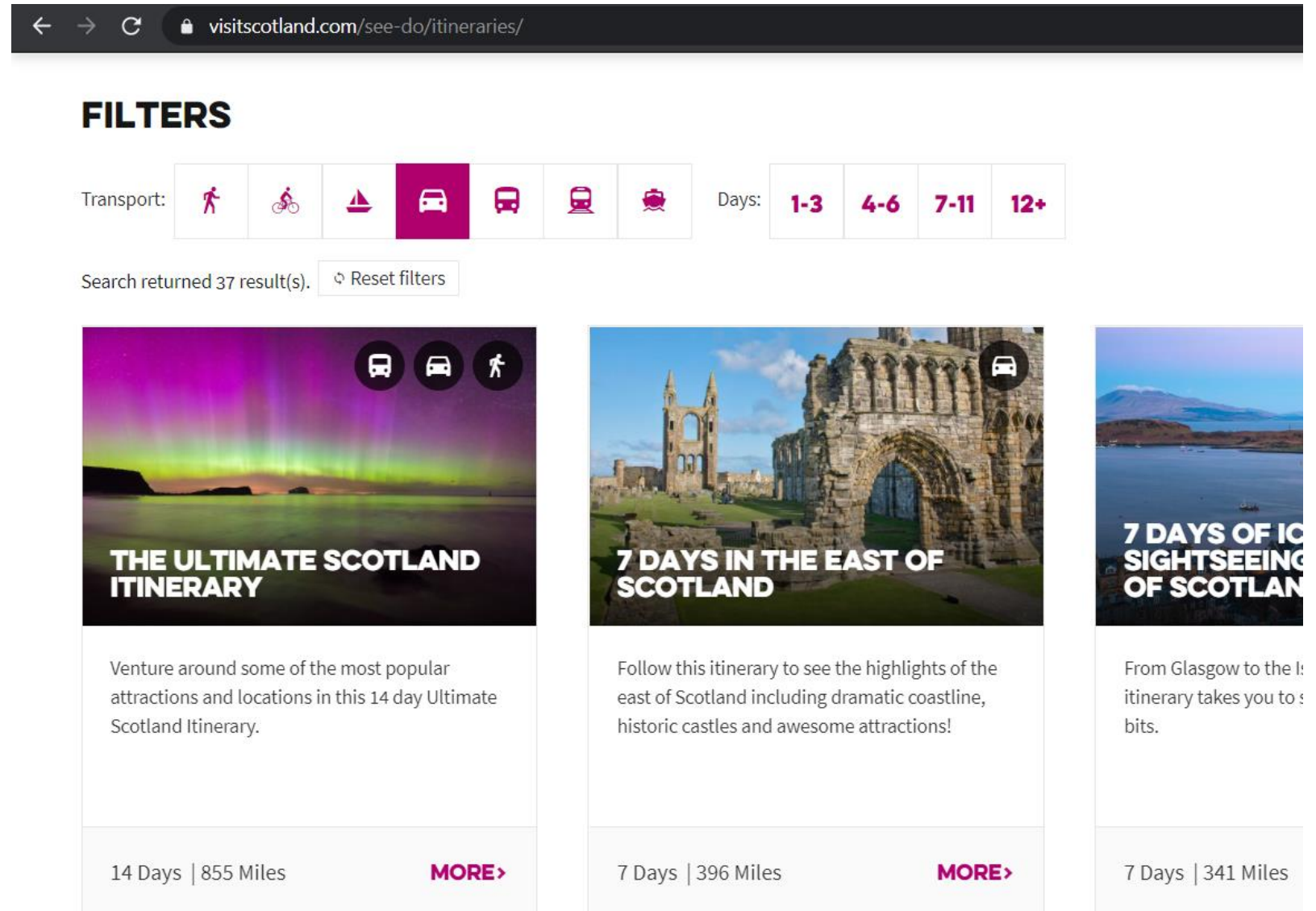
The screenshot shows the Australia Travel website interface. At the top, the 'AUSTRALIA' logo is on the left, and navigation links for 'Places to go', 'Things to do', 'Plan your trip', 'Youth travel', and 'Be inspired' are in the center. On the right, there are icons for a map, a heart, a person, and 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, with 7-11 days selected. Below the filters, it says 'Search returned 37 result(s)' and has a 'Reset filters' button. Three itinerary cards are displayed:

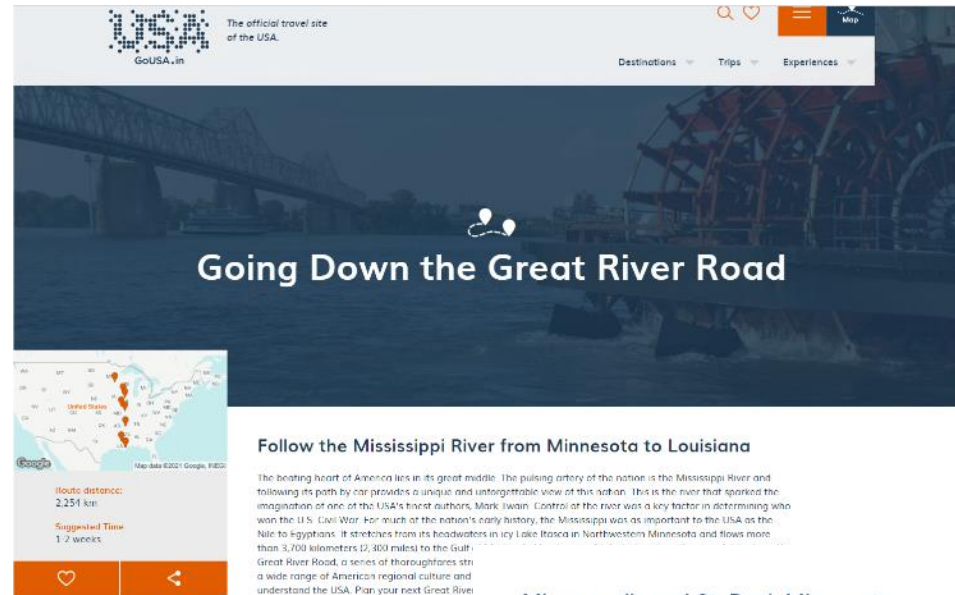
- THE ULTIMATE SCOTLAND ITINERARY**: Features a photo of the aurora borealis. Description: 'Venture around some of the most popular attractions and locations in this 14 day Ultimate Scotland Itinerary.' Duration: 14 Days | 855 Miles. [MORE >](#)
- 7 DAYS IN THE EAST OF SCOTLAND**: Features a photo of 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. [MORE >](#)
- 7 DAYS OF IC SIGHTSEEING OF SCOTLAND**: Features a photo of a lake and mountains. Description: 'From Glasgow to the I: itinerary takes you to s bits.' Duration: 7 Days | 341 Miles. [MORE >](#)

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 callout box displaying 'Route distance: 2,251 km' and 'Suggested Time: 1.2 weeks'. To the right of the map is a text block titled 'Follow the Mississippi River from Minnesota to Louisiana' with a brief historical overview of the river's significance.

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 features 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 a series of dots representing destinations. The main content area shows 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



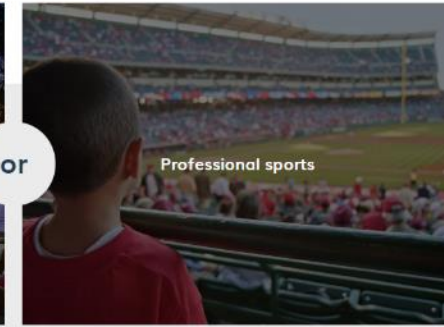
Experience
8 Bike-Friendly Cities in the USA

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.



or

Cities & Towns

Outdoors

Browse your results



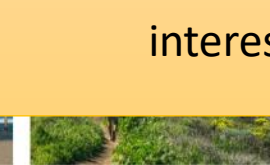
Trip
Small Towns, Big Cities and Beaches: Driving Florida's Gulf Coast and Beyond



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

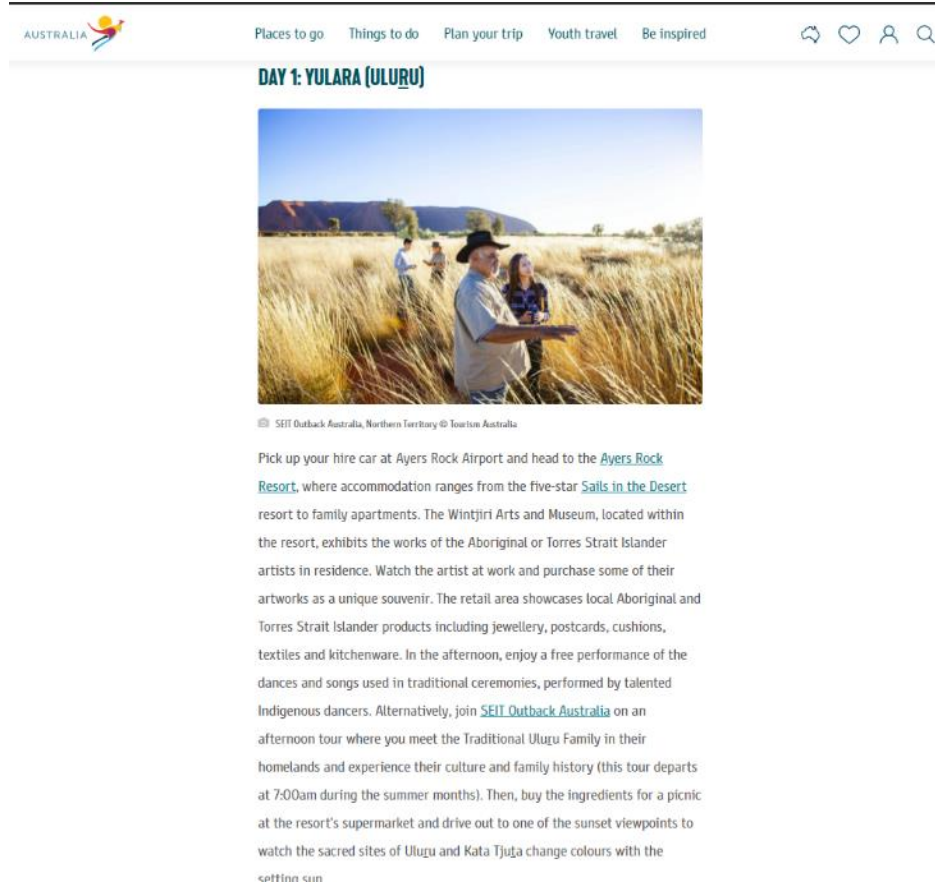
Recommendations based on interests

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

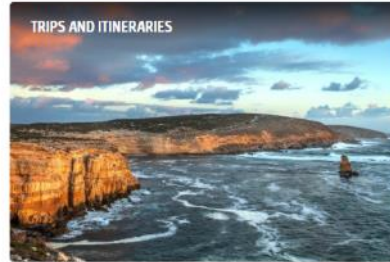


14 DAYS DRIVING AUSTRALIA'S STUNNING SOUTH WEST EDGE

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...

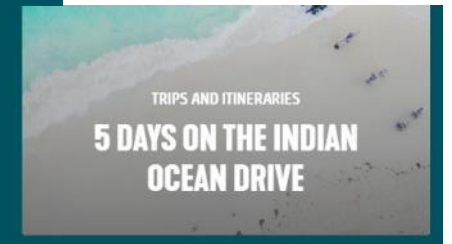
RECONNECT WITH NATURE



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.

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](#)

Collection of road trips

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](#)

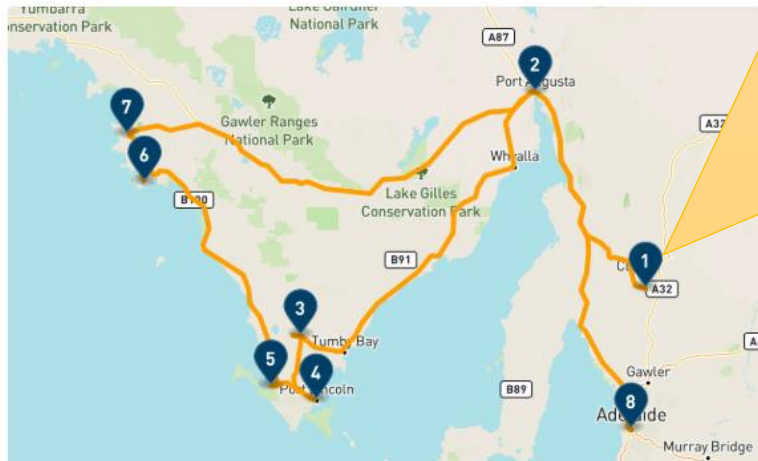
Benchmarking – Trips – Australia – Level 2

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

< 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 coastline of, famous for its incredibly bountiful oceans.

Find out more

Gaird Off Safaris, Eyre

10 Days
Duration

Car
Mode

1 Clare Valley/Mintaro
2 Port Augusta

BAIRD BAY

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.

Find out more

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 you're looking for 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!



1 Days | 14 Miles

[MORE >](#)



14 Days | 855 Miles

[MORE >](#)



FILTERS

Transport:



Days:

[1-3](#)

[4-6](#)

[7-11](#)

[12+](#)

Benchmarking – Trips – Scotland – Level 2

Scotland Tourism - <https://www.visitscotland.com/>

Search for in [SEARCH](#)

[Home](#) » [Holidays & breaks](#) » [The Ultimate Scotland Itinerary](#)

OUTDOORS

THE ULTIMATE SCOTLAND ITINERARY

[f](#) [t](#)

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

Information at a glance

Links to external attraction websites

VERDANT WORKS

... complete without stopping off at the V&A Dundee - Scotland's first ... which opened in September 2018, is the first museum of its kind ... puts Dundee centre-stage. Enjoy spending a few hours taking in ... fashion and engineering to video game design. If that's ... 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/](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  





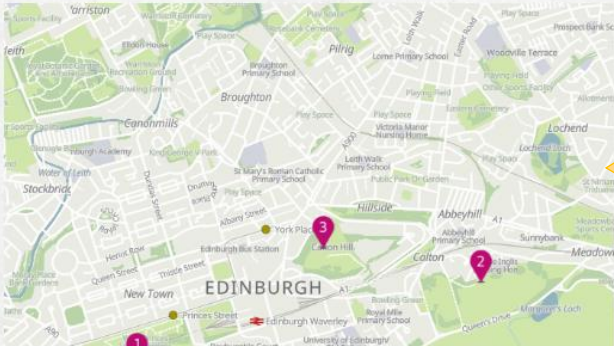
EXPLORE STOP STOP 1 STOP 2 STOP 3

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



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

The screenshot shows the top navigation bar of the Singapore tourism website. The logo 'SG Passion Made Possible' is on the left. The navigation menu includes: SEE & DO, FESTIVALS & EVENTS, EAT & DRINK, SHOP, STAY, TOURS, TRAVELLER ESSENTIALS (highlighted with a red underline), and DEALS. On the right are search and star icons.

Below the navigation bar are three circular icons with labels: 'About Singapore' (hands holding a map), 'Getting to Singapore' (airplane), and 'Getting Around Singapore' (bus and car). To the right is a 'Featured' section with three cards: 'WiFi & Connectivity', 'Maps, Apps & City Guides', and 'Singapore Visitor Centres'.

The bottom section features a large image of a modern building reflected in water. Below the image are three promotional banners: 'Experience Singapore now.' with a link to 'in/travel-guide-tips/', 'Travel Requirements for Tourists to Singapore', and 'Singapore awaits your next visit'. A mobile navigation icon is visible in the bottom right corner.

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

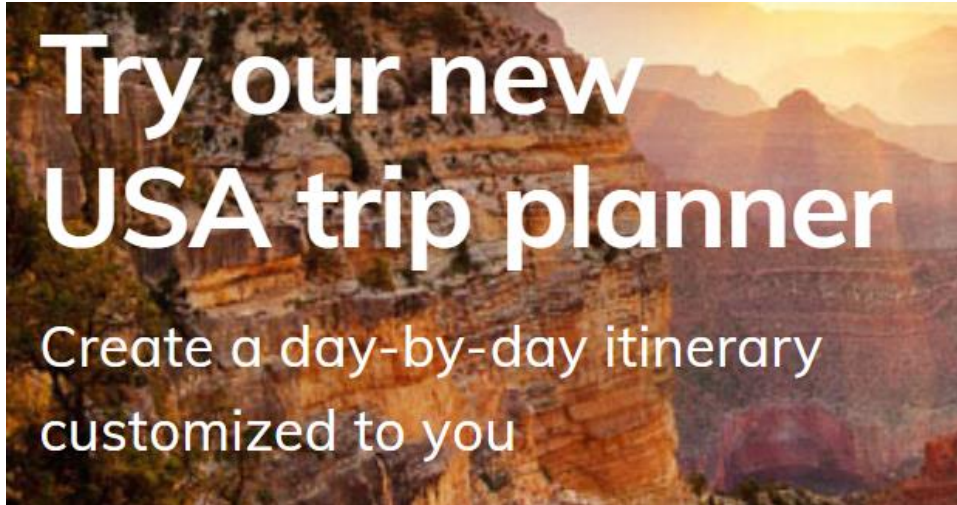
Benchmarking – Planning – Level 2 contd.

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/)

Search bar, Start planning button, icons for heart, grid, and help.

Trip Planner Login ?

Login to access your plan from any device

By continuing, you agree to Inspirock's [Terms of Use](#) and [Privacy Policy](#)

Our groundbreaking Trip Planner is powered by Inspirock, which requires a separate login

Sign in with Google

Sign in with Facebook

or

Login with Email

Don't have an account? [Sign up](#)

Backend: <https://www.inspirock.com/>

8 days in Western US & Pacific Northwest

15-Jul-2020 - 22-Jul-2020 [Edit](#)

[Route](#) [Day by Day](#) [Checklist](#)

Generates customized trip based on inputs

- 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

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/)

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

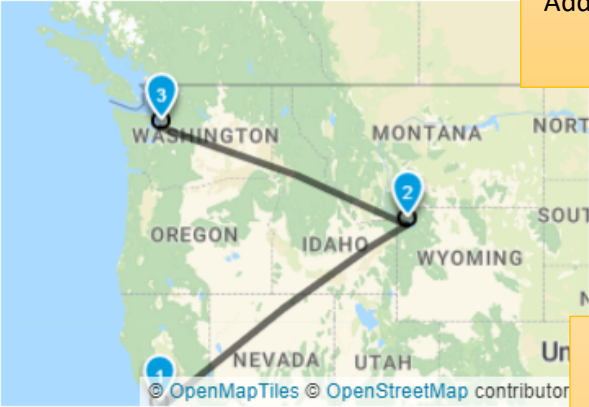
2 Yellowstone National Park – 3 nights

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			

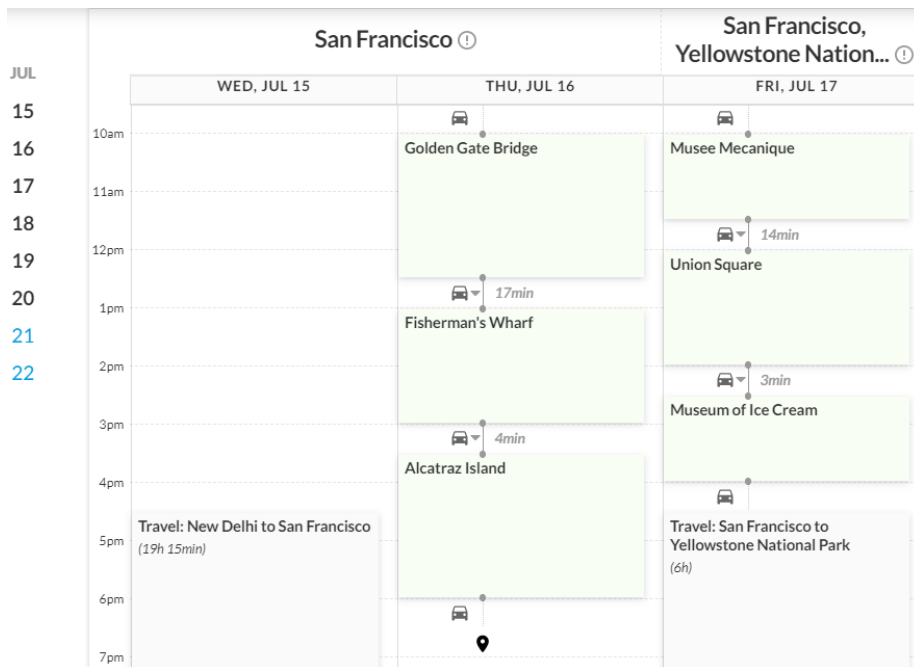
See full calendar

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

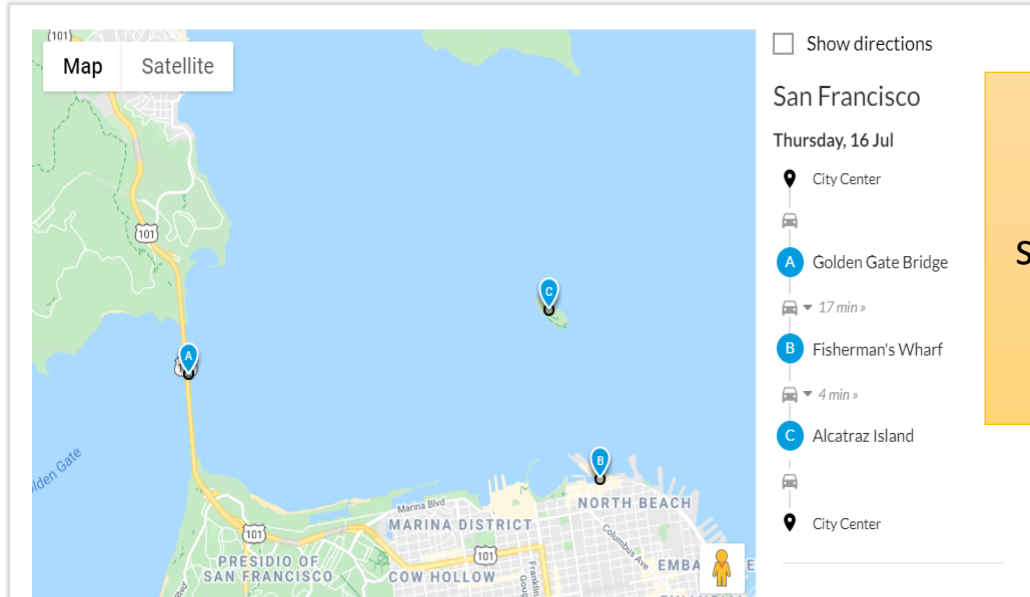
17 min

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

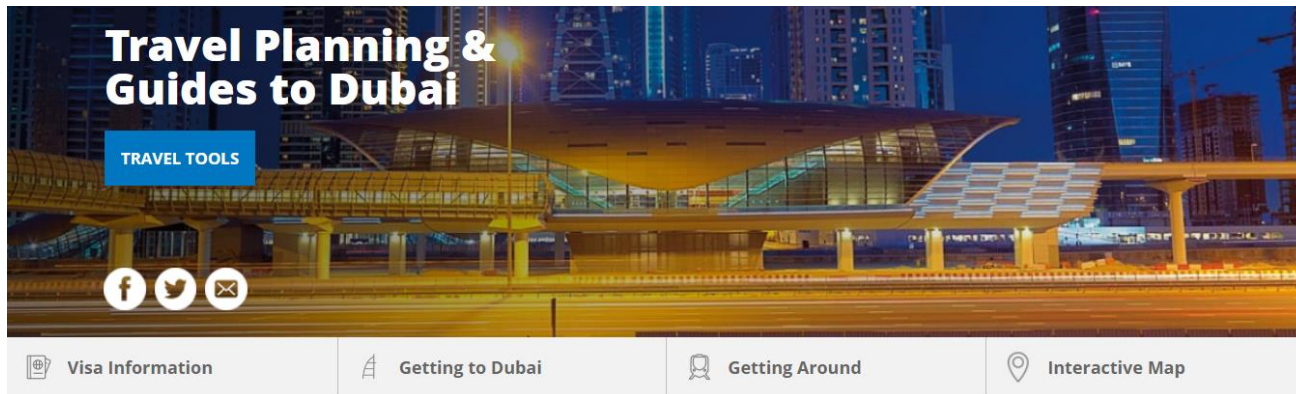
TRAVEL (4)

New Delhi to San Francisco
Book a flight: New Delhi – San Francisco non-stop

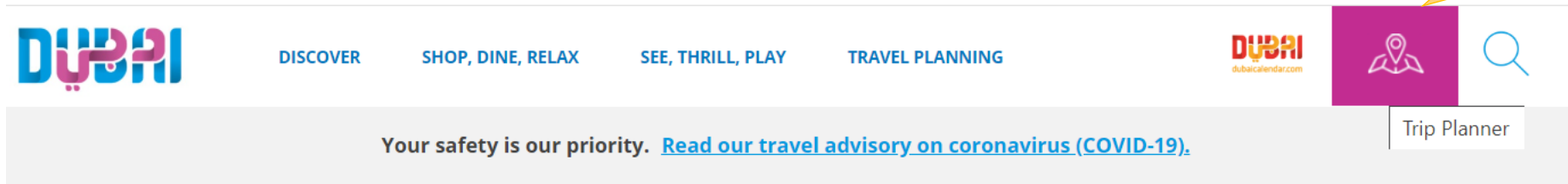
Picks up location and suggests travel options (for checklist)

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 to access trip planner – Save, Access and Share 'My Trip' itinerary

Sign In

or Create an Account

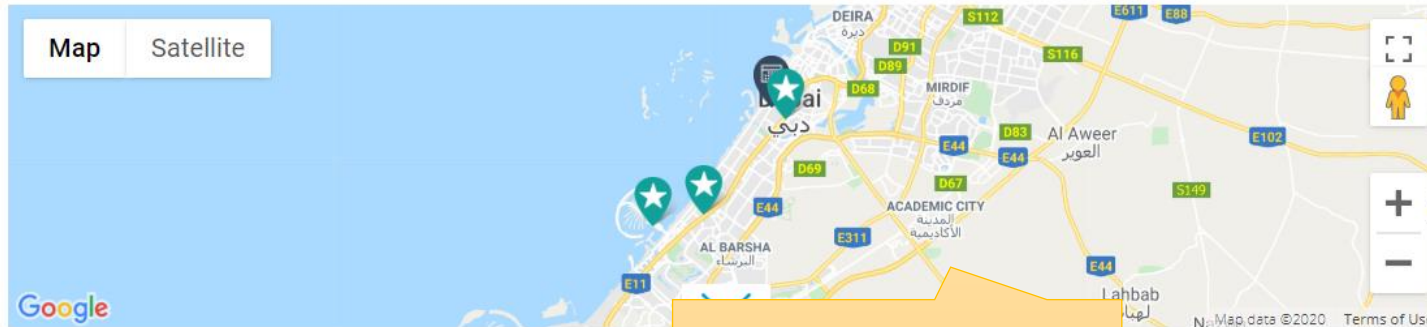
Benchmarking – Planning – Dubai

[Dubai Tourism - https://www.visitdubai.com/](https://www.visitdubai.com/)

My Personal Dubai Trip
- Next Summer [Edit]

Set Dates for trip

Add multiple trips



Map-view for selected destinations

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

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.

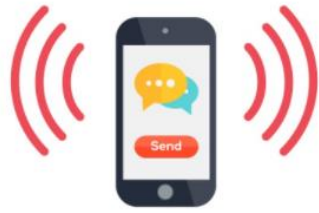
Benchmarking – Services - Singapore

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

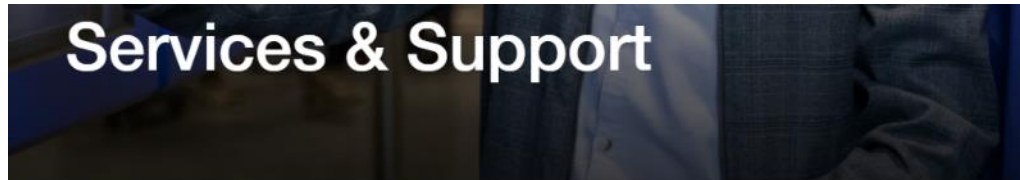
[Order now](#)

[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.



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.

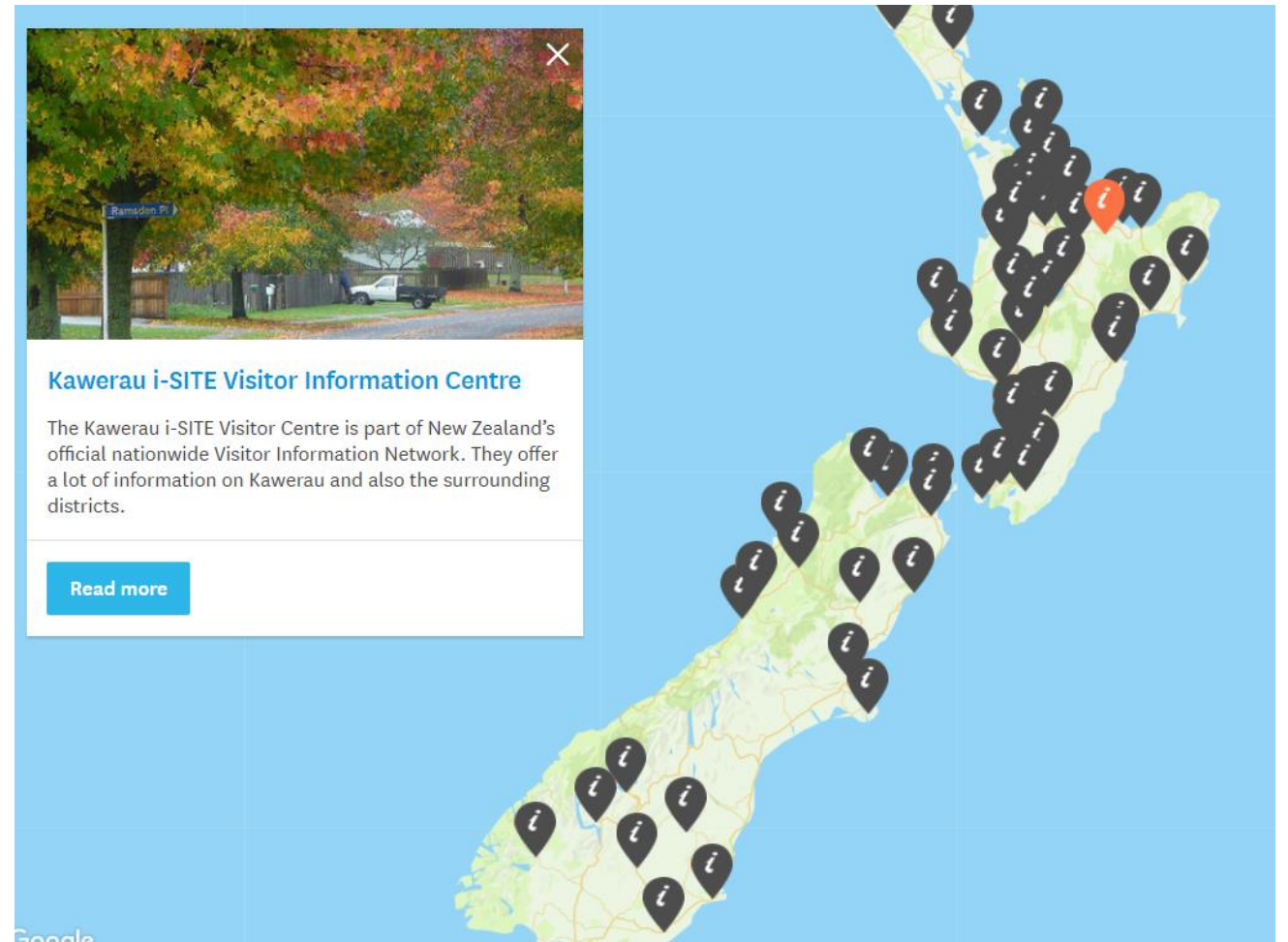
Staff can provide advice about the best things to see and do, where to stay, where to eat like a local, events in the area and how to get the most out of your visit including weather and safety information.

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 \(PDF\)](#)



Kawerau i-SITE Visitor Information Centre

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.

[Read more](#)

Google

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

Enter your username

Enter your password

I'm not a robot



Submit

[Forgot login info?](#)

[Sign In](#) Or [Create an Account](#)



Set Dates

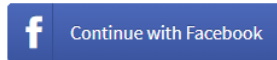


Change Trip

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 main 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. This section 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 text below the card reads: 'Feasting on Fresh Seafood in Singapore. 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

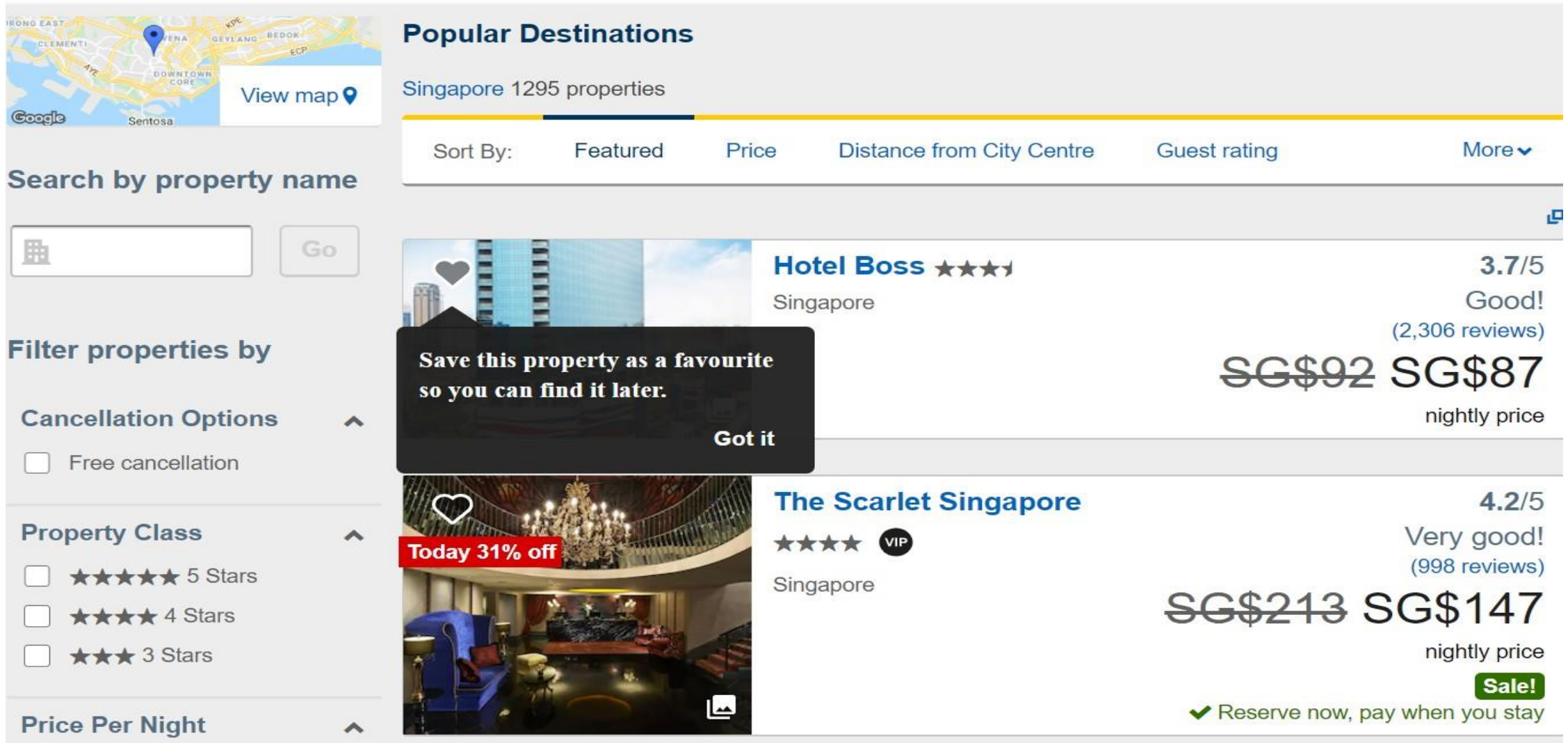
The Singapore Tourism Awards (STA) recognises individuals and organisations who deliver outstanding experiences and demonstrate enterprise excellence. The awards seek to motivate the tourism industry to constantly create exciting and compelling experiences in Singapore or to adopt best practices. To 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.

The Scarlet Singapore ★★★★★ VIP Singapore 4.2/5 Very good! (998 reviews)
~~SG\$213~~ **SG\$147** nightly price
Sale! Reserve now, pay when you stay

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.



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 layout), 'Access to Hotel's website' (pointing to the website link), and 'Indicative pricing' (pointing to the price per unit per week).

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* ▼

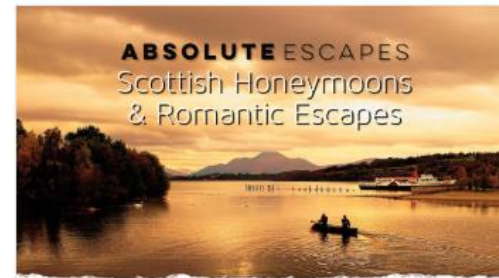


The Castle Trail

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 & Galleries

Departs: Edinburgh

Take to the open roads of Borders & Galloway

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

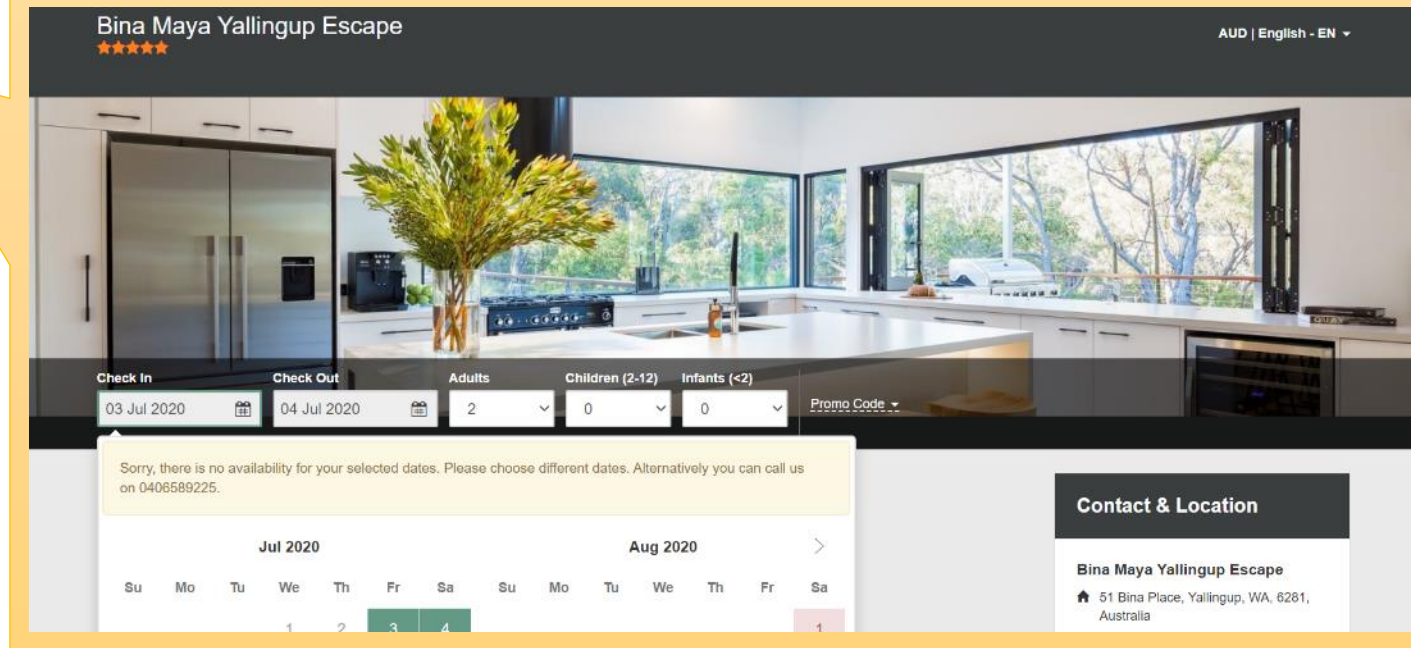
[Book Now From AU\\$420*](#)



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

Seasonally | Monthly

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

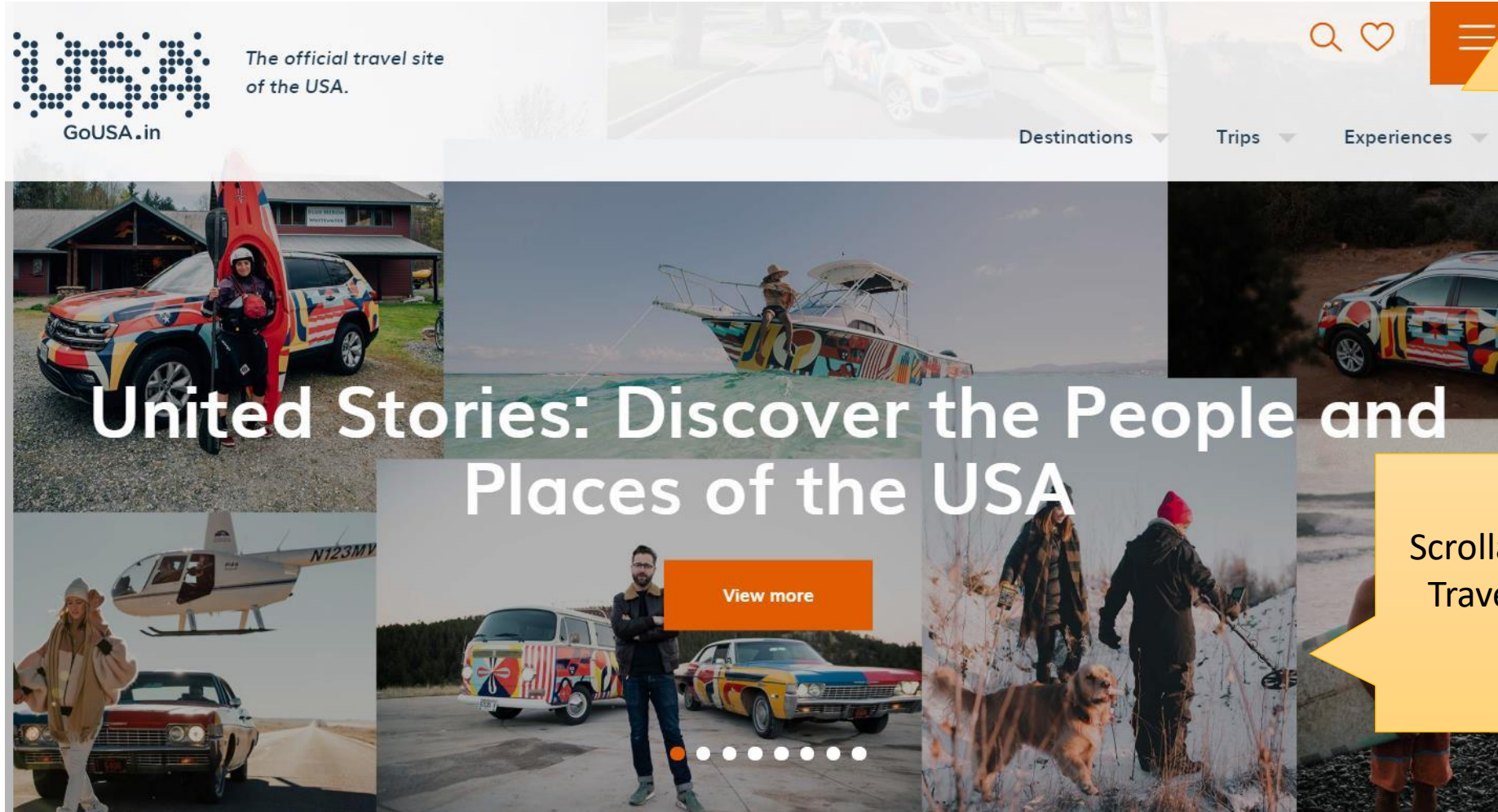
Home page could comprise of the following sections (contd.):

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

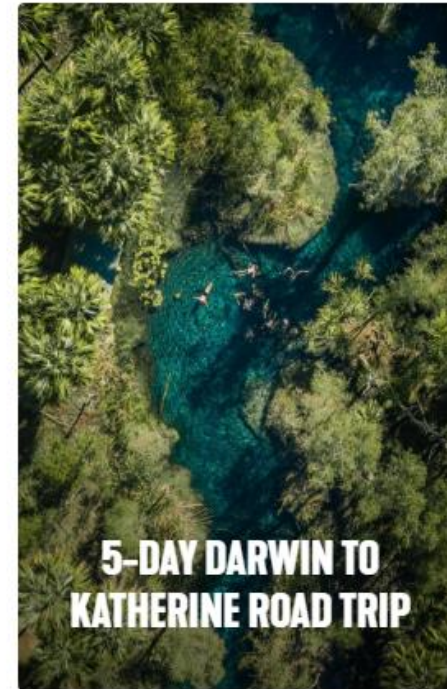
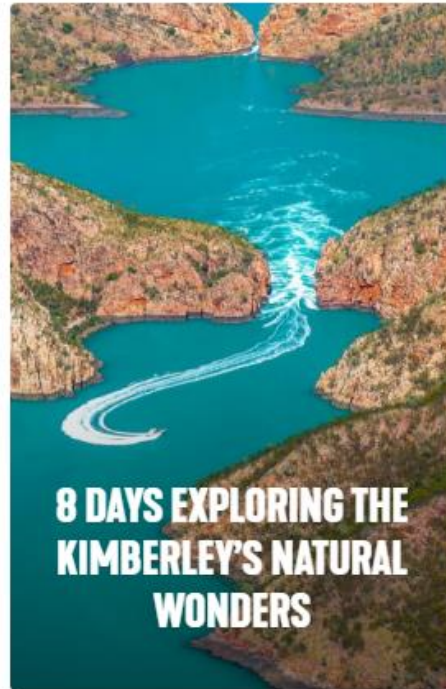
Australia:



Benchmarking – Home page - Australia

Australia:

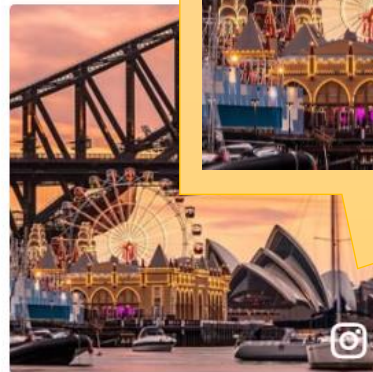
POPULAR ITINERARIES





Benchmarking – Home page - Australia

Australia:

@AUSTRALIA



@Australia  

Name a more iconic trio, we'll wait. 🗨️

@marcocasaphoto 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, the page is divided into 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 currently displays "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 overlaid on the page:

- A box labeled "Social media links" points to the Facebook, Instagram, Twitter, and YouTube icons.
- A box labeled "Links to external sites" points to the "Other sites" section.

At the bottom of the page, there is a copyright notice: "© Tourism Australia 2020".

*Product Disclaimer: Information on listed products and services are provided by the operator and were correct at the time of publication. 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.

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 scenic image of a lake and mountains at sunset. Overlaid on this image is a large white text overlay: '#SKETCHINGSCOTLAND VIDEO TUTORIALS'. Below the text is a purple button with a play icon and the text 'Watch Video Now!'. Two yellow callout boxes are present: one pointing to the top navigation bar and search bar, and another pointing to the video tutorial text and button.

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

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



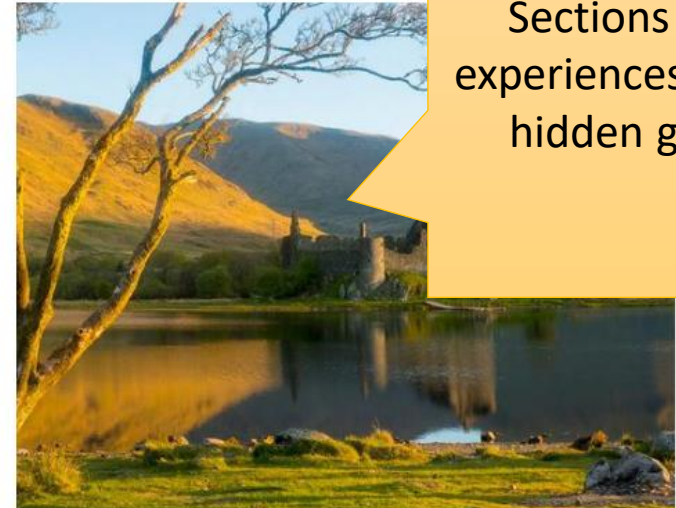
UNIQUE EXPERIENCES



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 red 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' list with checkboxes for Art, Concert, Musical, Congress, Course, Customs, Market, Fair, Exhibition, Festival, Festivities, Gastronomy Culinary Arts, Meetings, Animation, Guest excursion, Childrens prog..., Sport, and 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 surrounding regions (France, Germany, Italy) shows red location pins for various events. The map includes navigation controls like zoom in/out, 'Near me', and a 'Help' 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 shows the 'What's On' section of a website. At the top is a navigation menu with the following items: 'SG Passion Made Possible', 'SEE & DO', 'FESTIVALS & EVENTS' (highlighted), 'EAT & DRINK', 'SHOP', 'STAY', 'TOURS', 'TRAVELLER ESSENTIALS', 'DEALS', a search icon, and a star icon. Below the navigation is a red horizontal line followed by the heading 'What's On'. To the left is a red sidebar titled 'Filter by date' with four options: 'Jan to Mar', 'Apr to Jun', 'Jul to Sep', and 'Oct to Dec', each with an unchecked checkbox. The main content area displays 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 are the start of three more event cards, which are partially cut off.

SG Passion Made Possible

SEE & DO

FESTIVALS & EVENTS

EAT & DRINK

SHOP

STAY

TOURS

TRAVELLER ESSENTIALS

DEALS

Q

★

What's On

Filter by date

- Jan to Mar
- Apr to Jun
- Jul to Sep
- Oct to Dec

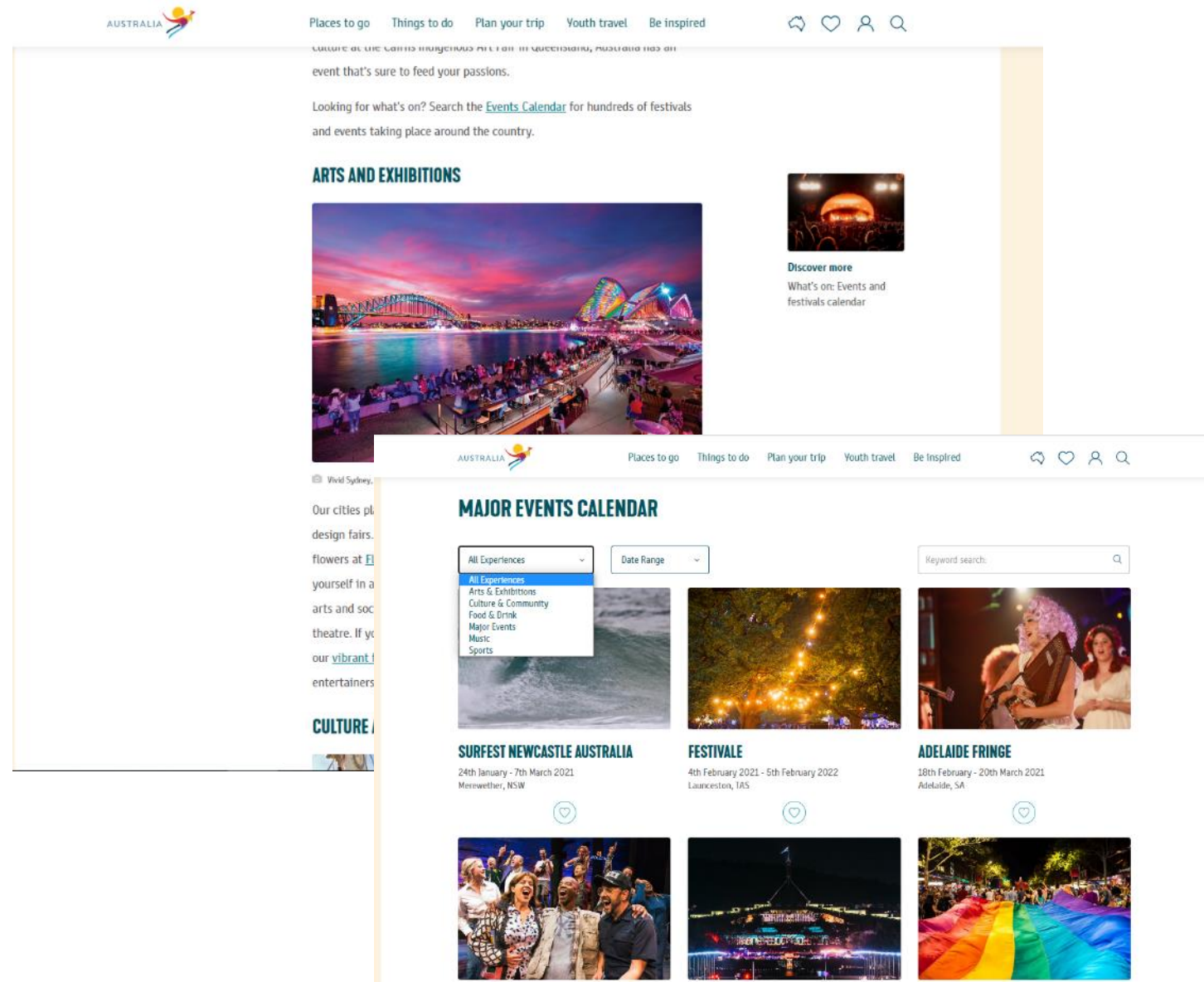
13 MAY
Hari Raya Aidilfitri
On Hari Raya Aidilfitri, Muslims in Singapore end their time of fasting with a joyous celebration of forgiveness, fellowship and food.

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

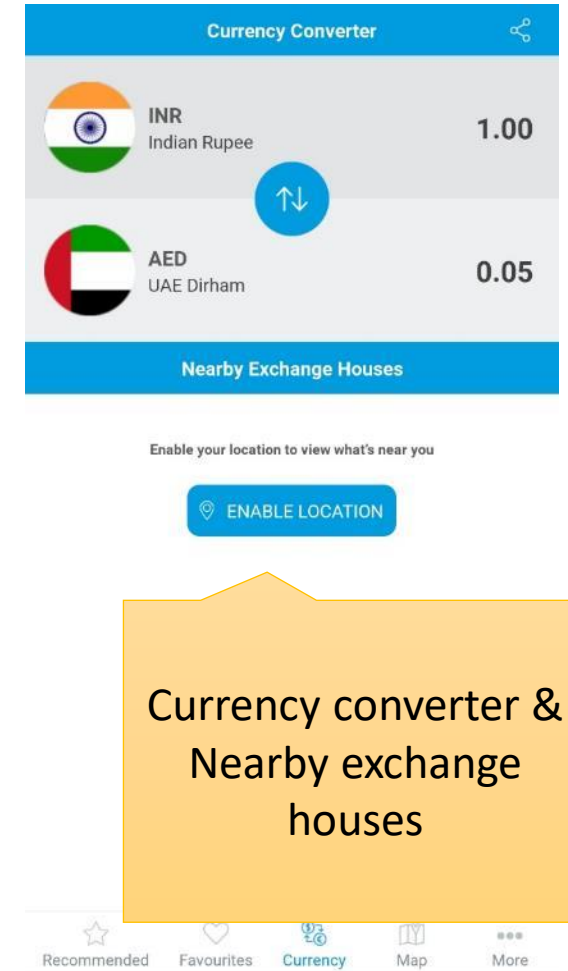
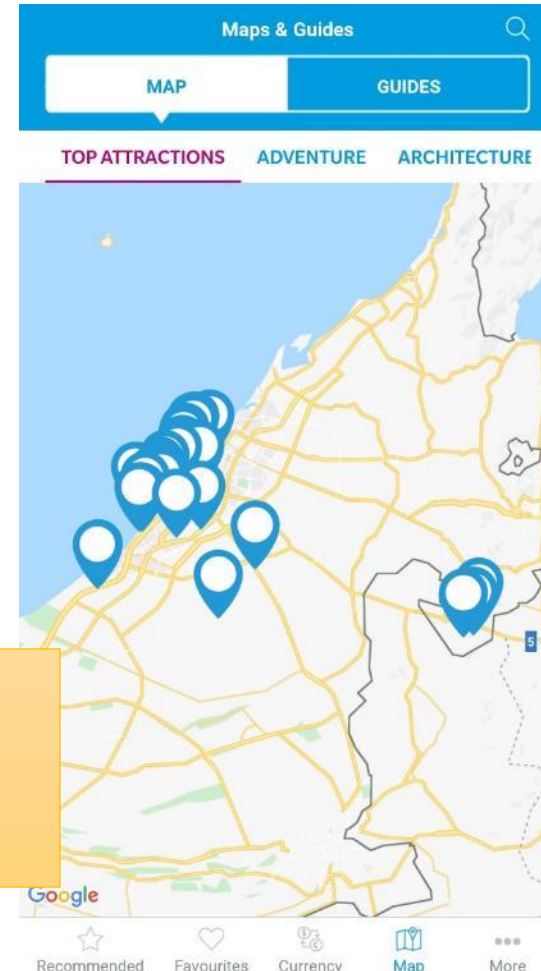
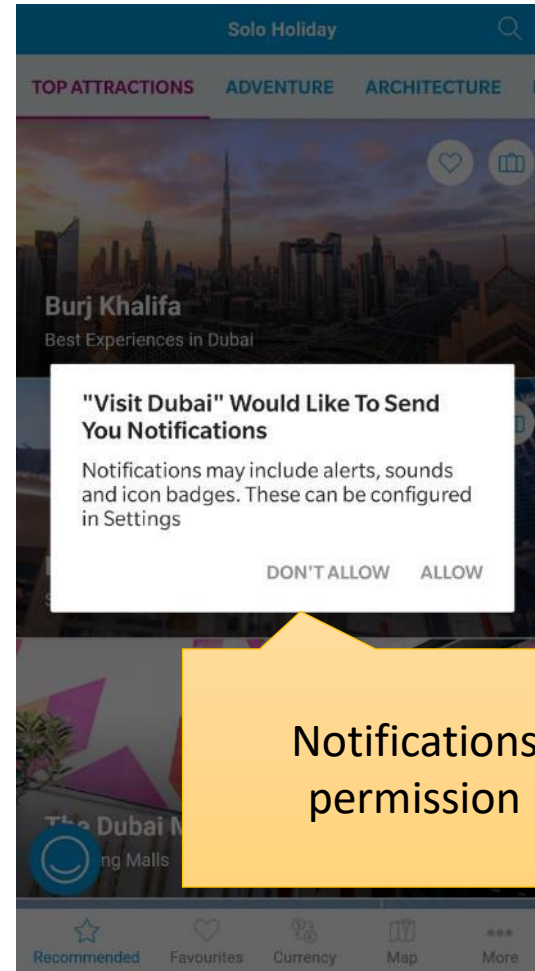
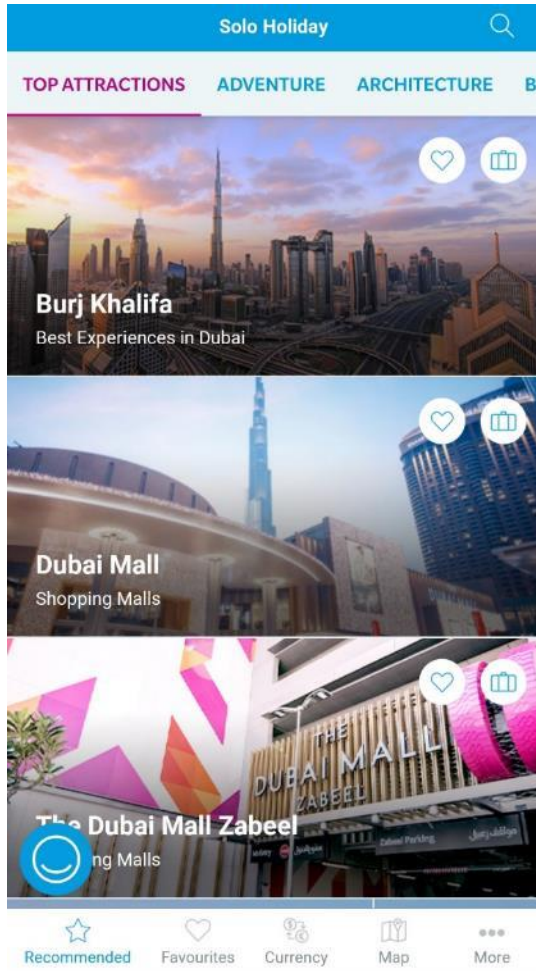
Level 1 components: Mobile app (contd.)

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

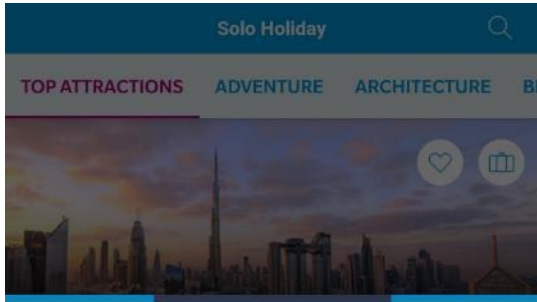
Benchmarking – Mobile app - Dubai

Dubai:



Benchmarking – Mobile app - Dubai

Dubai:

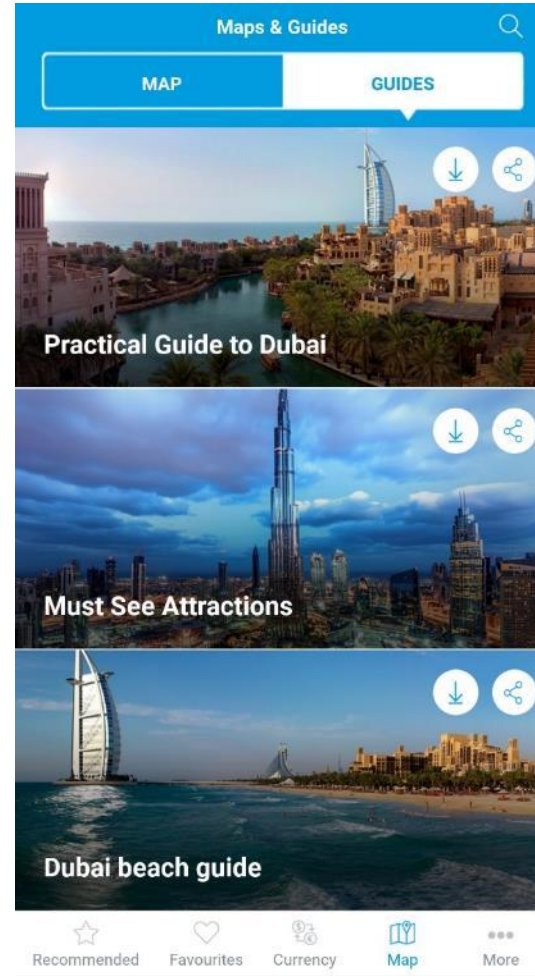
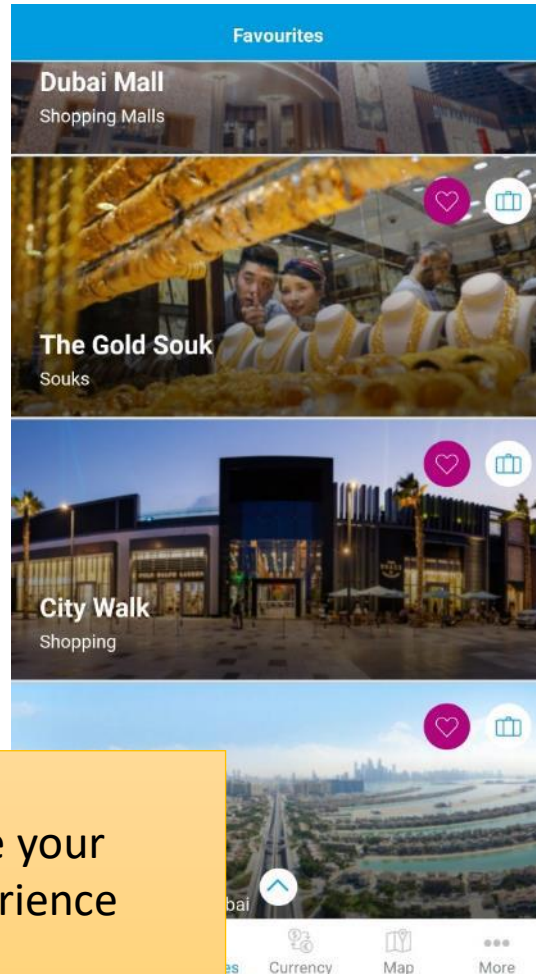


This App



How was your experience?

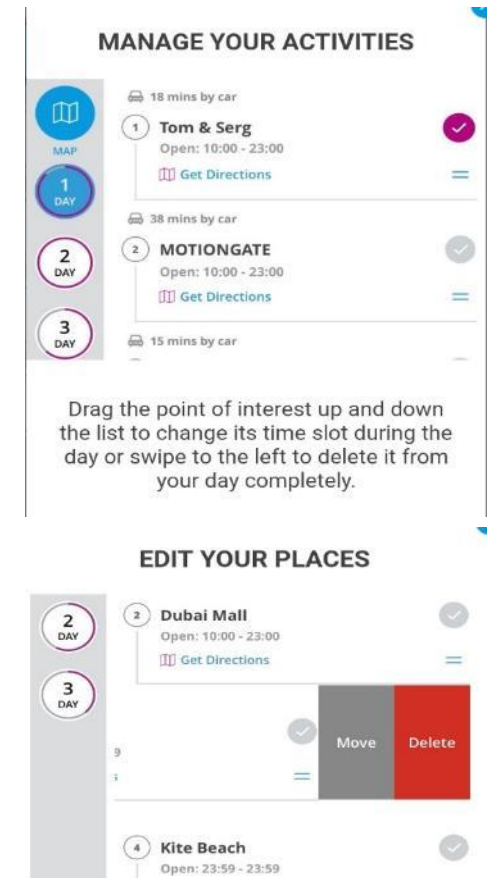
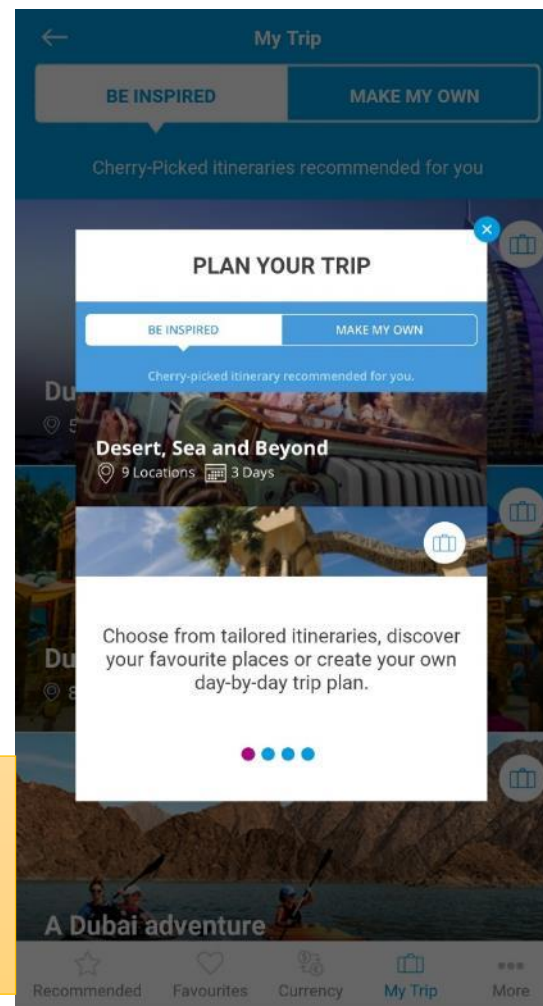
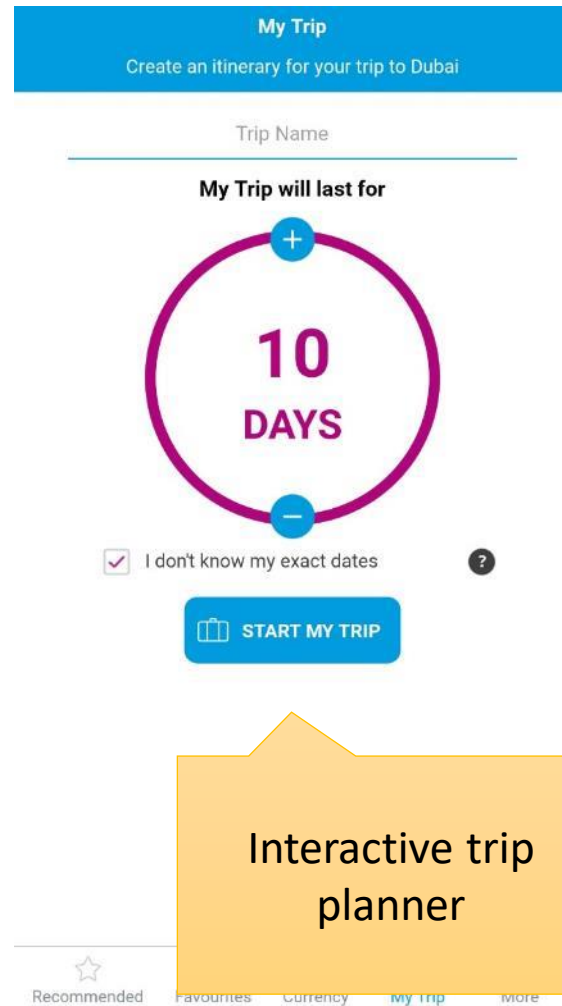
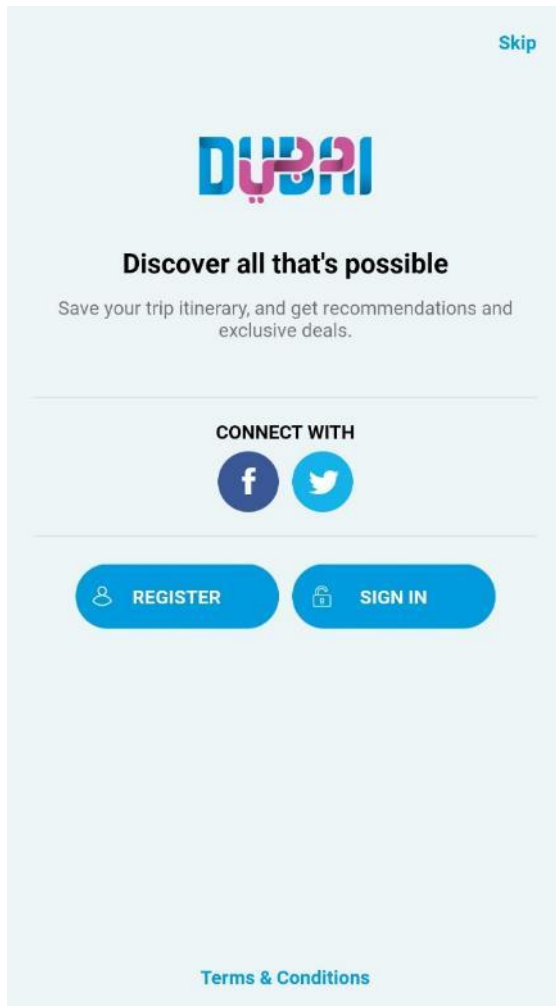
Rate your experience



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, highlighting key features and user interface elements. The screenshots are arranged in a grid-like fashion, with some overlapping. A yellow callout box points to the 'Emergency Contacts' screen, and another yellow callout box points to the 'Public Transport' screen.

User Profile: Sambhav Handa, My Profile

Be Inspired: Cherry-Picked itineraries recommended for you

TRAVEL ESSENTIALS: Public Transport, Maps & Guides, Emergency Contacts

APP: About the App, Feedback, Settings, Logout

Public Transport: TAXI, METRO, BUS, MARINE. Includes a taxi sign image and text: "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." Buttons: BOOK NOW, CALL LOST AND FOUND, GET THERE.

	RTA	Uber	Careem
Ladies' Taxi	✓	x	✓
Ordinary Taxi	✓	✓	✓
Special Needs Taxi	✓	x	✓
Dedicated Airport Taxi	✓	x	✓

Emergency Contacts: Ambulance, Dubai Police, Fire Department, Embassy, India. Includes a search icon and a 'CALL NOW' button.

Be Inspired: Dubai In 24 hours (5 Locations, 1 Days), A Dubai adventure (6 Locations, 2 Days). Includes a 'My Trip' button.

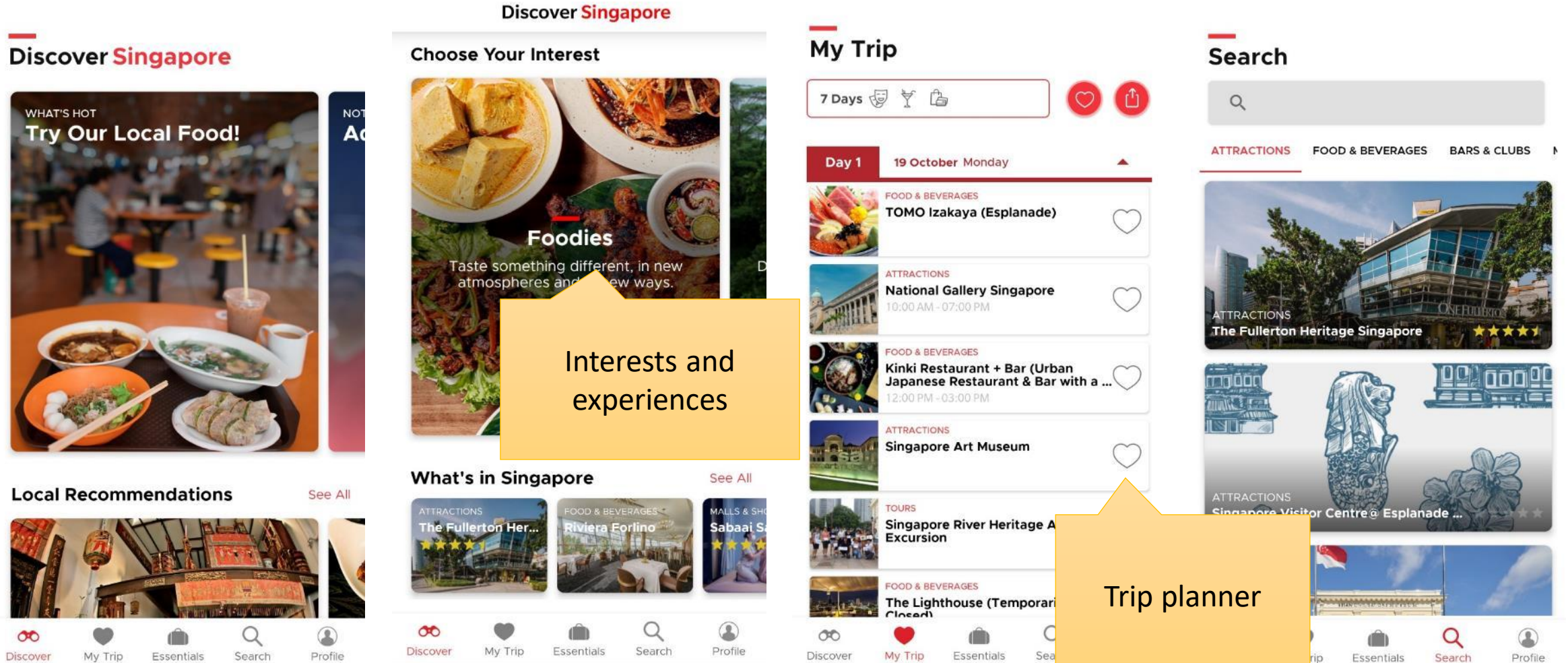
Emergency contacts

Public transport information

Version 4.9

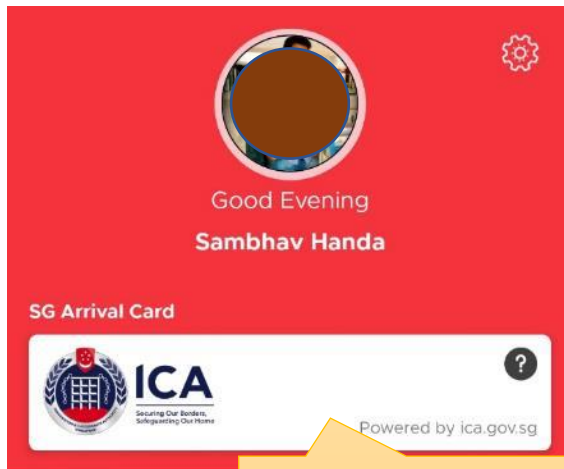
Benchmarking – Mobile app - Singapore

Singapore:



Benchmarking – Mobile app - Singapore

Singapore:



Arrival cards
(ica.gov.in)



Commemorate your visit to Singapore with an exclusive Merli plushie!
Collect 3 Merli stamps by using the food scanner to take photos of the local food in Singapore to redeem your very own Merli plushie!

Promotions

Essentials



Arrival Card

Handy Tips

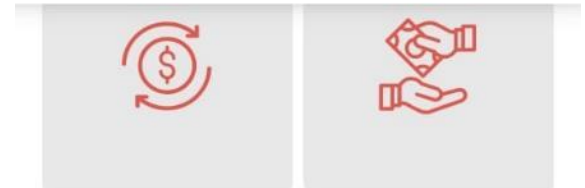


Currency Converter

Money Changers

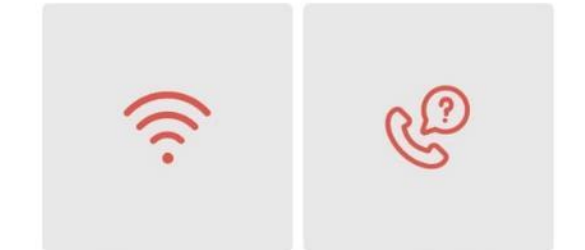


Essentials



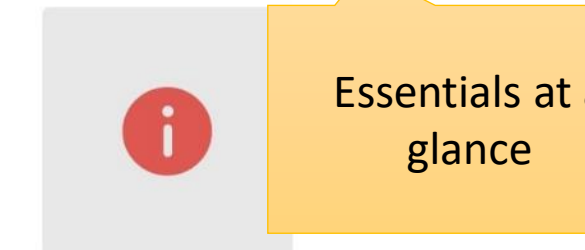
Currency Converter

Money Changers



Wireless@SG

Useful Contacts



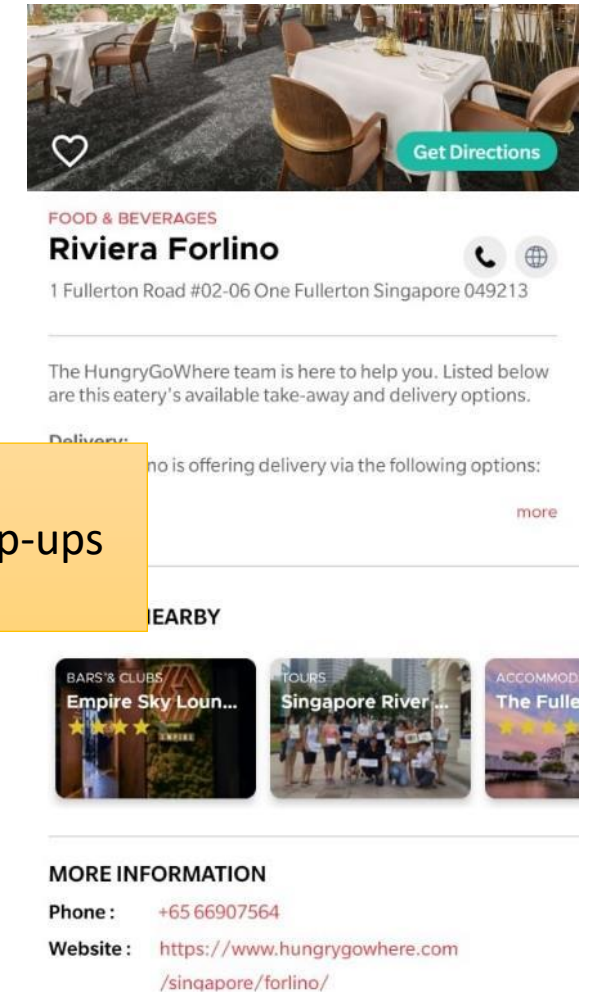
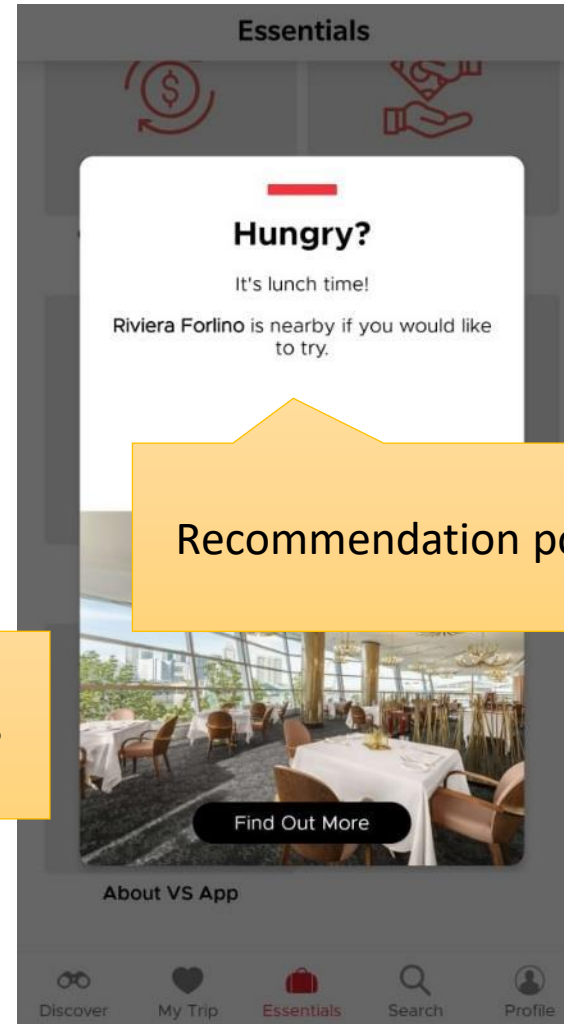
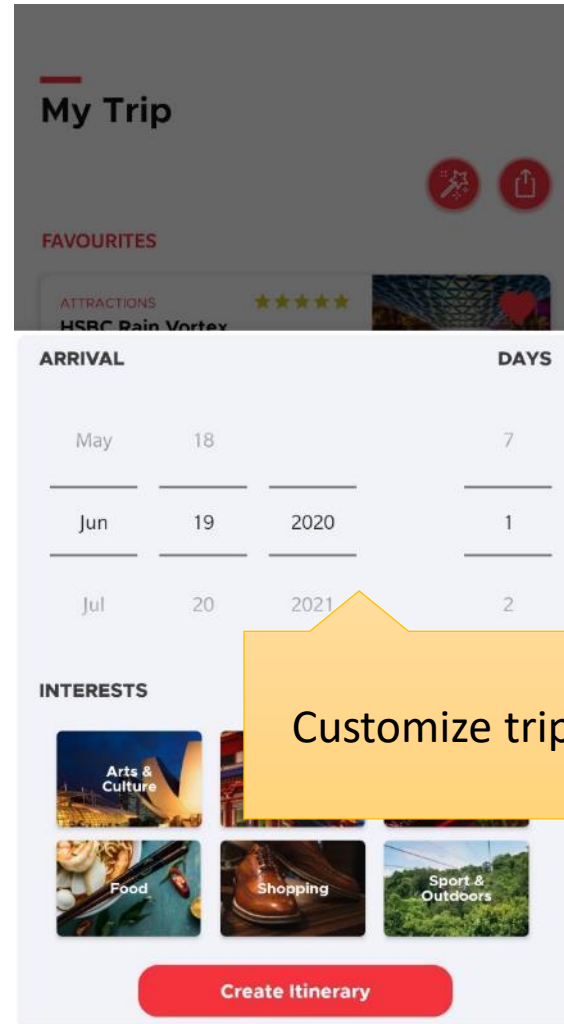
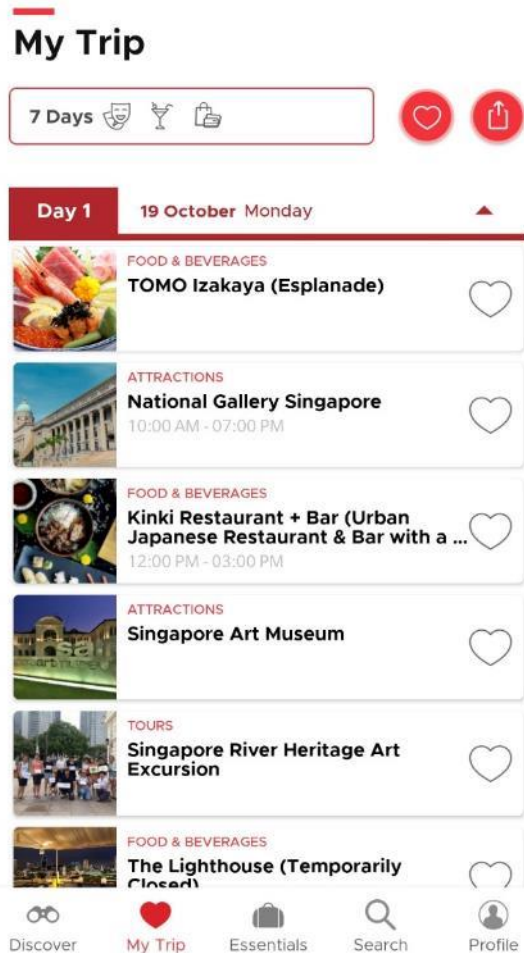
About VS App

Essentials at a glance



Benchmarking – Mobile app - Singapore

Singapore:




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
NAVITIME JA

In Case of Trouble

Japan Visitor Hotline

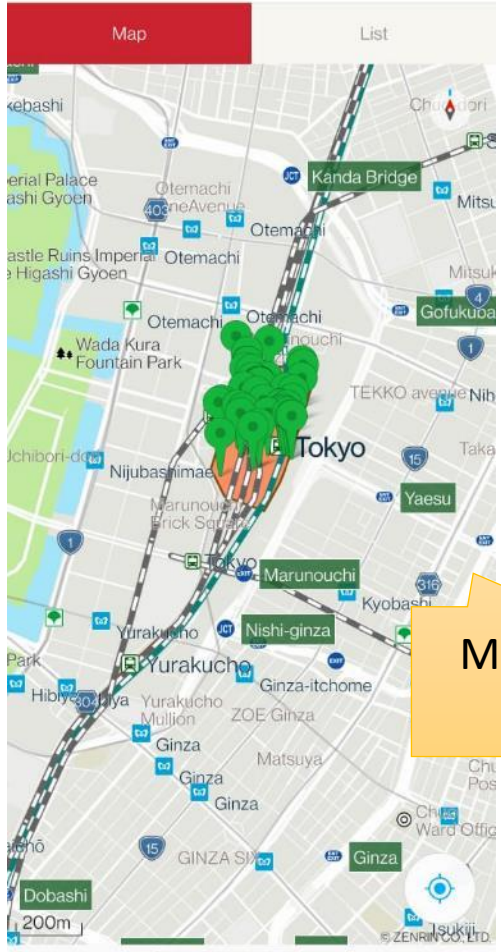
JNTO Inquiry Form

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...

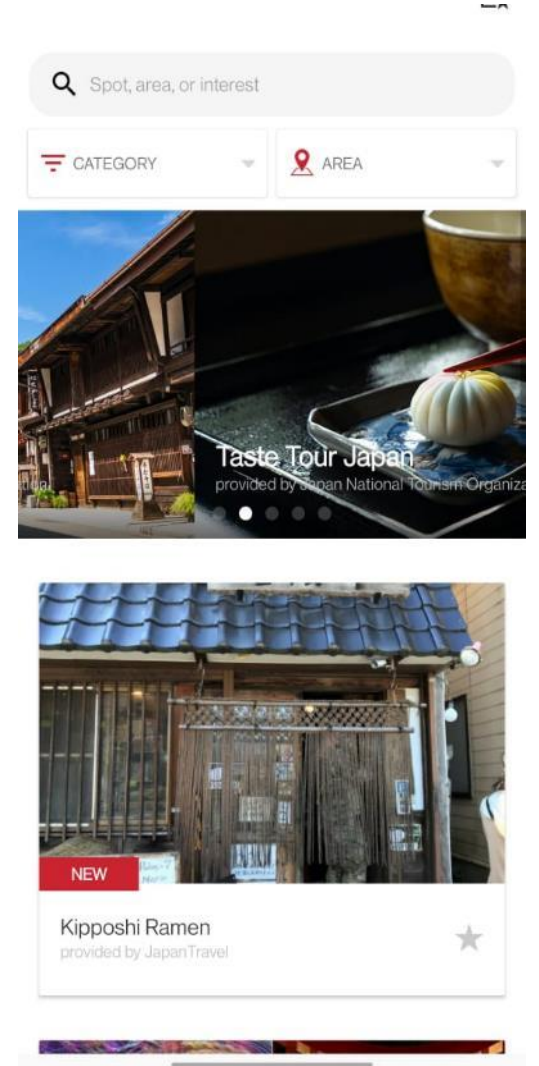
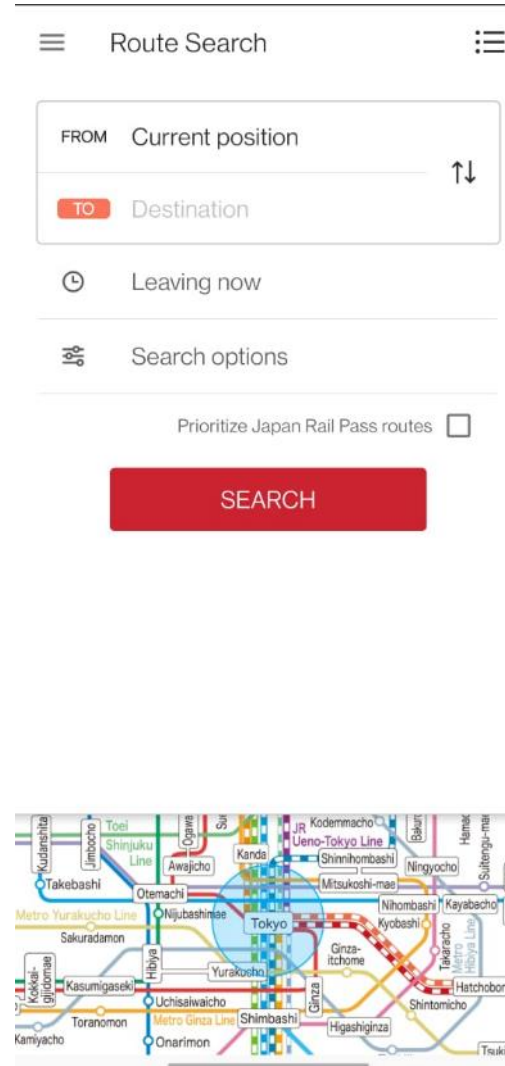
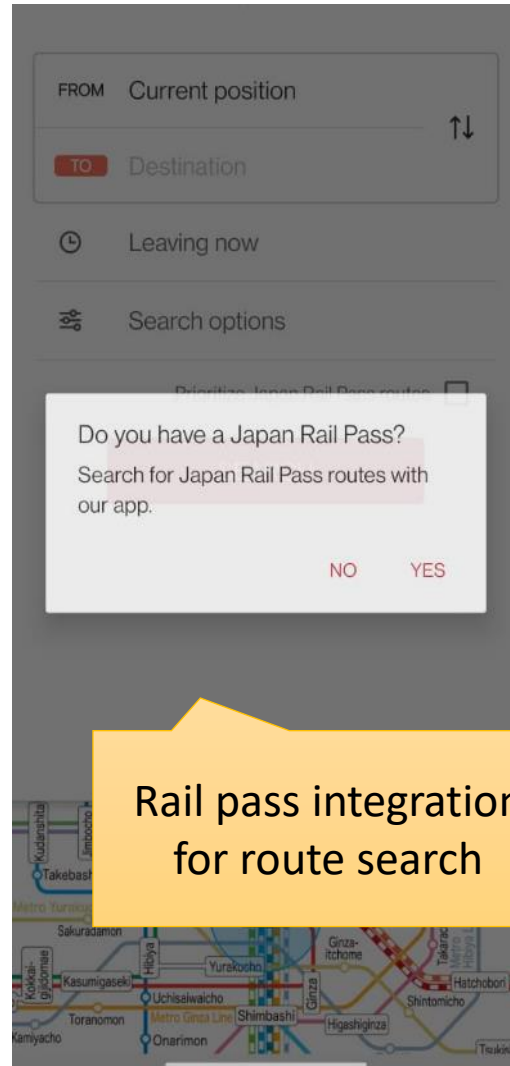
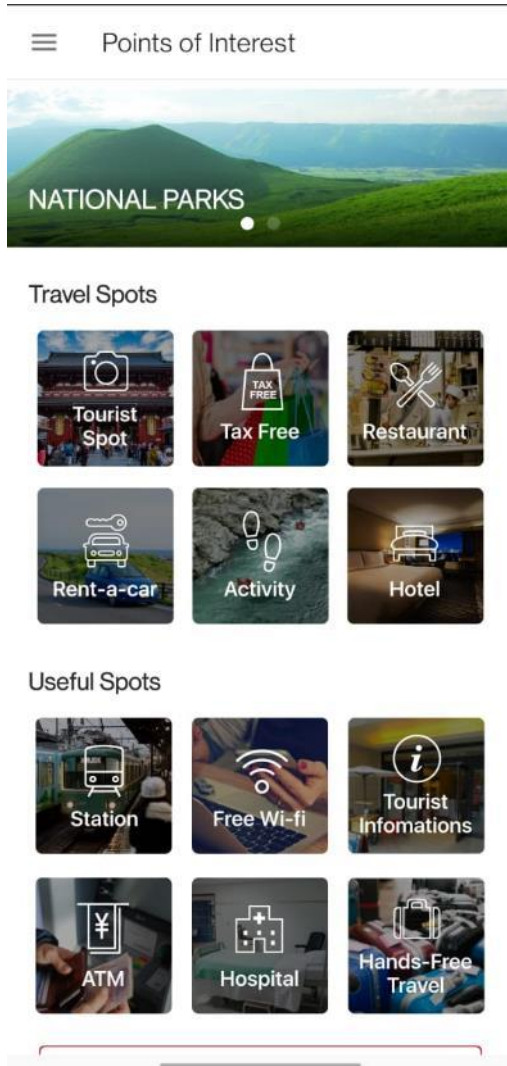
Ekibenya Matsuri (Gransta Shop)
駅弁屋 祭 グランスタ店
sightseeing
-ku Marunouchi 1-9-1 JR...

Asakusa Teppantei Tokyo Station Gransta

Map and list view

Benchmarking – Mobile app - Japan

Japan:



Benchmarking – Mobile app - Japan

Japan:

← Discount Tickets and Passes

Area
Chubu [Change Area](#)

Chubu
Hokuriku Area Pass
¥5090-

Chubu
Hokuriku Arch Pass
¥24500-

Chubu
Mt. Fuji-Shizuoka Area Tourist P
¥4570-

Chubu
Ise-Kumano-Wakayama Area Tc
¥11210-

Chubu
Takayama-Hokuriku Area Touris
¥14260-

Chubu
JR EAST PASS (Nagano, Niiga
¥18000-

← Embassy / Representative Office

Embassy of India
--km
Tokyo Chiyoda-ku Kudan-minami 2-chome 2-11

Consulate-General of the India In Osaka
--km
Osaka Osaka-shi Chuo-ku Kyutaromachi 1-chome 9-26

Honorary Consulate of the Republic of Indonesia in Fukuoka
--km
Fukuoka Fukuoka-shi Minami-ku Nanokawa 1-chome 23-...

[EDIT](#)

☰ Other

Useful Services

Apps

Websites (Links)

Official Pages

Helpful Phrases

Safety Assistance

Warnings / Advisories

FAQ

Settings

Language

Feedback

Rate this app

General Information

Notifications

Data Collection

← Links To Useful Web Services

Search & Booking

Japan Tour & Activities

Hotel & Ryokan Search

Restaurant

Travel Insurance

Travel Insurance for Visitors

JAPAN TRAVEL INSURANCE

Public Broadcaster

NHK WORLD

Other

Safety tips for travelers

Shopping

App menu (left slider)


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 for Tourists
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 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 callout box labeled "Feedback integration" points to the form area.
- 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 callout box labeled "Data deletion and data export options" points to these two options.
- Favorites:** A screen titled "Favorites" with a back arrow. It shows two favorite items, each with a star icon. The first item is "The Prime Info Spot for your Sightseeing Needs: 'Tokyo City I'" and the second is "Kipposhi Ramen". A callout box labeled "Mark favourites" points to the star icons.

Incredible India – Analytics and Personalization Plan way forward 2021

1

Web Analytics

2

Mobile Analytics

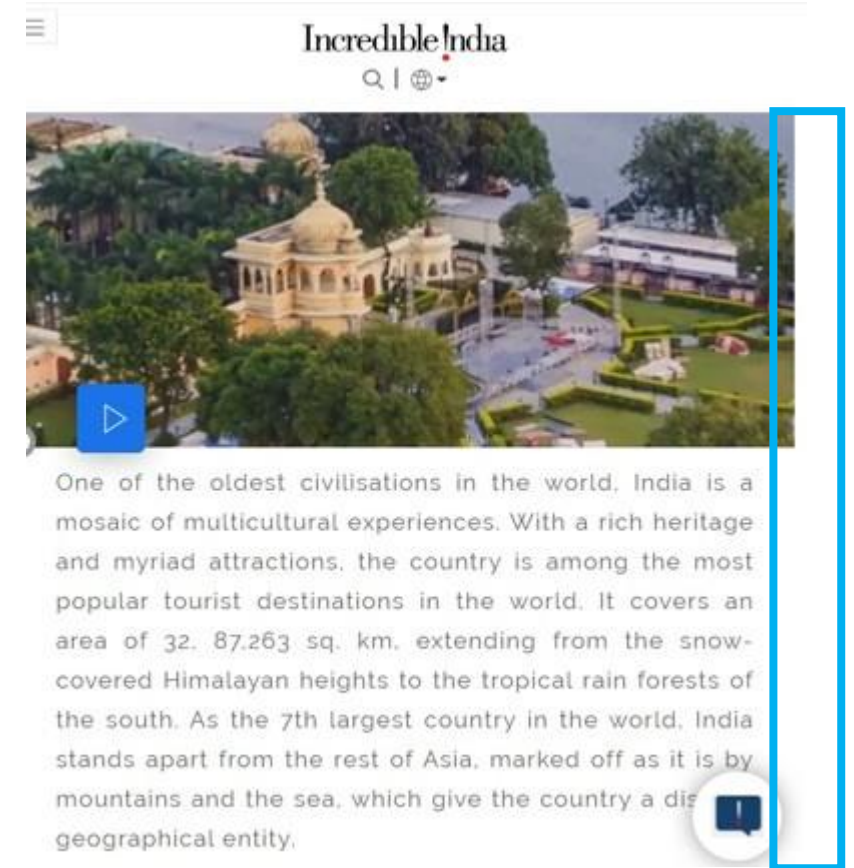
3

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 and a globe icon. Below the header, the 'Destinations' section is highlighted with a white border. It contains six categories: Popular Destinations, Spiritual Destinations, Heritage Destinations, The Land Of Buddha, States And Union Territories, and All Destinations. Below this, the 'Regions In India' section is visible, with 'East' and 'West' categories and a map of India. A chat icon is located in the bottom right corner of the interface.

This section displays three destination cards. The first card is for 'Varanasi', featuring a night photograph of a religious ceremony on a stage. The text describes it as one of the oldest living inhabited cities. Below the main image are two smaller images and a '+14 more' button. The second card is for 'Tirupati', showing a large temple complex with a tall gopuram. The text identifies it as a popular global pilgrimage site. It includes two smaller images and a '+10 more' button. The third card is for 'Haridwar', showing a street scene with a temple in the background. It features a chat icon and a 'Need Help?' button.

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

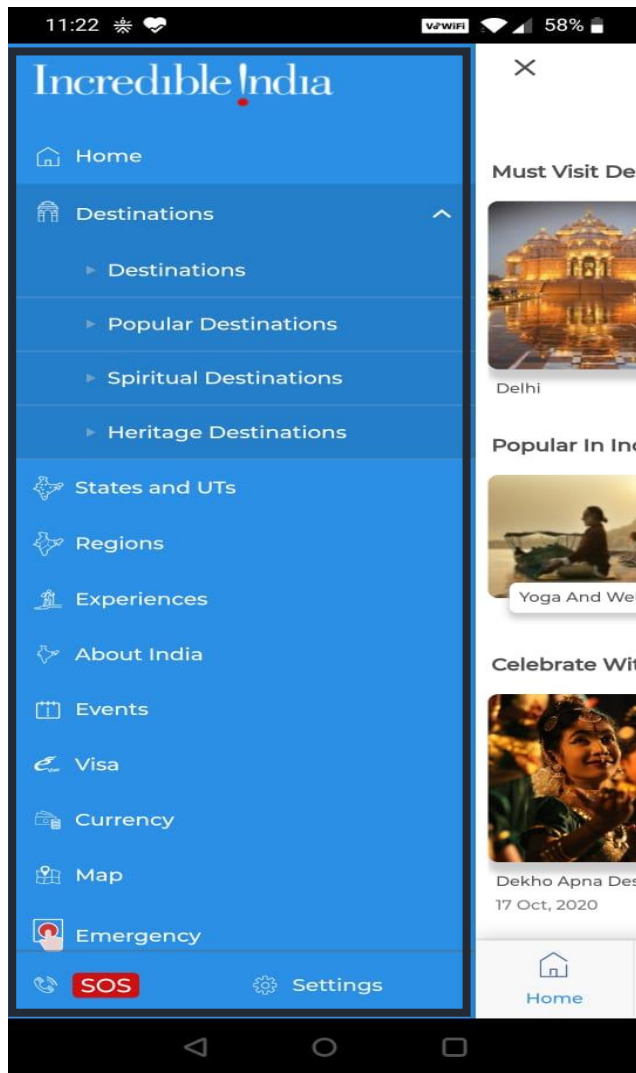
2

Mobile Analytics

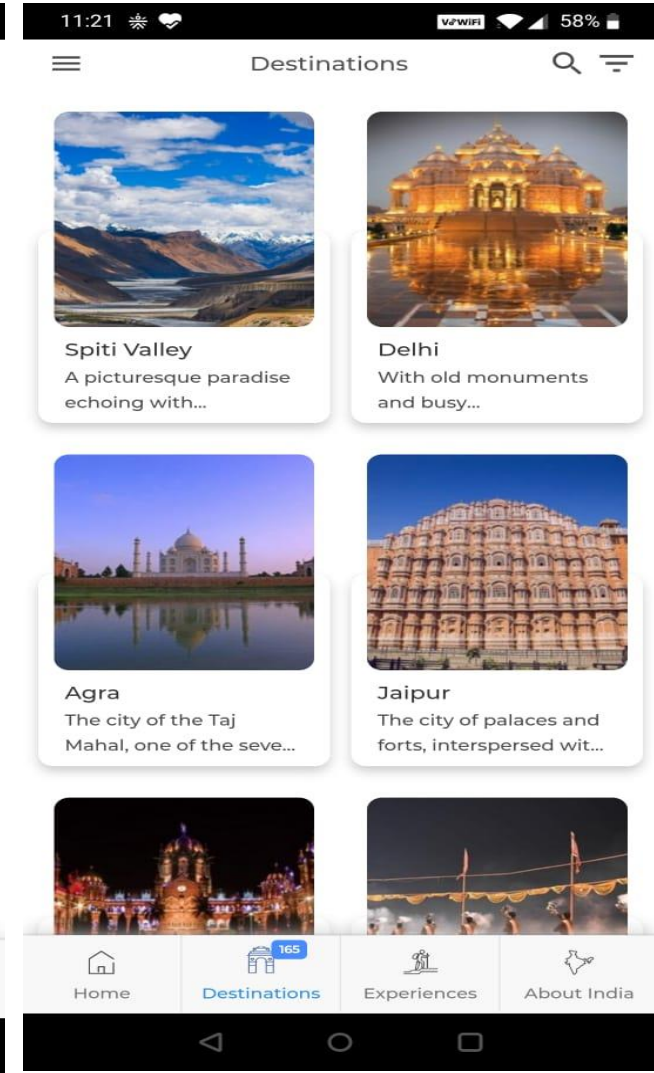
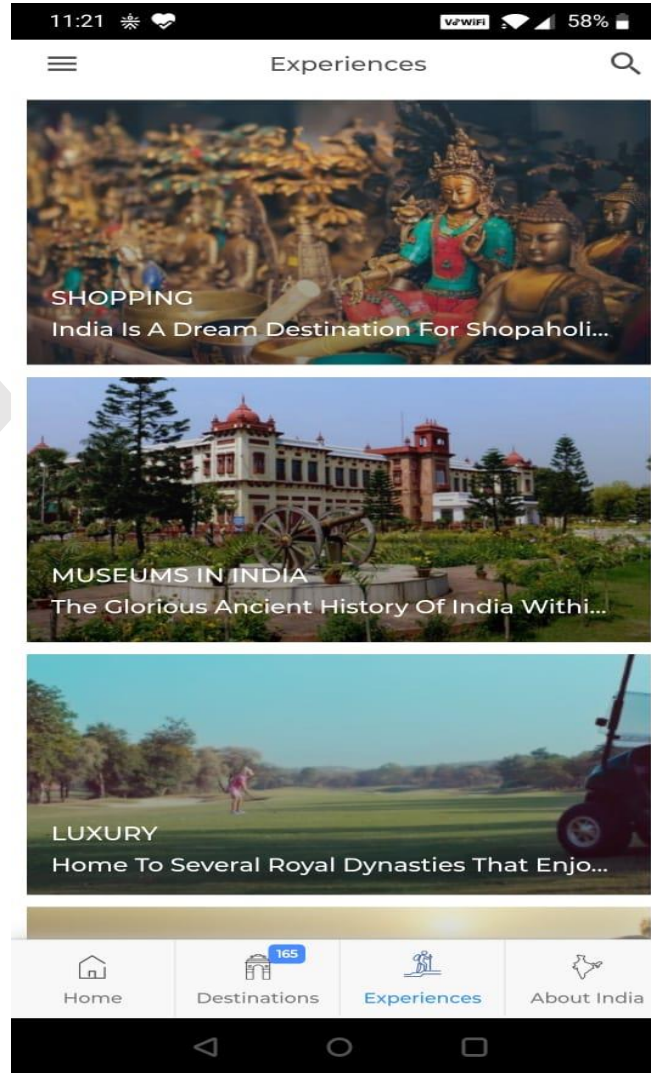
3

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

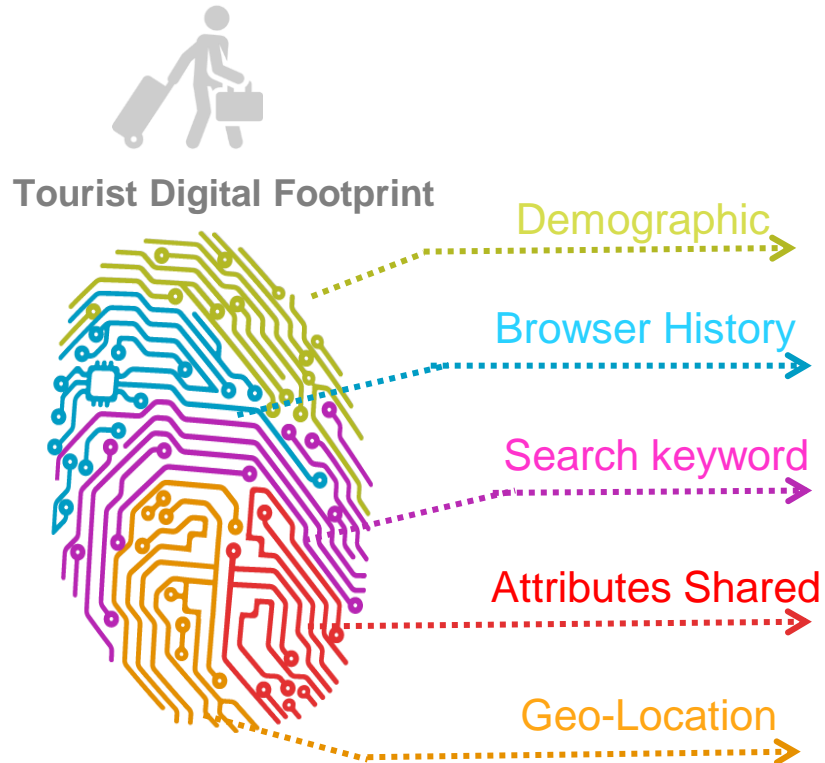
3


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

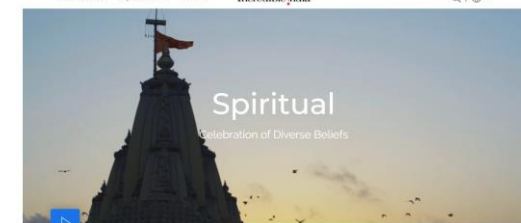
Adventurous Experience



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.

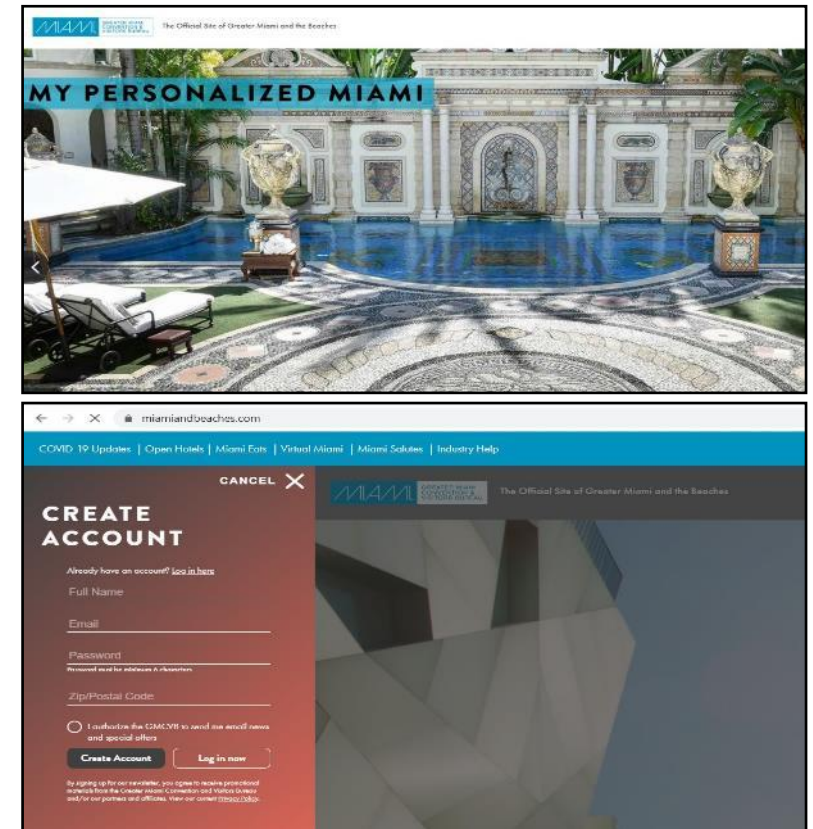
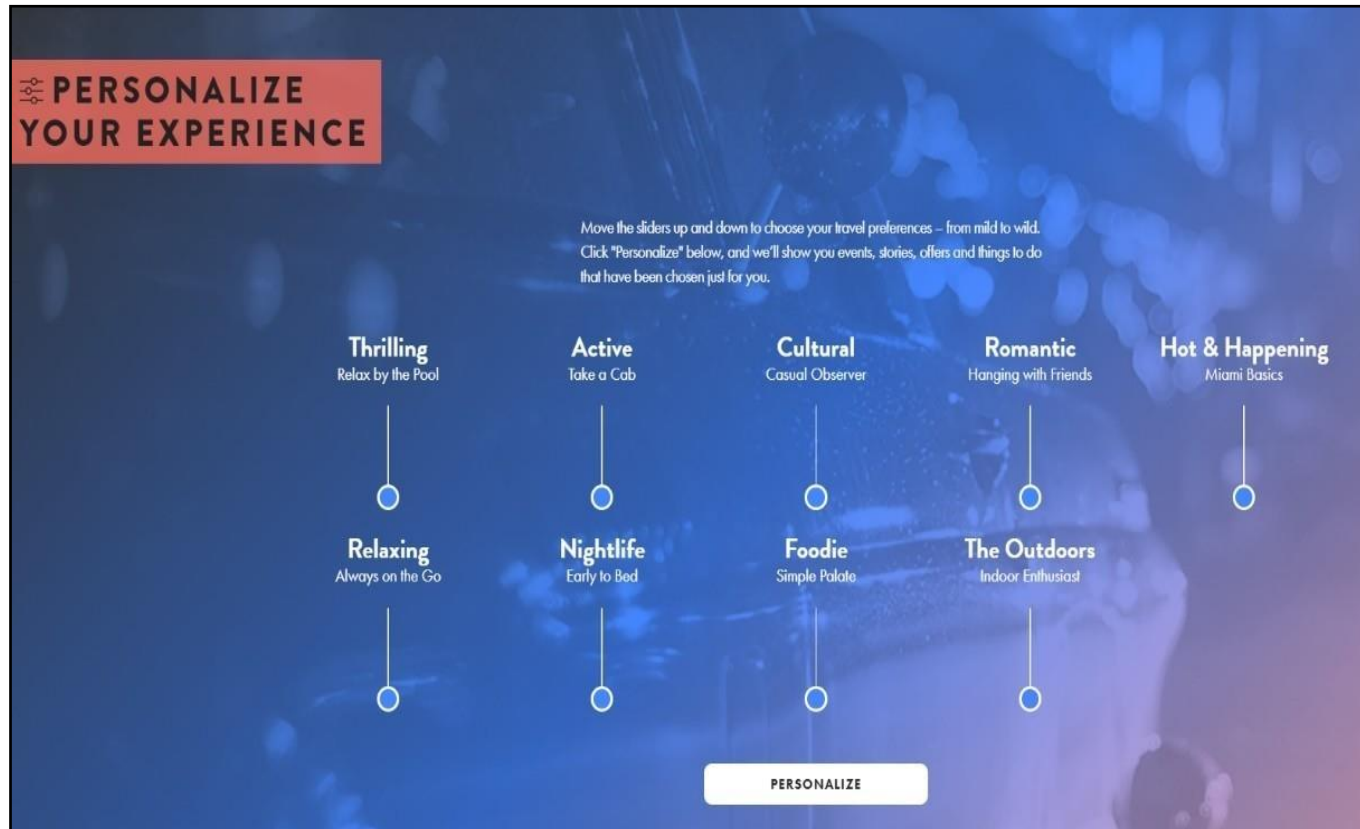
Triggered Personalization: Incredible India website and Mobile app experiences should be changed for the user based on direct action taken by the user in real time as per the requirements provide by the Ministry of Tourism.

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



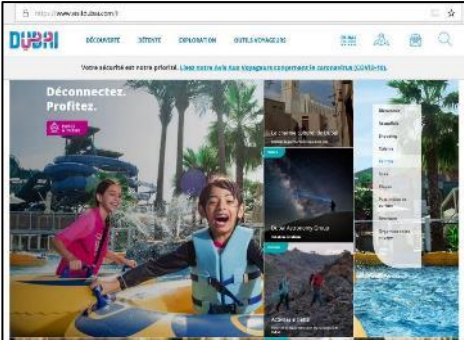
VISITDUBAI.COM

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



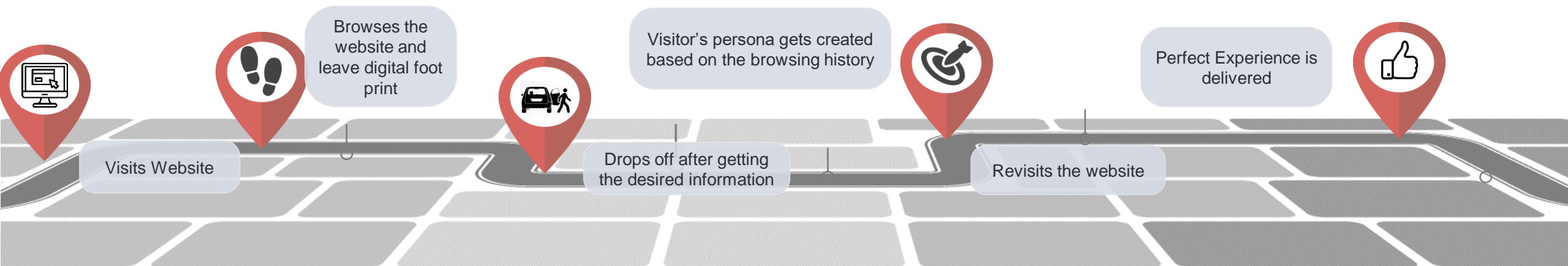
2 Anonymised User – Location Data

- 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 IV – CMS Requirements Checklist

Requirements	
1.	The web pages must be able to display contents based on visitors past visits to the website (repeat visitor), and based on visitor’s profile, location, visitor’s social profile (if logging using Facebook / Twitter, etc.).
2.	The web content management system must leverage algorithms to understand visitor’s behaviour to recommend them the personalized experience, travel plans, etc.
3.	Content creation and organization details at the front-end website.
4.	The web content management platform must be able to publish contents to mobile app of Incredible India.
5.	Should have a feature to define access controls at different hierarchy levels.
6.	Should be able to create and upload the pages daily/ weekly/ or on a frequent basis with suitable business flow required to authenticate contents of the website.
7.	Should allow workflow for approval of certain contents to be posted on the website.
8.	Should have a feature to manage multiple versions of files and documents.
9.	Should have an option to archive contents for retaining old contents/ data.
10.	Should be able to create, read, update and delete content in any of the repositories. These content repository capabilities should support Industry standard.
11.	Should have a user-friendly web interface to upload contents. Users of varying skill levels must be able to publish content quickly and easily.
12.	Should support various data formats such as word, pdf, jpeg, mp4, etc. for a single file so that, all the documents appear as one entity followed by choice of file types.
13.	Should have common document management features like Check in/ Check out, versioning, and document reviewing.
14.	Should have the feature of automated workflows that route content through an approval process and also allow editing at each level. Approvers should be notified in case of pending files/ awaited requests
15.	<p>The CMS must support the creation and utilization of content types. The content types that are created and utilized, must be supported, includes:</p> <ul style="list-style-type: none"> • URLs • Images • Videos • Audio • Images • Maps

	<ul style="list-style-type: none"> • Links • Pages • RSS feeds • Events • Files (any type) • Fixed and Variable Page Components • Or any other required content type.
16.	The CMS must support the creation and utilization of fixed page component content types. Fixed page component content types are common navigation items on pages; they are fixed for a page template.
17.	The CMS must support the creation and utilization of variable page components content types. Variable page components are specific areas of a page containing a combination of links and text. These components should be reusable and placeable anywhere on the page (in the right side or in the main content area).
18.	The CMS must support the creation and utilization of fixed and variable page components content types within the same webpage.
19.	The CMS must support the ability to enter appropriate metadata and values for each of the content types in order to satisfy section 508 compliance.
20.	The CMS must support the ability to revise existing content types and create new content types for internet phenomena that may not currently exist.
21.	The CMS must support the assignment of individual content items on multiple pages and components, e.g., place an individual link on multiple pages, and in different places on a particular page.
22.	The CMS must support this assignment without having to open and manipulate each of the pages and their components.
23.	The CMS must support authorized users to designate whether metadata values are entered via keyboard input or via a dropdown list of controlled vocabulary terms.
24.	The CMS must support an authorized user to be able to create both internal and external URLs in the content management application. A URL is a unique instance of the destination page. Internal URLs refer to specific pages, allowing staff to link the website visitors to internal pages from multiple locations on the site. External URLs refer to content on other websites.
25.	The CMS must accommodate URLs that have multiple associated Links throughout the website.
26.	The CMS must support the requirement that URLs must be unique in the CMS repository.
27.	The CMS must support a validity check for URLs upon entry, but if this check fails, it should not prevent the user from saving the URL.

28.	The CMS must provide for the recording, retrieval, and display of the identification of the last user to modify or add each URL.
29.	The CMS must support the metadata item.
30.	The CMS will automatically update the —last updated date on a page when a URL contained on the page is edited.
31.	The CMS will support the division of URLs into referencing internal (to the website) and external sites.
32.	Editing an existing URL should cause any pages that contain links that utilize the URL to be automatically republished without approval.
33.	The CMS will generate text beneath links as specified in the HTML templates based on a URLs file type, For example, if a link is based on a URL marked as a PDF on an English page, the CMS will generate the message "(.PDF requires Adobe Acrobat Reader)" where the phrase "Adobe Acrobat Reader" is a link to the website where users can download the Adobe Acrobat Reader if needed.
34.	The CMS must support an authorized user to be able to create links in the content management application. A URL may have multiple links. To the site visitor, a link is what they see displayed on the page to click on, and the URL is where they will be taken after they click the link. The CMS must support an authorized user to be able to create multiple links associated with the same URL, with the purpose of specifying alternate link text and other attributes.
35.	The CMS must provide for the recording, retrieval, and display of the last user to modify or add a link.
36.	The system must allow the content manager the ability to associate a file with a link. 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 HTML 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.) than the clicking of the link will take the user to the file specified for download or viewing.
37.	When creating or editing a link, and the user searches for a URL to be associated with the link, the system should display all existing link titles for that URL.
38.	Links should be immediately published after being changed or added/removed from a published page. However, the following notification scheme must be followed: When creating or editing a link, and the content manager creating or editing the link is the page owner, the notification process is bypassed. When creating or editing a link, and the content manager creating or editing the link is NOT the page owner, the page owner must always be notified of the change via e-mail. This notification must include the page in question and the title of the link that changed, as well as the username of the user who made the change and the

	time/date of the change. Only the affected page owners should be notified of the change. For example, if a link is being added to one page that already appears on two other pages, only the page owner of the page the link is being added to should be notified.
39.	The CMS must use page templates to generate web pages.
40.	The CMS must support authorized users to be able to create, modify, register, maintain and apply page templates and types to individual pages, which will contain, and display content developed and stored in the web content management system.
41.	The CMS must support authorized users to be able to select page types and templates from a list when they are creating pages.
42.	The CMS must support the creation, modification, placement, maintenance of various page components and component types, to differentiate page templates and types.
43.	The CMS will provide the functionality to add new page types.
44.	The CMS must support an authorized user to be able to create new pages in the system, using the page types and templates. A page is a particular instance of a page type. It refers to a document that will be viewable by a visitor to the Agency website at a user selected internal URL.
45.	The CMS must support the designation of owners for all pages of the website. An owner is a specific, named system user.
46.	The CMS must provide an automatic, default assignment of a page "owner", based on username login, with an option for an override.
47.	The CMS must support an authorized user to be able to place links in any narrative text (via HTML or a WYSIWYG editor), which displays on web pages, including, but not limited to link descriptions.
48.	The CMS must support the ability for authorized users to embed code and/or widgets within a page. This must include the ability to embed videos, widgets/gadgets, polls, quizzes, slideshows, comment forms, and any other content that can be included via iframes, JavaScript, Flash, or other standard browser plugins.
49.	The CMS must show these embedded objects when previewing a page exactly as the public would see them once the page is published.
50.	The CMS must support authorized users to be able to publish web pages at will, without going through the normal approval process.
51.	The CMS must support users to be able to browse a complete list of pages.
52.	The CMS must support authorized users to be able to preview a page as it would appear to the website visitor.
53.	The CMS must provide for the generation of human-friendly internal URLs for all web pages generated.

54.	<p>When editing a page, and the content manager editing the page is the page owner, the notification process is bypassed. If the content manager editing the page is not the page owner, a notification must be sent to the page owner via e-mail detailing which user changed the page and when the change was made. When creating or editing an unpublished page (the built-in metadata property of the page is set to —"yes"), the page should not be automatically published until the built-in metadata property is set to "no". All page changes must be approved.</p> <p>Note: This requirement only applies to direct edits to a page (such as editing a page's headline) and does not apply to changes to components, links, or URLs that may indirectly affect a page.</p>
55.	<p>The CMS must enforce the following validation rules before publishing a page. If any of the rules below are violated, the page must be returned to the page owner with a note indicating which violation rule was violated and what action must be taken to resolve the issue before the page can be published.</p>
56.	<p>Every page must have at least one component on it before it can be published.</p>
57.	<p>Every page must be assigned a unique, friendly URL before it can be published.</p>
58.	<p>The CMS must be able to accommodate any file type:</p> <ul style="list-style-type: none"> • all files must be publishable. • all files must be browsable by authorized users.
59.	<p>The CMS must support versioning of files, with all versions retrievable.</p>
60.	<p>The CMS must support a page having multiple components, placed on a page in an order and in a location specified by the content manager. Components are areas on a page that contain a set of hyperlinks that share a common classification, one individual link, text, image or some HTML with a predefined look and feel.</p>
61.	<p>The CMS will support the appearance of a component being determined by:</p> <ul style="list-style-type: none"> • The type of page on which the component appears; • The location on the page on which the component appears; • The content of the component; and • The type of the component.
62.	<p>The CMS will support title styles to be designated by the content contributor for components.</p>
63.	<p>The CMS will support, at a minimum, three (3) available styles for the title of a component: hidden (not shown), section, and subsection.</p>
64.	<p>The CMS will support the following definition of a section title style: the title is rendered in a distinguishing HTML style, as specified by the page template. And, if the page is a Table of Contents page, the title must be included in the Table of Contents in the "on this page" box.</p>

65.	The CMS will support the following definition of a subsection title style: the title is rendered in a distinguishing HTML style, as specified by the page template. And, if the page is a Table of Contents page, the title is NOT included in the Table of Contents in the “on this page” box.
66.	<p>The CMS will support the following metadata attributes to be associated with a component:</p> <ul style="list-style-type: none"> • Title: The title of the component that’s displayed, as described in the HTML templates; • Title Style; • Translation: An English translation of the title that’s displayed as described in the HTML templates; • Description: A description of the component that’s displayed as described in the HTML templates; • Description Style; • More Link; • Sort Order; • Translation Style
67.	The CMS will support a minimum of three (3) available description styles for the links generated in the component: hidden (not shown), right (descriptions are shown to the right of the link text, preceded by a “-“), and below (descriptions are shown below the link text).
68.	The CMS will support a minimum of two (2) available translation styles for the links generated in the component: hidden (not shown), visible (translations are shown below the link text and above link descriptions).
69.	The CMS will support a text entry field where HTML or text can be entered to be shown in the component. This field represents the component's description.
70.	The CMS will support the use of images, that is, an associated file that will be displayed for certain types of components as described in the HTML templates.
71.	The CMS will support the use of “more” links, that is, an associated link that will be displayed for certain types of components as described in the HTML templates.
72.	The CMS will support a sort order specification for the contents of the component, alphabetical or manual (to be controlled by the content manager) but defaulted to alphabetical.
73.	The CMS will ignore prefix diacritical marks in links when sorting links alphabetically, for example, the upside-down question mark.
74.	The CMS will support the reuse of components across different web pages of the websites.

75.	When editing content, and the content manager editing the page is the page owner, the notification process is bypassed, and the page with the change is republished immediately. If the content manager editing the component on a page is not the page owner, then the page should still be republished immediately, but with a notification sent to the page owner via e-mail detailing which user changed the component, what page the component appears on, and when the change was made. When creating or editing components on an unpublished page (the building metadata property of the page is set to —"yes"), the page should not be automatically published until the built in metadata property is set to "no".
76.	The CMS must not render components on the webpage if there is no designated content. There needs to be approved and enabled content in the component for it to display. For example, if a box has no enabled links or content in its description then it should not be rendered on the page
77.	The CMS must support the creation, modification, maintenance, and registration of standard navigational and fixed page components for the creation, modification, and maintenance of page templates and types. It may include: <ul style="list-style-type: none"> • Banner {with and without Search box} • Bottom Nav • Left Nav – {Multiple instances with different links; can be turned —on or —off depending upon page instance} • Top Nav • Channels (the tab images with rollover effects) • Footer • Utilities box • GovDelivery button {each instance has a unique identifier}
78.	The CMS must support the use and repurposing of these components and component sets across multiple pages, specifically, to construct page templates and types.
79.	The CMS must support an authorized user to be able to edit navigational and fixed page (both graphic-and text-based) components, lock out other users from editing these same components, and then associate them with a workflow for approval of their changes by the site manager or their proxy.
80.	The CMS must support content contributors to be able to publish fixed page components on demand, and all pages using those components would republish automatically.
81.	The CMS must support the ability for all page types and templates to render content boxes/areas which could contain links, graphics or other file types.
82.	The CMS must support the standardized design and placement of these content boxes/areas.

83.	The CMS must support the display of the boxes/areas in any combination thereof and anywhere on the web page.
84.	When setting properties for a component, the CMS will display the links that are to be displayed in the component (links with a matching classification) in the order that they will be displayed on the final page (alphabetical if that's the sort order, the manual sort order specified if that's the sort order, etc.).
85.	The CMS must support content contributors to be able to publish the full website upon demand.
86.	The CMS must support human-readable URLs which are usable as navigational aids to end users.
87.	The CMS must support workflow.
88.	The CMS must support the association of all page-level content to a workflow, for the copyeditor to review before publication.
89.	The CMS must support an authorized user to be able to create new workflows and modify existing workflows in a graphical user interface.
90.	The CMS must support automatic backup daily.
91.	The CMS must support an in-house administrator to be able to add and delete users and modify their permissions in the CMS, and reset users' passwords, and do it all through a graphical user interface.
92.	The CMS must support the creation and modification of user roles, content and approval permissions. The current set of user roles and the content and approval permissions include, in descending order of permissions: administrator, content contributors, and copy editors.
93.	The CMS must support the ability for the organization to create 508 and WCAG 2.0 compliant websites.
94.	The CMS must support spacer images (transparent and used for page layout architecting purposes only), with the alt tag having only a null ("") value.
95.	<p>The CMS must support the generation, recording, printing and display to internal users only the following reports:</p> <ul style="list-style-type: none"> • A comprehensive list of all pages published by the CMS • A comprehensive list of all live links published by the CMS • An A-to-Z index of all unique links with A-to-Z headers in each section. • All pages, with page owners identified • All URLs <p>The user requesting the report generation shall be given the ability to choose which metadata fields will be displayed (and content showed in the reports filtered by) in the reports.</p>
96.	The CMS must support the printing of the reports, and the export of the report data items into a *.csv format file.
97.	The CMS must support multi-lingual capabilities.

98.	The CMS must support the publication of both static and dynamic content.
99.	The CMS must be easy-to-use and provide an intuitive graphical user interface.
100.	The CMS integration team must provide content migration for the entire website, and provide dual-site operations during the migration to minimize content freeze. Impacts on content managers should be minimized.
101.	The resulting website must be available to the public 99.999% of the time (not including scheduled maintenance windows).
102.	The CMS should have one unified system for search, with all fields searchable.
103.	The CMS must provide the ability to specify multiple operands and operators for a search, and must provide an ability to specify operands between search parameters.
104.	The CMS should offer simplified search parameters (using item keywords, title, classification, URL or ID number), or the ability to configure search screens with simplified search parameters, without the operands, e.g., equal to, contains, less than, etc.
105.	The CMS must support the ability of users to search by language.
106.	The CMS must support the ability of users to search native language content.
107.	The CMS will provide a search interface that will allow users to search for language content without using HTML entity references.
108.	The CMS will provide the functionality for all available operations on content (delete, publish, etc.) to be available from the search results screen so that these actions can be taken based on content found during a search.
109.	The CMS will provide configurable search results screens, such that metadata can be added or removed from display on the search results screen.
110.	The CMS search interface must be keyboard accessible. Specifically, users must be able to tab to the next entry field.
111.	The CMS will provide search functionality such that the order of the search terms entered by users should not matter. For example, searching for —Park Cubbon should return —Cubbon Park
112.	The CMS will show a preview of the image on the results screen when searching for images and links.
113.	The CMS will display the related URL in the results when searching for links.
114.	When searching for content, within search results, the CMS must provide to the user a numerical count of the items returned, the title of the item, the description of the item (if applicable), and the elements of the search results must be clickable.
115.	The CMS must support the user to be able to click on an element of the search results, and the response should be to launch the editing process if a user is authorized to edit the object.

116.	When searching for URLs, the CMS must offer the option of displaying all related link titles for each URL in the results.
117.	The CMS must support sub-string search.
118.	When searching for links, the CMS must show the URL used by the returned links as part of the results.
119.	When browsing for content in a repository, the CMS will allow the user to select how the content is sorted.
120.	The CMS will provide sorting options that include the metadata items, and must include by title, created date, and modified date.
121.	The CMS will provide a means for system users to see what it is currently published and what is waiting to be published.
122.	The CMS will provide functionality such that language is automatically selected (with an override option) based on the user logged in. That is, each user should be able to be associated with a default language that is then selected as the default option for content metadata.
123.	The CMS shall allow diacritical marks to be entered using the Windows alt number keypad combinations, and/or the standard Microsoft Word way of using the control key, apostrophe, and vowel or the letter n—.
124.	The CMS will allow existing HTML templates to be edited and new ones to be created by authorized users.
125.	The CMS will provide the ability for content contributors to be able to create a web shareable widget/gadget from a set of links associated with a classification, based on HTML templates.
126.	The CMS will support content contributors to be able to add widgets/gadgets from other websites to this system, and their web pages.
127.	The CMS will provide the ability for gadgets/widgets to be shared across (appear on) multiple pages.
128.	The CMS must provide users with the ability to view the history of any content object or file.
129.	The CMS must be supported for content contributors 24 x 7 x 365, be accessible via the internet, and not require any additional software installations on the contributors' PCs.
130.	The CMS must keep an audit log of all changes to content (including additions, modifications, and deletions) so that administrators can determine what caused any specific change on the website to occur and assist in troubleshooting efforts.
131.	The CMS will provide the functionality for the page type of a page to be changed after a page is created.

132.	The CMS shall default page owner-related metadata, (e.g., Creator, Modifier, etc.) to the current user logged in, and the CMS shall provide the value for the page owner to be changed by the user logged in, via a drop-down menu.
133.	The CMS will provide the ability to generate an RSS feed from any set of links with a common classification.
134.	The CMS will provide the option for page owners to display the page utilities or not for each page.
135.	The CMS will provide methods of aggregating and syndicating content. {Syndicating – RSS feeds, widgets; aggregating – taking external content & putting on your pages – auto collections.}
136.	The CMS preview function will allow content managers to do in-context editing.
137.	The CMS must support content contributors to be able to specify the archive date of a link, page, or URL, down to the calendar date and ½ hour. Default archive date/time specification should be —never. (Archiving means content stays within the CMS, but it is no longer displayed to the website visitor.)
138.	The CMS must support content contributors to be able to archive pages, in a system database, complete with its metadata attributes and its link designations. Default archive value should be “never”.
139.	Archiving content should have no detrimental effect on CMS performance.
140.	Archiving a page should not archive all content on that page.
141.	The CMS will provide functionality for individual instances of links on an individual page to be disabled, and thus not published.
142.	The CMS will provide functionality to archive external links and URLs, and their attributes indefinitely.
143.	For links, archiving a link will involve the removal of every instance of the link across the sites, and with the normal link change notification processes being followed.
144.	For internal URLs, archiving will involve the identification of the affected pages, removal of the pages from the website, all links to that page marked for archive, and those pages’ published date changed, and the pages automatically published.
145.	For external URLs, archiving will involve the identification of the affected links and pages, the removal of the links from the pages, the pages’ published date changed, and the pages automatically published.
146.	The CMS will provide functionality to un-archive pages, links, and URLs.
147.	The CMS will allow the user to choose to display archived items in the search results, and if so, those items will be flagged.
148.	The CMS must support the content contributors to be able to schedule the removal of a piece of content, or a content type from display to the website visitor, down to the calendar date and clock half-hour.

149.	If a piece of content is scheduled to be removed at a point in the future, then the page owners that have pages with content on it that is being archived will be notified via e-mail when the archiving is complete.
150.	The CMS must allow a content contributor to cascade delete a URL from the CMS. That is, when a content contributor deletes a URL, the CMS will provide an impact statement that displays links (and the pages that those links appear on) that utilize the URL (including archived links and page). The CMS will then ask whether the content contributor would like to proceed with the deletion or not. If the content contributor selects yes then the CMS will remove the URL and the associated links. Additionally, the pages that the links appeared on will be republished without any workflow notifications.
151.	The CMS must allow a content contributor to cascade delete a page from the CMS. That is, when a content contributor deletes a page, the CMS will provide an impact statement that displays the links (including archived links) that link to the page (and the pages that those links appear on). The CMS will then ask whether the content contributor would like to proceed with the deletion or not. If the content contributor selects yes then the CMS will remove the page (and any associated components that do not exist on any other page) and the associated links to the page, as well as the internal URL used by the page. Additionally, the pages that the links to the page appeared on will be republished without any workflow notifications.
152.	When deleting a link, the CMS must check if the URL used by the link is used by any other links. If no other link uses the URL then the results of this analysis must be presented to the content contributor with an option to delete both the link and the URL. In either case, any pages with the link on it should be republished without any workflow notifications without the link after the link is deleted.