

**Government of India
Ministry of Tourism
(IT Division)**

Transport Bhawan
1, Parliament Street,
New Delhi-110001

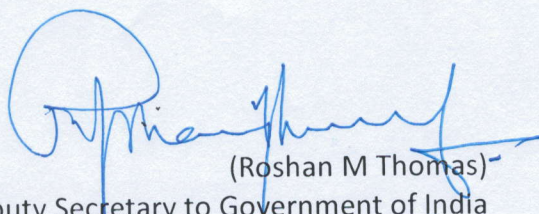
File No. IT-5/1/2019- Part (2)

Dated: 21.02.2023

Subject: - Request for proposal for selection of Project Management Unit for Incredible India Digital Platform.

I am directed to attach the RFP document bearing reference no. IT-5/1/2019-Part (2) dated 22.02.2023 regarding 'Selection of Project Management Unit 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.


(Roshan M Thomas)
Deputy Secretary to Government of India
रोशन एम. थोमस / ROSHAN M. THOMAS
उप सचिव / Deputy Secretary
पर्यटन मंत्रालय / Ministry of Tourism
भारत सरकार / Govt. of India
नई दिल्ली / New Delhi

Encl: As Stated.

To

All interested bidding agencies

सत्यमेव जयते

22 February 2023

Ministry of Tourism
Government of India

Table of Contents

| | | |
|-------|--|----|
| 1. | Disclaimer | 5 |
| 2. | Fact Sheet | 7 |
| 3. | Notice Inviting Tender | 10 |
| 4. | Structure of RFP..... | 11 |
| 5. | Introduction to Incredible India Digital Platform..... | 13 |
| 5.1 | Incredible India Digital Platform | 13 |
| 5.2 | Brief on Roles and Responsibilities of Implementation Partners | 14 |
| 6. | Instruction to Bidders | 17 |
| 6.1 | General | 17 |
| 6.2 | Due Diligence by Bidders | 17 |
| 6.3 | Compliant Proposals/ Completeness of Responses | 18 |
| 6.4 | Code of Integrity | 18 |
| 6.5 | Pre-Bid Meeting and Clarifications..... | 19 |
| 6.6 | Key Requirements of the Bid | 20 |
| 6.7 | Preparation and Submission of Proposals | 21 |
| 6.7.2 | Language | 21 |
| 6.8 | No Deviations | 22 |
| 6.9 | Evaluation Process | 22 |
| 6.10 | Proposal Evaluation | 22 |
| 6.11 | Bid Opening | 23 |
| 6.12 | Bid Validity | 23 |
| 7. | Evaluation Criteria | 23 |
| 7.1 | Method and Terms of Selection | 23 |
| 7.2 | Pre-Qualification Evaluation Criteria | 24 |

| | | |
|--------------|--|-----------|
| 7.3 | Technical Evaluation Criteria | 26 |
| 7.4 | Commercial Evaluation | 34 |
| 7.5 | Final and Combined Score Calculation | 35 |
| 8. | Scope of Work and Deliverables | 35 |
| 8.1 | Overview of the Scope | 35 |
| 8.1.1 | Project Vision Management | 35 |
| 8.3 | Payment Terms | 39 |
| 8.4 | Period of Contract | 39 |
| 9. | Terms & Conditions | 39 |
| 10. | Roles and Responsibilities of all the team members | 40 |
| 11. | Appointment of Bidder | 44 |
| 11.1 | Award Criteria | 44 |
| 11.2 | Right to Accept Any Proposal and To Reject Any or All Proposal(s) | 44 |
| 11.3 | Notification of Award | 44 |
| 11.4 | Contract Finalization and Award | 45 |
| 11.5 | Performance Guarantee | 45 |
| 11.6 | Signing of Contract | 45 |
| 11.7 | Indemnity | 45 |
| 11.8 | Right to Terminate the Process | 46 |
| 12. | Exit Management | 46 |
| 13. | Fraud and Corrupt Practices | 46 |
| 14. | Conflict of Interest | 48 |
| | Annexure A: Pre-Qualification and Technical Bid Templates | 51 |
| | Format 1: Compliance Sheet for Pre-Qualification Proposal | 52 |
| | Format 2: Particulars of the Bidders | 56 |

| | |
|---|-----------|
| Format 3: Financials of the Bidder | 57 |
| Format 4: Format for Bid Securing Declaration | 58 |
| Format 5: Compliance Sheet for Technical Proposal | 59 |
| Format 6: Covering Letter for Technical Proposal | 61 |
| Format 7: Project Citation Format | 62 |
| Format 8: Technical Presentation | 64 |
| Format 9: Team Composition | 65 |
| Format 10: Curriculum Vitae (CV) of Key Personnel | 66 |
| Format 11: Letter for No Deviation | 69 |
| Format 12: Pre-bid queries format | 70 |
| Annexure B | 72 |
| Format 1: Cover Letter for Commercial Proposal | 72 |
| Format 2: Commercial Proposal | 74 |
| Annexure C: Template Performance Bank Guarantee | 75 |
| Annexure D: Format for Letter of Intent | 77 |
| Annexure E: Self-declaration - Not blacklisted format | 80 |
| Appendices | 81 |
| Appendix 1: Draft Master Service Agreement | 81 |
| Appendix 2: Incredible India Digital Platform Strategy & Vision Document | 81 |
| Appendix 3: Incredible India Digital Platform Benchmarking References Document | 81 |

1. Disclaimer

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

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

2. Fact Sheet

| #. | Item | Description |
|----|---|--|
| 1. | Name of the Client | Ministry of Tourism |
| 2. | Bid Securing Declaration | Bidders shall submit, along with their Proposals, a signed 'Bid securing declaration' accepting that if the Bidder withdraws or modifies the bids during period of validity, or if the Bidder is awarded the contract and they fail to sign the contract, the Bidder will be suspended for a period of one year from being eligible to submit Bids/Proposals for contracts with MoT. The format is available in Annexure A Format 4 . |
| 3. | Tender Inviting Authority | The Secretary, Ministry of Tourism, Government of India |
| 4. | Title of the RFP | RFP for Selection of Project Management Unit for Incredible India Digital Platform |
| 5. | Method of Selection | The method of selection is Technical Score Cut-off followed by Quality and Cost Based Selection (QCBS) |
| 6. | Availability of RFP Documents | RFP documents shall be available on the Central Public Procurement Portal and MoT website (URL: http://eprocure.gov.in) & https://tourism.gov.in/ respectively. |
| 7. | Date of RFP issue | 22.02.2023 (Wednesday) |
| 8. | Last date for Submission of Pre-Bid Queries | All the queries should be received on or before 03.03.2023 (Friday) 17:00 hours, through email only with subject line as follows: |

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|-----|--|---|
| | | <p>“RFP for appointment of” Pre-Bid Queries _<Bidder’s Name>”.</p> <p>The queries should be submitted as per the Annexure A Format 12 of this RFP.</p> <p>The Pre-Bid queries to be sent to the following Email ID: (Roshan M Thomas roshanmthomas.dad@hub.nic.in)</p> |
| 9. | Pre-Bid Workshop & Conference Time, Date, & Venue | <p>Date- 07.03.2023 (Tuesday)</p> <p>Time- 11:00 Hrs</p> <p>Venue: - Manthan, First Floor, Ministry of Tourism (MoT), Transport Bhawan, 1, Parliament Street, New Delhi 110 001.</p> <p>Under the current circumstances, department may choose to organize the meeting virtually. The link for the meeting shall be displayed on Central Public Procurement Portal (URL: https://eprocure.gov.in/eprocure/app)</p> |
| 10. | Last date and time for Bid submission (on or before) | <p>Date & Time: - 17.03.2023 (Friday) 15:00 Hrs</p> <p>Proposals shall be uploaded in the format and mode as provided for in the Central Public Procurement Portal. No Bids shall be submitted in hard copy to MoT.</p> <p>Portal (URL: https://eprocure.gov.in/eprocure/app) for this RFP and shall be digitally signed by the authorized signatory of the Bidder.</p> |
| 11. | Technical Bid Opening | Date & Time- 20.03.2023 (Monday) 10.00 Hrs. |

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

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| 19. | Joint ventures and consortiums | Joint ventures and consortiums of companies will not be allowed. |
| 20. | Sub-contracting | Sub-contracting of any services will not be allowed. |

3. Notice Inviting Tender

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

Roshan M Thomas

Deputy Secretary to the Government of India, Ministry of Tourism,

Transport Bhawan, New Delhi- 110 001

roshanmthomas.dad@hub.nic.in

4. Structure of RFP

4.1 This Request for Proposal document consists of the following:

| Clauses | |
|-----------|---|
| Clause 1 | Disclaimer |
| Clause 2 | Fact Sheet |
| Clause 3 | Notice Inviting Bidder |
| Clause 4 | Structure of RFP |
| Clause 5 | Introduction to Incredible India Digital Platform |
| Clause 6 | Instructions to Bidder |
| Clause 7 | Evaluation Criterion |
| Clause 8 | Scope of Work and Deliverables |
| Clause 9 | Payment Terms and Conditions |
| Clause 10 | Roles and Responsibilities of all team members |
| Clause 11 | Appointment of Bidder |
| Clause 12 | Exit Management |
| Clause 13 | Fraud & Corrupt Practices |
| Clause 14 | Conflict of Interest |

| Annexures | |
|------------------|---|
| Annexure A | Pre-Qualification and Technical Bid Templates |
| Format 1 | Compliance Sheet for Pre-Qualification Proposal |
| Format 2 | Particulars of the Bidder |
| Format 3 | Financial of the Bidder |
| Format 4 | Format for Bid Securing Declaration |
| Format 5 | Compliance Sheet for Technical Proposal |
| Format 6 | Cover Letter for Technical Proposal |
| Format 7 | Project Citation Format |
| Format 8 | Technical Presentation |
| Format 9 | Team Composition |
| Format 10 | Curriculum Vitae (CV) of Key Personnel |
| Format 11 | Letter of No Deviation |
| Format 12 | Format for Pre-Bid Queries |
| Annexure B | Commercial Bid Templates |
| Format 1 | Cover Letter for Commercial Proposal |
| Format 2 | Commercial Proposal |
| Annexure C | Template Performance Bank Guarantee |
| Annexure D | Format of Letter of Intent |

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|-------------------|---|
| Annexure E | Self-Declaration Non-Blacklisted format |
| Appendices | |
| Appendix 1 | Draft Master Service Agreement |
| Appendix 2 | Incredible India Digital Platform Strategy & Vision Document |
| Appendix 3 | Incredible India Digital Platform Benchmarking Reference Document |

5. Introduction to Incredible India Digital Platform

5.1 Incredible India Digital Platform

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

focal point for information, experiences, and services for tourists across the world thereby increasing visitor satisfaction & make India as a preferred destination.

5.2 Brief on Roles and Responsibilities of Implementation Partners

5.2.1 As a part of strategy and roadmap, MOT has envisioned to engage four implementation partners for revamping the Incredible India digital platform. The following are the four implementation partners:

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

5.2.2 Brand Strategy & Design Agency – Lead Implementation Partner

- (i). Brand Strategy and Design Agency shall play a pivotal role in driving the multi-faceted strategy for the Incredible India digital platform as per the vision laid down by the Ministry of Tourism. As a lead agency, it shall draft overall branding and experience strategy, deliver content to enhance the digital platform. In addition to this, it shall provide guidance and support to System Integrator and Production Agency and work together to achieve project milestones.
- (ii). The agency shall be responsible and accountable for planning, designing, and monitoring all campaigns executed during the period of engagement and shall also coordinate with internal and external stakeholders for managing the digital marketing initiatives.
- (iii). The Incredible India digital platform envisages an integrated and holistic approach to showcase Indian tourism, destination, products and other offerings including lesser known destinations and undiscovered facets of Indian tourism across the length and breadth of the country in a scalable and sustainable manner, to increase the footfalls of both the international and domestic tourists.
- (iv). This agency shall also provide content for Incredible India digital platform which shall include the following:

- (a). **Content Creation:** Drafting content for the website and other Social Media platforms, newsletters, banners, Mobile App, and other related deliverables
- (b). **Content Presentation:** The agency shall be responsible for translating content in multiple languages from India and abroad to target global audience, draft experience strategy, define brand guidelines, repurpose existing content
- (c). **Content Structure:** Design UI/UX in minimum clicks (3-4) for complete user journey on the platform, create theme-based content, define structure to granular level in terms of attractions or destinations e.g., State level, city level, district level, place level.
- (d). **Content Collaboration:** Content shall also be sourced via collaborations with states, industry bodies, travel writers, editors, content producers, freelance writers, brand writers, influencers, photographers, etc.
- (e). **Personalisation:** Create content as part of demographic / behavioural trends to push to different target groups and create customised key messages
- (f). CRM based content management, ORM, SEO, industry partnerships, etc.
- (g). Any other support which may be required to achieve the vision of Incredible India digital platform as one stop solution for information, services and outreach.

5.2.3 Production Agency

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

- (i). Providing new images and videos to enrich the portal
- (ii). Perform moderation of images and videos

- (iii). Editing and post-processing of images and videos
- (iv). Creation of immersive and 360-degree videos/images
- (v). Have Pan India network for capturing images and videos in far-fetched destinations/monuments/attractions.

5.2.4 System Integrator Agency

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

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

5.2.5 Project Management Unit (PMU)

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

- (i). Project monitoring and contract management including stakeholder management.
- (ii). Assistance in the procurement process (Creation of RFPs, Bid Process Management, etc.)
- (iii). Assistance in preparation of presentations (status reviews, vision, plan, requirements, etc.)
- (iv). Conducting meetings, reviews and doing other necessary communications for smooth functioning of the project.

- (v). Responsible for onboarding of all agencies and getting approvals from Ministry
- (vi). Defining SOPs for hassle-free functioning of platform and operations of three agencies altogether. This will be done in collaboration with the above-mentioned agencies.

6. Instruction to Bidders

6.1 General

- 6.1.1 While every effort has been made to provide comprehensive and accurate background information and requirement & specifications, bidders must form their conclusion about the solution needed to meet the requirements. Bidders may consult their legal before submitting response to this RFP.
- 6.1.2 All information supplied by the Bidders may be treated as contractually binding on the bidders, on the successful award of the assignment by the MoT based on this RFP.
- 6.1.3 No commitment of any kind, contractual or otherwise shall exist unless and until a formal written contract has been executed by or on behalf of the MoT. Any notification of the preferred Bidders status by the MoT shall not give rise to any enforceable rights by the Bidder. MoT may cancel this public procurement at any time prior to a formal written contract is executed by or on behalf of the MoT.
- 6.1.4 This RFP supersedes and replaces any previous public procurement documentation and communications, and Bidder should place no reliance on such communications.

6.2 Due Diligence by Bidders

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

liability to any bidder which may arise from or be incurred or suffered in connection with anything contained in this RFP and the award of the work or otherwise arising in any way from the selection process.

6.3 Compliant Proposals/ Completeness of Responses

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

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

6.4 Code of Integrity

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

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

- (viii). Making false declarations or providing false information for participation in a tender process to secure a contract.

6.4.2 Disclosure by the Bidder

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

6.5 Pre-Bid Meeting and Clarifications

6.5.1 Pre-Bid Conference

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

6.5.2 Responses to Pre-Bid Queries and Issue of Corrigendum

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

- (iv). To provide prospective Bidders reasonable time for taking the Corrigendum into account, MoT may, at its discretion, extend the last date for the receipt of the Proposals.

6.6 Key Requirements of the Bid

6.6.1 Bid Securing Declaration

Bidders shall submit, along with their Proposals, a signed 'Bid securing declaration' accepting that if the Bidder withdraws or modifies the bids during the period of validity, or if the Bidder is awarded the contract and they fail to sign the contract, the Bidder will be suspended for a period of one year from being eligible to submit Bids/ Proposals for contracts with MoT. **(Refer Annexure A Format 4: Format of Bid Security Declaration)**

6.6.2 Submission of Bids

- (i). Bidders should submit their responses to the RFP as per the procedure specified in the e-Procurement portal (URL: <https://eprocure.gov.in>) being used for this purpose. Generally, the items to be uploaded on the relevant sections/folders on the portal would include all the related documents mentioned in this RFP, such as:
 - (a). Bid securing declaration (Annexure A Format 4: Format of Bid Security Declaration)
 - (b). Pre-qualification response with Compliance sheet for Prequalification **(Annexure A Format 12: Pre-bid queries format)**
 - (c). Technical Proposal with the Cover Letter for Technical Proposal **(Annexure A Format 6: Covering Letter for Technical Proposal)**
 - (d). Commercial proposal with the Cover letter for Commercial proposal **(Annexure B Format 1 & Format 2)**
 - (e). Additional certifications/documents e.g., Power of Attorney, CA certificates on turnover, etc.
- (ii). However, each of the above documents must be uploaded in the format specified for this purpose and as per the specified folder structure in the portal.
- (iii). The bidder must ensure that the bid is digitally signed by the Authorized Signatory of the bidding firm and has been duly submitted within the

submission timelines. The MoT will in no case be responsible if the bid is not submitted online within the specified timelines.

- (iv). All the pages of the Proposal document must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bidder's Proposal.
- (v). Please note that prices should not be indicated in the pre-qualification proposal or technical proposal but should only be indicated in the commercial proposal.
- (vi). All the pages of the Proposal must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bidder's Proposal.
- (vii). The authorized signatory has to sign on all the pages of the proposal submitted.

6.6.3 Bidders Authorized Signatory

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

6.7 Preparation and Submission of Proposals

6.7.1 Proposal Preparation Cost

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

6.7.2 Language

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

6.7.3 Venue and Deadline for Submission of Proposals

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

6.8 No Deviations

The Bidder shall be required to provide a declaration for no deviation to the contents of the RFP document in the format prescribed in **Annexure A Format 11: Letter for No Deviation**

6.9 Evaluation Process

6.9.1 The Evaluation Committee constituted by the MoT shall evaluate the responses to the RFP and all supporting documents/documentary evidence. The inability of a Bidder to submit required supporting documents/documentary evidence within a reasonable time provided to it may lead to the Bidder's Proposal being declared non-responsive.

6.9.2 The decision of the Evaluation Committee in the evaluation of responses to the RFP shall be final. No correspondence will be entertained outside the process of negotiation/ discussion with the Evaluation Committee.

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

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

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

6.10 Proposal Evaluation

6.10.1 Initial Proposal Scrutiny

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

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

6.10.2 Pre-qualification Scrutiny

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

6.10.3 Technical Qualification Scrutiny

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

6.11 Bid Opening

The Proposals submitted up to 15:00 on 17.03.2023 will be opened at 10:00 on 20.03.2023 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 may be decided).

6.12 Bid Validity

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

7. Evaluation Criteria

7.1 Method and Terms of Selection

- 7.1.1 MoT shall evaluate the responses to this RFP and evaluate the bidders on a “best value bid” basis by using the **Quality and Cost Based Selection (QCBS) method**. Except for the public opening of bids, information related to the examination, clarification, evaluation and comparison of bids and recommendations concerning the award of contract shall not be disclosed to any Bidder or any person not officially concerned with such process.
- 7.1.2 Each bid will be assigned a score out of a maximum of 100 marks. The technical bid will comprise 70 marks whereas the commercial bid will be 30 marks out of 100. Only the bids scoring 70 percent (or more) in each section and a minimum of 70 marks out of 100 as per the technical criterion, will qualify for the commercial evaluation stage. Failing to secure minimum marks in technical criteria shall lead to technical rejection of the bid.
- 7.1.3 If there is only one valid Bid, MoT reserves the right to evaluate the single Bid or take recourse to re-tendering.
- 7.1.4 MoT reserves the right to accept or reject any Bid and/or cancel or annul the entire tender process and reject all the bids at any time prior to award of contract, without thereby incurring any liability whatsoever to the affected Bidder(s) and without informing the grounds of rejection/annulling.

7.2 Pre-Qualification Evaluation Criteria

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

| # | Eligibility Criteria | Supported documents to be Submitted |
|----|--|---|
| 1. | Legal Entity The Bidder must be: a. Incorporated and registered in India under the Indian | Certificate of Incorporation /Copy of Registration Certificate(s)/Copy of GST registration AND |

| | | |
|----|---|---|
| | <p>Companies Act 1956/2013 or LLP registered under LLP Act, 2008</p> <p>b. Shall be in operation in India for minimum five (5) years.</p> | <p>Bidder General information as per Annexure A Format 2: Particulars of the Bidder, to be included for the Bidder</p> |
| 2. | <p>Office in Delhi NCR</p> <p>The Bidder shall have an office in Delhi / NCR</p> | <p>Copy of Electricity/ telephone bill in the name of Bidder OR Lease agreements or Certificate from Company Secretary</p> |
| 3. | <p>Annual Turnover</p> <p>The Bidder must have an annual turnover of minimum INR 50 crore per year during the last three financial years ending 31st March 2021.</p> | <p>a. Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2021 – 2022, 2020 – 2021, 2019 – 2020</p> <p>b. Details be provided in Annexure A Format 3: Financials of the Bidder</p> <p>c. The details should be certified by the Statutory Auditor of the Company or Company Secretary</p> |
| 4. | <p>Resources</p> <p>Profiles proposed for Core Team should meet experience & minimum requirement criteria as mentioned in Clause 10.2</p> | <p>CVs of core team as per Annexure A Format 10: Curriculum Vitae (CV) of Key Personnel</p> |
| 5. | <p>Similar Work Experience</p> <p>The Bidder should have handled at least 3 projects in project management, with a project fee of at least INR 1 crore, per project, in the last 3 financial</p> | <p>a. List of the 3 clients should be provided along with the nature of services provided.</p> <p>b. Use the format provided in Annexure A Format 7: Project Citation Format</p> <p>AND</p> |

| | | |
|----|--|---|
| | years (2021-22, 2020-21, 2019-20) | <ul style="list-style-type: none"> a. Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR b. Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR c. Copy of client certificate as documentary proof for the stated criteria and project status, OR d. Certificate by the Company Secretary of the bidder for the stated criteria and project status. e. In case of NDA, the bidder shall submit a self-declaration certificate duly signed by the authorized signatory. |
| 6. | <p>Not Blacklisted</p> <p>The Bidder should not have been blacklisted by (Central Govt./State Govt. / Centre/State PSUs/ Autonomous Body) on the bid submission date.</p> | <ul style="list-style-type: none"> a. Self-declaration from the bidder in company letter head, signed by authorized signatory as per Annexure E: Self-declaration - Not Blacklisted Format b. This needs to be submitted for the Bidder |
| 7. | <p>Positive Net Worth</p> <p>The Firm shall have positive net worth of as on 31st March 2022.</p> | <p>Net-worth certificate from chartered accountant needs to be enclosed as per Details be provided in Annexure A Format 3: Financials of the Bidder</p> |

7.3 Technical Evaluation Criteria

7.3.1 Technical Bid Details

The evaluation criteria for technical bid are given as below:

| # | Criteria | Particulars | Documentary Evidence | Max. Marks |
|----|--|---|---|------------|
| 1. | Average Annual turnover for the last three financial years (2021-22, 2020-21, 2019-20) | <p>Annual turnover during the last three financial years ending 31st March 2022.</p> <p><u>Refer to the below table 7.3.2.1 for further details.</u></p> | <p>a. Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2021-22, 2020-21, 2019-20</p> <p>b. Details be provided in Annexure A Format 3: Financials of the Bidder</p> <p>c. The details should be certified by the Statutory Auditor of the Company or Company Secretary</p> | 15 |
| 2. | Experience in Project Management for any Tourism or similar industry (like Airline, Hospitality, Travel aggregators, etc.) in last five years. | <p>Each tourism related project will get 6 marks. A maximum of 5 projects can be submitted.</p> <p>OR</p> <p>Each similar industry related project will get 5 marks. A maximum of 6 projects can be submitted.</p> <p><i>(In case, bidder is citing a combination</i></p> | <p>a. List of all the clients should be provided.</p> <p>b. Use the format provided in Annexure A Format 6: Project Citation Format</p> <p>AND</p> <p>a. Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> | 30 |

| | | | | |
|----|-----------|--|---|----|
| | | <p><i>from above two categories, the maximum marks allotted will be 20 only)</i></p> <p><u>Refer to the below table 7.3.2.2 for further details.</u></p> | <p>b. Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>c. Copy of client certificate as documentary proof for the stated criteria and project status.</p> <p>d. In case of NDA, the bidder shall submit a self-declaration certificate duly signed by the authorized signatory.</p> | |
| 3. | Resources | <p>Assessment of Profiles proposed for PMU Team:</p> <p>a. Project Manager (10 - 15 Years' Experience)</p> <p>b. Management Consultant (6-10 Years' Experience)</p> <p>c. Management Consultant (4--6 Years' Experience)</p> <p>d. Technology Consultant (6-10</p> | <p>Resume of the profiles. HR should also certify that details provided in the resume are correct.</p> <p>(Refer to Annexure A Format 10: CV of Key Personnel)</p> | 25 |

| | | | | |
|----|--------------------|--|--|----|
| | | <p>Years' Experience)</p> <p>e. AEM Expert (6-10 Years' Experience)</p> <p><u>Refer to the table 7.3.2.3 below</u></p> | | |
| 4. | Technical Proposal | <p>The Technical Proposal shall cover the following:</p> <p>a. Understanding of scope of work</p> <p>b. Approach & Methodology</p> <p>c. Implementation plan & team deployment.</p> <p>d. Company's Profile</p> <p>e. Framework & Delivery</p> <p>f. Bidder's capability</p> <p>g. Experience in tourism, travel, and hospitality industry</p> <p><u>Refer to the Clause 7.3.2.4 below</u></p> | <p>Bidder to submit detailed technical proposal covering:</p> <p>1. Understanding of scope of work</p> <p>2. Approach & Methodology</p> <p>3. Implementation plan & team deployment.</p> <p>4. Profile and track record of the company in terms of credentials and existing client base</p> <p>5. Showcasing the framework and innovation in project delivery</p> <p>6. Demonstrating bidder's capability, appreciation of requirements and suggestions</p> <p>7. Showcasing experience in</p> | 30 |

| | | | | |
|--------------|--|--|---|------------|
| | | | tourism, travel, and hospitality industry | |
| Total | | | | 100 |

7.3.1.1 Technical Bid Criteria 1: Average Annual Turnover

The marks will be awarded as per the following table:

| # | Average Annual Turnover | Maximum Marks |
|----|-------------------------|---------------|
| 1. | 50 Cr to <= 75 Cr | 5 Marks |
| 2. | 75+ Cr to <= 100 Cr | 10 Marks |
| 3. | 100 + Cr | 15 Marks |

7.3.1.2 Technical Bid Criteria 2: Experience in Brand Consultancy

The marks will be awarded for project management handled for any Tourism or other domains in the last five years as per following table:

| # | Criteria | Particulars | Max. Marks |
|----|---|--|------------|
| 1. | Project Management handled in for any Tourism or other domains. | For Tourism-related project: Each project shall be assessed on following parameters: 1. Scope of Services & impact (3 marks) 2. Contract Value without GST (3 marks) a. 1 - 2 Crore: 1 Mark | 30 |

| | | | |
|-------------|--|---|-----------|
| | | b. >2 – 3 Crore: 2 Marks c. > 3 Crore: 3 Marks For other domains: Each project shall be assessed on following parameters: 3. Scope of Service and Impact (2 marks) 4. Contract Value without GST (3 marks) a. 1 - 2 Crore: 1 Mark b. >2 – 3 Crore: 2 Marks c. > 3 Crore: 3 Marks | |
| Total Score | | | 30 |

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

The detailed evaluation of the proposed resources and project experience relevance on previous assignments to be provided as per **Annexure A Format 10**.

| # | Resources | Scoring pattern |
|-----------|---|--|
| 1. | Project Manager (10 - 15 years' experience) | Max Marks: 5 Marks (i). Work Experience – Minimum 10 years of experience a. 10-12 years: 2 Marks b. 12+ years: 3 Marks |

| | | |
|----|---|---|
| | | <p>(ii). Total no. of projects as Team Leader/Project Manager in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 2 projects: 1 Mark</p> <p>b. More than 2 projects: 2 Marks</p> |
| 2. | Management Consultant (6 -10 years' experience) | <p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 6 years of experience</p> <p>a. 6 – 8 years: 2 Marks</p> <p>b. 8+ years: 3 Marks</p> <p>(ii). Total no. of projects as Management Consultant in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 2 projects: 1 Mark</p> <p>b. More than 2 projects: 2 Marks</p> |
| 3. | Management Consultant (4 - 6 years' experience) | <p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 4 years of experience</p> <p>a. 4 - 5 years: 2 Marks</p> <p>b. 5+ years: 3 Marks</p> <p>(ii). Total no. of projects as Management Consultant in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> |

| | | |
|--------------------|---|--|
| | | <p>a. Up to 2 projects: 1 Mark</p> <p>b. More than 2 projects: 2 Marks</p> |
| 4. | Technology Consultant (6 -10 years' experience) | <p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 6 years of experience</p> <p>a. 6 - 8 years: 2 Marks</p> <p>b. 8+ years: 3 Marks</p> <p>(ii). Total no. of projects as Technology Consultant in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project.</p> <p>a. Up to 2 projects: 1 Mark</p> <p>b. More than 2 projects: 2 Marks</p> |
| 5. | AEM Expert (6 -10 years' experience) | <p>Max Marks: 5 Marks</p> <p>(i). Work Experience – Minimum 6 years of experience</p> <p>a. 6 - 8 years: 2 Marks</p> <p>b. 8+ years: 3 Marks</p> <p>(ii). Total no. of projects as AEM Expert in the last five years. In every project citation, do submit the roles & responsibilities handled by the resource in that project. Should furnish AEM Certificate along with the CV format.</p> <p>a. Up to 2 projects: 1 Mark</p> <p>b. More than 2 projects: 2 Marks</p> |
| Total Marks | | 25 Marks |

7.3.1.4 Technical Bid Criteria 4: Components of Technical Presentation

The bidder shall be responsible for a detailed technical presentation (**Annexure A Format 8**) as well as showcasing their own experience in relevant projects as mentioned in their CVs. The evaluation of the technical proposal shall include:

| # | Particulars | Max Marks |
|--------------------|---|-----------------|
| 1. | Understanding of scope of work | 4 Marks |
| 2. | Profile and track record of the company in terms of credentials and existing client base | 4 Marks |
| 3. | Approach & Methodology | 5 Marks |
| 4. | Showcasing the framework and innovation in project delivery | 4 Marks |
| 5. | Demonstrating bidder's capability, appreciation of requirements and suggestions and experience in tourism, travel, and hospitality industry | 4 Marks |
| 6. | Implementation plan & team deployment. | 4 Marks |
| 7. | Interaction with the committee | 5 Marks |
| Total Marks | | 30 Marks |

7.4 Commercial Evaluation

7.4.1 The commercial bids for the technically qualified bidders shall be opened on the notified date and time and reviewed to determine whether the commercial bids are substantially responsive.

7.4.2 The bid price will exclude all taxes and levies and shall be in Indian Rupees and mentioned separately.

7.4.3 Bids that are not as per Commercial format or are conditional bids shall be liable to be disqualification at MoT.

7.4.4 Each bidder will be given a Normalized Score as per below mentioned formula:
Normalized Commercial Score of a Bidder = $\{\text{Lowest Total Contract Value} / \text{Bidders Total Contract Value}\} \times 100$ (adjusted to 2 decimals)

7.5 Final and Combined Score Calculation

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

(i). Technical: 70 Marks

(ii). Commercial: 30 Marks

(iii). Final Score = $(0.70 \times \text{Technical Score}) + (0.30 \times \text{Normalized Commercial Score})$

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

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

8. Scope of Work and Deliverables

8.1 Overview of the Scope

PMU will have a crucial role in achieving the vision of Incredible India Digital Platform. The work of PMU will involve following dimensions:

(i) Project Vision Management

(ii) Stakeholder Management

(iii) Project Monitoring, Coordination and Contract Management

(iv) Procurement

(v) Innovations and Improvement

The above dimensions of the work have been detailed out below:

8.1.1 Project Vision Management

The PMU team will be responsible for revisiting the benchmarking exercise, strategy and roadmap and refine the same on a regular basis, in line with the vision and

mandate of the Ministry of Tourism as well as new developments in the area of tourism.

8.1.2 Stakeholder Management

- (i). PMU shall help MOT to maintain the project governance structures to oversee project administration and steer the project to meet with its stated objectives through timely interventions and decisions
- (ii). Develop an effective stakeholder management plan, which will facilitate proper information flow among various stakeholders of the project and will also support an alignment of the project stakeholders with the objectives of the project
- (iii). Create a communication plan and communication strategy to engage all stakeholders in various review meetings and workshops
- (iv). Provide support for routine reporting of information required by MOT and other stakeholders.

8.1.3 Project Monitoring, Coordination and Contract Management

- (i). Monitor the performance and progress of different implementation agencies working on the project of Incredible India Website and Mobile App.
- (ii). Set up a performance management framework to provide for effective monitoring of the project throughout the contract period
- (iii). Facilitate the implementation and rollout activities as per the plan including the data migration tasks
- (iv). Participate in design reviews, user training plans, data migration plans, and advise MOT in effectiveness or possible trade-offs of suggested improvements by System Integrator
- (v). Provide guidance and review to the implementation partners for preparation / revision of any project related documents
- (vi). Support MOT in reviewing the deliverables being submitted by implementation partners which includes performance monitoring reports, incident reports, updated system design documents, etc. as per the ToR for System Integrator.
- (vii). Participate in design, development and execution of various campaigns being run by MOT in close coordination with content creation and translation agency.

However, the responsibility of design, development and execution of the campaigns would be with the content creation and translation agency

- (viii). Support MOT in intermediary work related to content for website and mobile app. This will include discussions with content creation and translation agency and digital media creation agency to identify new content and media required for website and app
- (ix). Provide periodic review reports on all contractors working on the Incredible India website and mobile app including activities performed, status of compliance with the RFPs and overall performance of the contractor.
- (x). Co-ordinate with Ministry of Tourism, National Informatics Centre (NIC), implementation partners and other relevant stakeholders for successful execution of Incredible India Digital Platform Strategy.
- (xi). Project Management of Incredible India Digital Platform and related ICT initiatives of Ministry of Tourism.
- (xii). Manage Social Media Activities related to Incredible India Website.
- (xiii). Manage inventory of deliverables like content, digital images, Videos, AVs, etc. for Incredible India website in co-ordination with Brand Strategy & Design and Production Agencies.
- (xiv). To act as custodian of all credentials related to Incredible India Digital Platform.

8.1.4 New Procurement

- (i). PMU shall support the MOT in identification of various technologies and services which will be required for the Incredible India Website and Mobile App
- (ii). Create plans for procurement of various products and services as per the requirement of the MOT
- (iii). Assist the MOT in preparation of detailed Request for Proposal or Request for Empanelment documents for the selection or empanelment of any agency
- (iv). Provide support to the MOT in defining overall procurement processes and suggesting timelines
- (v). Support the MOT in identification and evaluation of potential vendors for any work as per the requirements of the MOT

- (vi). Facilitate in organizing initial discussions with various vendors and service providers as per the requirement of the MOT
- (vii). Support the MOT in responding to various queries from vendors and service providers at various stages of any procurement process
- (viii). Help the MOT in developing various evaluation schemes for assessing responses of different vendor and service providers as per the requirement of the MOT
- (ix). Support the MOT in Bid performance management which includes the following activities:
 - (a). Assistance in the Pre-Bid Process
 - (b). Assistance in the Bid opening
 - (c). Assistance in the Bid Evaluation Process
 - (d). Assistance in contract signing

8.2.4 Innovations and Improvements

- (i). Support MOT in improving the website and mobile app for better visitor experience and achieving the objectives of Incredible India.
- (ii). Work with the MOT and the System Integrator (SI) in creating KPIs and dashboards for the analytics solution implemented on the new Incredible India Website and Mobile App. However, the responsibility of design, development and implementation of the necessary dashboards would lie with the System Integrator (SI).
- (iii). Utilize the analytics solution implemented on the new Incredible India Website and Mobile App and work with MOT and SI to derive key insights.
- (iv). Work with Brand Strategy and Design Agency for Identification of new themes or campaigns required for the website and mobile app.
- (v). Support MOT in preparation of concept notes for new features, functionalities or themes as per the requirement of the MOT.
- (vi). Advise MOT on payment issues raised by the existing/erstwhile agencies involved in the Incredible India project.

- (vii). Prepare a plan of action for the execution of various improvements suggested over the duration of the project.

8.2.5 Miscellaneous

- (i). The Scope of Work specified in clauses 8.2.1 to 8.2.4 are not exhaustive and the Bidder shall undertake such other tasks as may be necessary for the successful completion of the project.
- (ii). The Bidder will at no time resort to plagiarism. MoT will not be a party to any dispute arising on account of plagiarism resorted to by the Bidder.
- (iii). The Bidder shall be responsible for obtaining any permission that may be required for undertaking work as detailed in this RFP Document. MoT will assist the Bidder in this regard, wherever possible.
- (iv). The Bidder shall provide for all the necessary resources (including software with licenses) on the laptop of the team members deployed by the Bidder for content creation and designing.

8.3 Payment Terms

Payment will be made on a quarterly basis based on the sign off issued by Ministry of Tourism.

8.4 Period of Contract

The selected agency would be appointed for a period of two (2) years extendable for another one year on the same terms and conditions and with the provision that services of the agencies may be dispensed with at any time, giving three months' notice, in the event of non- performance, under-performance or any other reason which would be specified.

9. Terms & Conditions

- 9.1 All the team members should be available at Ministry of Tourism on all working days and whenever called for.
- 9.2 Bidder shall furnish only the original GST Bill for payment along with the Bank account details.
- 9.3 The team members should not be involved in any other project of the company.
- 9.4 Ministry of Tourism reserves the right to change the number of resources based on the requirement and performance of the resources.

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

10. Roles and Responsibilities of all the team members

- (i). The Roles and Responsibilities of all the team members mentioned below are indicative and not exhaustive. Also, Roles and Responsibilities of the team member could be overlapping. The Project Manager shall ensure seamless workflow across the team for the delivery of requisite services.
- (ii). The selected Bidder would be required to deploy a dedicated team of professionals as indicated below.
- (iii). Each member of the PMU team must be a full-time employee of the Bidder and should **have been employed with the Bidder for at least last one year**.
- (iv). The Bidder shall arrange provision for laptops with connectivity, headphones, all necessary software to render services under the scope of this RFP and other software such as those necessary to host meetings.
- (v). In case the allocated resource resigns, then the Bidder must inform MoT within one week of such resignation. The Bidder shall ensure that the role of deployed resource is not vacant at any point of time during the contract period. The Bidder must provide replacement resources of equal or better qualification and experience as mandated in the RFP. MoT reserves the right to conduct interviews of the resources proposed by the selected Bidder in such a case. There must be proper documentation and knowledge transfer session of a minimum of 30 days between the resigned and the new appointed resource.
- (vi). The bidder shall conduct a proper background check of the resource and should submit BGV (background check verification document) to MoT, in case the same is requested.
- (vii). Below mentioned resources should be on the bidder's payroll and should meet minimum qualifications requirements as mentioned below and carry the following roles and responsibilities:

| S.no. | Position (No of Resources) | Roles and Responsibilities |
|-------|----------------------------|----------------------------|
| 1 | Project Manager (1) | The candidate must be |

| | | |
|---|--|---|
| | <p>Minimum Qualification: PGDBM/MBA + BE/BTech</p> | <p>The project will be led by Project Manager.</p> <ol style="list-style-type: none"> (S)He should be a full-time employee of the bidder's firm. (S)He shall have extensive experience and proven expertise in managing similar multi-task contracts of this type and complexity. (S)He shall be responsible for overall performance of the team. (S)He shall be responsible for planning, directing, and coordinating the overall program effort. (S)He shall be responsible for managing the team resources and ensuring their optimum allocation. (S)He shall participate in review meetings called by MOT. (S)He preferably should have prior experience of working in travel & tourism domain projects. (S)He should have sound technical knowledge and expertise, including a sound knowledge of the underlying technologies in the Incredible India website and mobile app and should have knowledge around Branding/Marketing activities. |
| 2 | <p>Management Consultant (2)</p> <p>Minimum Qualifications: PGDBM/MBA + BE/BTech</p> | <p>The Management Consultant would be responsible for all the work streams mentioned in Scope of Work and assist in enhancing the social media presence of the Incredible India Website and mobile application.</p> <ol style="list-style-type: none"> (S)He should be a full -time employee of the bidder's firm. (S)He should have experience of working in digital marketing, brand experience strategy, digital outreach strategy & management. (S)He shall be responsible for coordinating design and content for various digital channels, outbound communications such as e-newsletter, emailers, digital campaigns. (S)He should be able to identify channel |

| | | |
|--|--|--|
| | | <p>strategy for digital and social media channels</p> <p>e. (S)He shall be responsible for alliances and partnerships for content and services with relevant Central Ministries, State Governments, Destinations, Travel Trade, Hospitality Industry, Writers, Editors, Influencers etc.</p> <p>f. (S)He should coordinate with all the implementation partners and stakeholders from the Ministry to improve the website features and functionalities along with improvising the SEO strategy.</p> <p>g. (S)He would generate insights based on the trends observed in the data, tie back to the implementation partners and update MOT.</p> <p>h. (S)He shall be recognising and observing emerging trends, opportunities, and threats from changes in Search, Social and the wider Analytics landscape.</p> <p>i. (S)He shall prepare payment notes and SLA reports making payments for the onboarded agencies.</p> <p>j. (S)He shall be responsible for preparing presentations and review trackers for project review meetings /stakeholders' meetings.</p> |
|--|--|--|

| | | |
|---|--|---|
| 3 | <p>Technology Consultant (1)</p> <p>Minimum Qualifications:</p> <p>BE / BTech / MCA/ MTech or equivalent</p> | <p>The Technology consultant & AEM Expert and should have experience for all the work streams mentioned in Scope of Work. (S)He would be supporting the PMU, would be monitoring the web traffic and check for all the Adobe related features being utilized in the best possible ways.</p> <ol style="list-style-type: none"> (S)He should be a full -time employee of the bidder's firm (S)He should have experience working in Digital transformations and/or e-governance domain with adequate knowledge in emerging technologies like AI/ NLP/ Blockchain. (S)He should coordinate with all the implementation partners and stakeholders from the Ministry to improve the website features and functionalities along with improvising the SEO strategy. |
| 4 | <p>AEM Expert (1)</p> <p>Minimum Qualifications:</p> <p>BE / BTech / MCA/ MTech or equivalent & AEM Certified</p> | <ol style="list-style-type: none"> (S)He should have sound knowledge and experience of working on Adobe AEM and Adobe Marketing cloud services (S)He should have technical knowledge of digital testing technologies and demonstrable passion for its applications to enhance customer experience. (S)He will be responsible for advising MOT, as well as the System Integrator for optimum utilisation of the Adobe platform and services. (S)He would generate insights based on the trends observed in the data, tie back to the implementation partners and update MOT (S)He shall be recognising and observing emerging trends, opportunities, and threats from changes in Search, Social and the wider Analytics landscape (S)He will guide the SI to develop and enhance automated reporting |

| | | |
|--|--|--|
| | | <p>templates that communicate KPIs, trends and deviations to the stakeholders.</p> <p>j. (S)He shall support the analytic needs of a MOT by analysing web traffic using clickstream tools beyond Omniture, as and when required.</p> <p>k. (S)He shall drive System Integrator to help derive insights from app data for mobile analytics.</p> <p>l. (S)He shall not be expected to generate the reports. But shall be required to review the reports generated by the System Integrator and provide insights on the same.</p> |
|--|--|--|

11. Appointment of Bidder

11.1 Award Criteria

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

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

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

11.3 Notification of Award

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

to extend the validity period of a Bidder's Proposal shall be the Bidder's sole prerogative.

11.4 Contract Finalization and Award

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

11.5 Performance Guarantee

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

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

11.6 Signing of Contract

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

11.7 Indemnity

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

11.8 Right to Terminate the Process

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

12. Exit Management

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

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

13. Fraud and Corrupt Practices

- 13.1 The Bidders and their respective officers, employees, agents, and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, the MoT shall reject a Proposal without being liable in any manner whatsoever to the Bidder, if it determines that the Bidder has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice

(collectively the “Prohibited Practices”) in the Selection Process. In such an event, the MoT shall, without prejudice to its any other rights or remedies, forfeit and appropriate the Bid Security or Performance Security as mutually agreed genuine pre-estimated compensation and damages payable to the Authority for, inter alia, time, cost, and effort of the Authority, regarding the RFP, including consideration and evaluation of such Bidder’s Proposal.

13.2 Without prejudice to the rights of the MoT under Clause above and the rights and remedies which the MoT may have under the Lol or the Agreement, if a Bidder or Systems Implementation Bidder, as the case may be, is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Selection Process, or after the issue of the Lol or the execution of the Agreement, such Bidder or Systems Implementation Bidder shall not be eligible to participate in any tender or RFP issued by the MoT during a period of <2 (two) years> from the date such Bidder or Systems Implementation Bidder, as the case may be, is found by the MoT to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.

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

13.3.1 “corrupt practice” means

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

technical consultant/ adviser of the MoT in relation to any matter concerning the Project.

- 13.3.2 “fraudulent practice” means a misrepresentation or omission of facts or disclosure of incomplete facts, to influence the Selection Process.
- 13.3.3 “coercive practice” means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person’s participation or action in the Selection Process.
- 13.3.4 “undesirable practice” means.
- (i). establishing contact with any person connected with or employed or engaged by MoT with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or
 - (ii). having a Conflict of Interest; and
- 13.3.5 “restrictive practice” means forming a cartel or arriving at any understanding or arrangement among Bidders with the objective of restricting or manipulating a full and fair competition in the Selection Process.

14. Conflict of Interest

- 14.1 A Bidder shall not have a conflict of interest that may affect the Selection Process or the Solution delivery (the “Conflict of Interest”). Any Bidder found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the MoT shall forfeit and appropriate the EMD, if available, as mutually agreed genuine pre-estimated compensation and damages payable to the MoT for, inter alia, the time, cost and effort of the MoT including consideration of such Bidder’s Proposal, without prejudice to any other right or remedy that may be available to the MoT hereunder or otherwise.
- 14.2 The MoT requires that the Implementation Bidder provides solutions which always hold the MoT’s interest’s paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Systems Implementation Bidder shall not accept or engage in any assignment that would conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of the MoT.
- 14.3 Without limiting the generality of the above, a Bidder shall be deemed to have a Conflict of Interest affecting the Selection Process, if:

- 14.3.1 the Bidder, its Associates (or any constituent thereof) and any other Bidder, Associate (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Bidder, or Associate (or any shareholder thereof having a shareholding of more than 5 per cent of the paid up and subscribed share capital of such Bidder, Associate, as the case may be) in the other Bidder, Associate is less than 5% (five per cent) of the subscribed and paid up equity share capital thereof. For the purposes of this Clause, indirect shareholding held through one or more intermediate persons shall be computed as follows:
- (i). where any intermediary controlled by a person through management control or otherwise, the entire shareholding held by such controlled intermediary in any other person (the "Subject Person") shall be taken into account for computing the shareholding of such controlling person in the Subject Person; where a person does not exercise control over an intermediary, which has shareholding in the Subject Person, the computation of indirect shareholding of such person in the Subject Person shall be undertaken on
 - (ii). a proportionate basis: provided, however, that no such shareholding shall be reckoned under this Sub-clause if the shareholding of such person in the intermediary is less than 26% (twenty-six per cent) of the subscribed and paid-up equity shareholding of such intermediary; or
- 14.3.2 a constituent of such Bidder is also a constituent of another Bidder; or
- 14.3.3 such Bidder or its Associate receives or has received any direct or indirect subsidy or grant from any other Bidder or its Associate; or
- 14.3.4 such Bidder has the same legal representative for purposes of this Application as any other Bidder; or
- 14.3.5 such Bidder has a relationship with another Bidder, directly or through common third parties, that puts them in a position to have access to each-others' information about, or to influence the Application of either or each of the other Bidder; or
- 14.3.6 there is a conflict with the Bidder (including its personnel and other members, if any) and any subsidiaries or entities controlled by such Bidder or having common controlling shareholders. The duties of the Bidder will depend on the circumstances of each case. While providing brand, design, and related solutions to the MoT for this assignment, the Bidder shall not take up any assignment that by its nature will result in conflict with the present assignment; or

- 14.3.7 a firm hired to provide brand and design strategy for the implementation of a project, and its Members or Associates, will be disqualified from subsequently providing goods or works or services related to the same project.
- 14.4 A Bidder eventually appointed to implement project management solutions for this Project, its Associates, affiliates and the Financial Expert, shall be disqualified from subsequently providing goods or works or services related to the construction and operation of the same Project and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 12 months from the completion of this assignment; provided further that this restriction shall not apply to solutions delivered to the MoT in continuation of this systems implementation or to any subsequent systems implementation executed for the MoT in accordance with the rules of the MoT.

Annexures

Annexure A: Pre-Qualification and Technical Bid Templates

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

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

Format to be used in Pre-Qualification Proposal

- (i). Format 1: Compliance Sheet for Pre-qualification Proposal
- (ii). Format 2: Particulars Of the Bidder
- (iii). Format 3: Financials of the Bidder
- (iv). Format 4: Bid Securing Declaration

Format to be used in Technical Proposal

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

Annexure A

Format 1: Compliance Sheet for Pre-Qualification Proposal

| # | Basic Requirements | Documentary evidence to be submitted | Provided (Yes/No) | Reference & Page No. |
|---|----------------------------|---|-------------------|----------------------|
| 1 | Power of Attorney | Copy of Power of Attorney in the name of the Authorized signatory | | |
| 2 | Particulars of the Bidders | As per Format 2: Particulars of the Bidders | | |
| 3 | Bid Securing Declaration | As per Format 3: Format for Bid Securing Declaration | | |
| 4 | Legal Entity | a) Certificate of Incorporation b) GST Registration Certificate c) Copy of PAN Card d) Letter from Company Secretary/ Authorized Signatory/ Statutory Auditor on bidder's letter head for last three years operation | | |
| 5 | Annual Turnover | a) Certified true copy of Balance Sheet with Profit & Loss A/c for the year: 2021-22, 2020 – 2021, & 2019 – 2020. b) Details be provided as per Annexure A Format 2: Particulars of the Bidder c) The details should be certified by the Statutory Auditor of | | |

| # | Basic Requirements | Documentary evidence to be submitted | Provided (Yes/No) | Reference & Page No. |
|---|-------------------------|--|-------------------|----------------------|
| | | the Company or Company Secretary | | |
| 6 | Net worth | Details to be provided as per Annexure A Format 3: Financials of the Bidder | | |
| 7 | Similar Work Experience | <p>a) List of the 3 clients should be provided along with the nature of services provided.</p> <p>b) Use the format provided in Annexure A Format 6: Project Citation Format</p> <p>AND</p> <p>a) Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> <p>b) Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>c) Copy of client certificate as documentary proof for the stated criteria and project status, OR</p> <p>d) Certificate by the Company Secretary of the bidder for the</p> | | |

| # | Basic Requirements | Documentary evidence to be submitted | Provided (Yes/No) | Reference & Page No. |
|----|--------------------|---|-------------------|----------------------|
| | | stated criteria and project status. | | |
| 8 | AEM Certifications | <p>a) Copy of valid certificates duly authenticated by the authorized signatory.</p> <p>And</p> <p>a) Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> <p>b) Copy of Work Order and Self Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>c) Copy of client certificate as documentary proof for the stated criteria and project status</p> | | |
| 9 | Headcount | Certificate from HR indicating the number of employees on the full-time rolls of the Bidder. | | |
| 10 | Resources | CVs of core team as per Annexure A Format 10: Curriculum Vitae of Key Personnel | | |
| 11 | Not Blacklisted | Self-declaration from the bidder in company letter head, signed | | |

| # | Basic Requirements | Documentary evidence to be submitted | Provided (Yes/No) | Reference & Page No. |
|----|---------------------|---|-------------------|----------------------|
| | | by authorized signatory as per Annexure E: Self-declaration – Not Blacklisted format | | |
| 12 | Office in Delhi NCR | Copy of Electricity/ telephone bill in the name of Bidder OR Lease agreements or Certificate from Company Secretary | | |

Format 2: Particulars of the Bidders

| # | Information Sought | Details to be Furbished |
|---|--|-------------------------|
| 1 | Name and Address of the Bidder | |
| 2 | Incorporation Status of the Firm (Public limited/private limited, etc.) | |
| 3 | Year of Establishment | |
| 4 | Date of Registration | |
| 5 | Details of registration with appropriate authorities for service tax/GST | |
| 6 | Name, Address, email, Phone nos. and Mobile Number of Contact Person | |

Annexure A

Format 3: Financials of the Bidder

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

| Particulars | Timeline | | | Average Annual Turnover (in Rs. Crores) |
|-----------------------------|-----------|-----------|-----------|--|
| | 2019-2020 | 2020-2021 | 2021-2022 | |
| Turnover (in Rs. Crores) | | | | |
| Net Worth | | | | |

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

Format 4: Format for Bid Securing Declaration

(On Bidder's letter head)

Date and Reference)

To

The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Subject: Bid Security Declaration

We, the undersigned, declare that:

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

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

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

Signed:

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

Annexure A

Format 5: Compliance Sheet for Technical Proposal

| # | Specific Requirements | Documents required | Compliance (Yes/No) | Reference & Page number |
|---|-------------------------------------|---|---------------------|-------------------------|
| 1 | Cover letter for Technical proposal | As per Annexure A Format 6 | | |
| 2 | Experience in Project Management | <p>(a). List of the 3 clients should be provided along with the nature of services provided.</p> <p>(b). Use the format provided in Annexure A Format 7: Project Citation Format</p> <p>AND</p> <p>(a). Copy of Work Order and Completion Certificates/ Phase Completion Certificate from the client, OR</p> <p>(b). Copy of Work Order and Self-Certificate of Completion certified by the Statutory Auditor or the Company Secretary, OR</p> <p>(c). Copy of client certificate as documentary proof for the stated criteria and project status, OR</p> <p>(d). Certificate by the Company Secretary of the bidder for</p> | | |

| # | Specific Requirements | Documents required | Compliance (Yes/No) | Reference & Page number |
|---|---|--|---------------------|-------------------------|
| | | the stated criteria and project status. | | |
| 3 | Proposed workplan, approach and methodology | Detailed presentation. | | |
| 4 | Technical presentation | Detailed presentation. | | |
| 5 | Resource profiles | CVs of proposed resources as per Annexure A Format 10 | | |
| 6 | Letter for no deviation | As per Annexure A Format 11 | | |

Format 6: Covering Letter for Technical Proposal

<Date>

To,

The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Subject: Submission of the Technical Proposal for Selection of Project Management Unit for Incredible India Digital Platform

Dear Sir/Madam,

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

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

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

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

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

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of the Bidder:

Address:

Format 7: 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 (Without GST) | |
| Total Cost of Services provided by the bidder | |
| Duration of the Project (No. of months, Start Date, Completion date, status) | |
| Other Relevant Information | |

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

Format 8: Technical Presentation

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

- (i). Understanding of scope of work
- (ii). Indicative Implementation plan & Team deployment plan
- (iii). Proposed approach and methodology
- (iv). Profile and track record of the company in terms of credentials and existing client base
- (v). Showcasing the framework and innovation in project delivery
- (vi). Demonstrating bidder's capability, appreciation of requirements and suggestions
- (vii). Showcasing experience in tourism, travel, and hospitality industry

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

Format 9: Team Composition

| Name of Staff | Experience and qualification | Position Assigned |
|----------------------|-------------------------------------|--------------------------|
| | | |
| | | |
| | | |
| | | |

Annexure A

Format 10: Curriculum Vitae (CV) of Key Personnel

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

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

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

Format 11: Letter for No Deviation

To
The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Dear Sir:

Subject: No Deviations

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

(Authorised Signatory)

Signature:

Name:

Designation:

Address:

Format 12: Pre-bid queries format

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

Sheet 1: Bidder's Information

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

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

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

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

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

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

Format 1: Cover Letter for Commercial Proposal

<Date>

To,

The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Subject: Submission of the Commercial Proposal for **Selection of Project Management Unit for Incredible India Digital Platform**

Dear Sir/Madam,

We, the undersigned, offer to provide the Project Management Unit services for **Incredible India Digital Platform** in accordance with your Request for Proposal dated <<Date>> and our Proposal (Technical and Commercial Proposals).

PRICE AND VALIDITY

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

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

TENDER PRICING

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

QUALIFYING DATA

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

BID PRICE

We declare that our Bid Price is for the entire scope of the work as specified in the Clause 8. These prices are indicated Commercial Bid attached with our bid as part of the bid.

PERFORMANCE BANK GUARANTEE

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

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

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

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

Yours sincerely

Authorized Signature:

Name and Title of Signatory:

Name of Bidder:

Address:

Annexure B

Format 2: Commercial Proposal

| Sr No | Role Description | Cost per month (INR excluding taxes) (A) | No of months (B) | Total Cost (INR excluding taxes) (A)*(B) |
|----------------------|------------------------------------|---|-------------------------|---|
| 1. | Project Manager | | 24 | |
| 2. | Management Consultant (6-10 years) | | 24 | |
| 3. | Management Consultant (4-6 years) | | 24 | |
| 4. | Technology Consultant | | 24 | |
| 5. | AEM Expert | | 24 | |
| | Total Cost | | | |
| Total Cost in Words: | | | | |

Note:

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

Annexure C: Template Performance Bank Guarantee

Performance Security

<Name>

<Designation>

<Address>

<Phone Nos.>

<Fax Nos.>

<Email id>

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

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

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

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

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

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

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

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

Notwithstanding anything contained herein:

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

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

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

Annexure D: Format for Letter of Intent

(On Firm's Letter Head)

Date:

Place:

To

The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Sub: Selection of Project Management Unit for Incredible India Digital Platform.

Dear Sir,

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

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

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

Yours faithfully,

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

(Name and seal of the Applicant)

Annexure E: Self-declaration - Not blacklisted format

(On the Bidder's letterhead)

To,
The Deputy Secretary to the Government of India,
Ministry of Tourism, Government of India,
New Delhi.

Date:

Sub: Selection of Project Management Unit for Incredible India Digital Platform – Self Declaration

Dear Sir,

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

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

Yours faithfully,

(Signature, name, and designation of

the authorised signatory)

Date:

Place:

Appendices

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

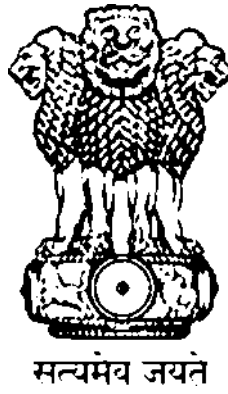
Appendix 1: Draft Master Service Agreement

Appendix 2: Incredible India Digital Platform Strategy & Vision Document

Appendix 3: Incredible India Digital Platform Benchmarking References Document

**RFP for “Selection of Project Management Unit for
Incredible India Digital Platform”**

Draft Master Service Agreement



22 February 2023

**Ministry of Tourism
Government of India**

MASTER SERVICE AGREEMENT

Contents

| | |
|--|----|
| MASTER SERVICE AGREEMENT | 2 |
| 1 Definitions and Interpretation | 3 |
| 2 Scope of the Project | 8 |
| 3 Term and duration of the agreement | 8 |
| 4 Conditions Precedent and effective date..... | 8 |
| 5 Change of Control | 9 |
| 6 Representations and Warranties | 10 |
| 7 Obligations of the MoT or its nominated agencies | 12 |
| 8 Obligation of Agency | 12 |
| 9 Approval and required consents | 12 |
| 10 Individual Contractor | 13 |
| 11 Use of assets by Agency | 13 |
| 12 Access to the MoT or its nominated Agency's locations | 13 |
| 13 Security..... | 13 |
| 14 Cooperation..... | 14 |
| 15 Conflict of Interest..... | 14 |
| 16 Publicity..... | 14 |
| 17 Financial matters..... | 14 |
| 18 Termination..... | 16 |
| 19 Indemnification & Limitation of Liability..... | 18 |
| 20 Force Majeure | 20 |
| 21 Confidentiality | 21 |
| 22 Intellectual Property Rights (IPR) | 22 |
| 23 Notices..... | 23 |
| 24 Jurisdictions..... | 25 |
| 25 Governing laws and Dispute Resolution | 25 |
| Schedule I - Exit Management Schedule..... | 26 |
| Schedule II - Governance Schedule..... | 31 |
| Schedule III - Terms of Payment Schedule..... | 32 |
| 1. Approved Cost for Project Management Unit | 32 |
| 2. Payment milestones and payment terms | 32 |
| Schedule IV - Liquidated Damages..... | 33 |
| Annexures | 34 |

THIS MASTER SERVICE AGREEMENT (“Agreement”) is made on this the <###> day of <###> 2023 at <###>, India.

BETWEEN

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

XXXXXXX, a Company incorporated under the Companies Act, 1956, having its registered office at **XXXXXXXXXXXXXX** (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:

- a. MoT desires to revamp its Incredible India Digital Platform to make it one of the best tourism portals in the world.
- b. 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 **XXXXXXX**.
- c. The successful bidder has been selected as the Agency based on 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 <ol style="list-style-type: none">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/orb) 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 another 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; |
| Effective Date | shall have the same meaning ascribed to it in Clause 3; |
| Force Majeure | shall have the same meaning ascribed to it in Clause 20.1; |
| Indemnifying Party | shall have the same meaning ascribed to it in Clause 19; |
| 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; |
| 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; |
| 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 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). the word “include” or “including” shall be deemed to be followed by “without limitation” or “but not limited to” whether or not they are followed by such phrases;
- (viii). 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
- (ix). 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 decimals places, with the third digit of five or above being rounded up and below five being rounded down except in money calculations where such amounts shall be rounded off to the nearest INR.

1.4 Ambiguities within Agreement

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

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

1.5 Priority of Documents

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

- (i). This Agreement along with NDA agreement (Annexure B);
- (ii). Schedules and Annexures;
- (iii). the RFP along with subsequently issued corrigenda (Annexure C); and

- (iv). Technical and financial proposal submitted by the Agency, 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 Detailed scope of work provided in the RFP document (to be read along with the corrigenda) (Annexure C).

3 Term and duration of the agreement

- 3.1 This Agreement shall come into effect on <XXX> 2023 - (hereinafter the 'Effective Date') and the period of contract will be 24 months from the effective date, unless terminated earlier (as per termination clause, in which case the contract will get terminated on fulfilment of all obligations mentioned as per termination clause and exit management Schedule). The Agreement may further be extended for one year 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 which is as follows:

- (a). to provide a Performance Security/Guarantee and other guarantees/ payments within 7 days of the receipt of letter of intent 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 Precedent which are as follows:

- (a). Necessary clearances associated with the execution of the project, unless specified to be performed by the Agency; and
- (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 forthwith forfeit the Performance Guarantee; and
- (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 of Control

- 5.1 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.
- 5.2 In the event that the net worth of the surviving entity is less than that of the 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).
- 5.3 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.
- 5.4 Pursuant to termination, the effects of termination as set out in 'Termination clause' of this Agreement shall follow.
- 5.5 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

- 7.1 To provide any support through personnel and/or test data during development, rollout and steady state operation.
- 7.2 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 authorize the Agency to interact with other / external entities such as the brand strategy & design Agency, System Integrator, production Agency, other stakeholders, etc.

8 Obligation of Agency

- 8.1 It shall perform the services as set out in the RFP document (Annexure C) and in a good and workmanlike manner commensurate with industry and technical standards.

9 Approval and required consents

- 9.1 The Parties shall cooperate to procure, maintain and observe all relevant and regulatory governmental licenses, clearances and applicable approvals 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 Individual Contractor

- 10.1 It is expressly agreed that the Agency is an independent Agency as to all work performed under this agreement shall be done solely by the selected Agency only.
- 10.2 The Agency shall not assign any work mentioned in the RFP to sub-contractor; in case of any special requirement arise during the contract period then prior approval needs to be taken from the MoT with properly describing the reason, milestone and period for which sub-contractor shall be working on the project.
- 10.3 The Agency shall be solely responsible for any and all salaries, employee benefit plans, taxes, insurance, and any other compensations and responsibilities for their respective employees.
- 10.4 Any of the Agency's employee shall not be authorized to act or appear to act as agents or representatives of the MoT, whether in performing the work or otherwise.

11 Use of assets by Agency

- 11.1 During the term the Agency shall 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.
- 11.2 Keep all the tangible Assets in as good and serviceable condition (reasonable wear and tear excepted) as at the date the Agency takes control of and/or first uses the Assets and during the entire term of the Agreement.

12 Access to the MoT or its nominated Agency's locations

- 12.1 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).

13 Security

13.1 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, 2000 or Indian Telegraph Act, 1885 including the regulations issued by Department 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; and
- (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 that 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.

14 Cooperation

- 14.1 Except as otherwise provided elsewhere in this Agreement or the SLA, each Party ("Providing Party") to this Agreement or to the SLA undertakes promptly to provide the other Party ("Receiving Party") with all such information and co-operation which the Receiving Party reasonably requests, provided that such information and cooperation:
- (i). Does not require material expenditure by the Providing Party to provide the same;
 - (ii). Is reasonably required by the Receiving Party in order for it to comply with its obligations under this Agreement or the SLA;
 - (iii). Cannot be construed to be Confidential Information; and
 - (iv). Is capable of being provided by the Providing Party.

15 Conflict of Interest

- 15.1 Agency shall disclose to the MoT in writing, all actual and potential conflicts of interest that exist, arise or may arise in the course of performing the services as soon as practical after it becomes aware of that conflict.

16 Publicity

- 16.1 Agency shall not make or permit to be made a public announcement or media release about any aspect of this agreement unless the MoT first gives Agency its written consent.

17 Financial matters

- 17.1 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; and
- (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 Agreement.

17.2 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). MoT shall be invoiced by the Agency for the Services and Deliverables. 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; and
 - (b). Any invoice presented in the accordance with this Agreement shall be in form agreed with MoT.
- (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.

17.3 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, 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; and

- (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.

18 Termination

18.1 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 affording a reasonable opportunity to the Agency to explain the circumstances leading to such a breach; or
 - (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; and
- (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.

18.2 Termination for Convenience

- (i). The MoT shall terminate the contract for any reason by giving the Agency a notice period of 90 days that refers to this clause. The Agency shall receive the payment for all the deliverables accepted by MoT till the effective date of termination;
- (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; and
 - (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.

18.3 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, the Performance Guarantee furnished by Agency may be forfeited; and
- (ii). Upon termination of this Agreement, the Parties will comply with the Exit Management Schedule set out as Schedule I of this Agreement.

18.4 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.

19 Indemnification & Limitation of Liability

- 19.1 Subject to Clause 19.4 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.
- 19.2 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.
- 19.3 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; or
 - (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.
- 19.4 The indemnities set out in Clause 19.1 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 defence 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 defence;

- (iii). if the Indemnifying Party does not assume full control over the defence of a claim as provided in this Article, the Indemnifying Party may participate in such defence 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 19.1 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).
- 19.5 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 19 and breach of Clause 18.
- 19.6 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 19.1) even if it has been advised of their possible existence.

- 19.7 The allocations of liability in this Section 19 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.

20 Force Majeure

20.1 Definition of Force Majeure

“Force Majeure” shall mean any event or circumstance or a combination of both events and circumstances beyond the reasonable control of either Party, as the case may be, and which is unavoidable notwithstanding the reasonable care of the Party affected.

20.2 Force Majeure events

- (i). A Force Majeure shall include, without limitation, the following:
 - (a). An act of war, hostilities, or warlike operations (whether a state of war be declared or not), invasion, act of foreign enemy, and civil war;
 - (b). 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;
 - (c). An act of God, including 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 disasters;
- (ii). 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.
- (iii). The party who has given such notice shall be excused from the performance or punctual performance of its obligations under the agreement 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.
- (iv). 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 Agreement and to fulfil its or their obligations under the

Contract, but without prejudice to either party's right to terminate the Agreement under Clause 18.

- (v). No delay or non-performance by either party to this Agreement caused by the occurrence of any event of Force Majeure shall:
 - (a). constitute a default or breach of the Contract;
 - (b). 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.
- (vi). 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;
- (vii). In the event of termination pursuant to the material breach, the rights and obligations of the MoT and the Agency shall be as specified in the clause titled Termination;
- (viii). Notwithstanding Clause 20.2 (iv), Force Majeure shall not apply to any obligation of the MoT to make payments to the Agency under this Agreement; and
- (ix). 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, Agency 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).

21 Confidentiality

- 21.1 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 aforesaid information; and
 - (iv). Information which has been disclosed to the public pursuant to a court order.
- 21.2 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.

22 Intellectual Property Rights (IPR)

- 22.1 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 the 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.
- 22.2 Bespoke development: Subject to the provisions of Clause 22.3 and 22.4 below, upon payment, the IPR rights for any bespoke development done during the implementation of the project will lie exclusively with the MoT.
- 22.3 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 Agency leaves with MoT at the conclusion of performance of the services.
- 22.4 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.

23 Notices

23.1 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.

23.2 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: roshanmthomas.dad@hub.nic.in

Contact:

With a copy to: as.tourism@gov.in

Agency

Tel:

Fax:

Email:

Contact:

- (i). 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; and
- (ii). 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.

23.3 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; and

- (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.

23.4 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 that achieves to the greatest extent possible the economic, legal and commercial objectives of the illegal, invalid or unenforceable provision or part provision; and
- (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.

23.5 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.

23.6 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.

23.7 Entire Agreement

This Agreement with all schedules & annexures appended thereto and the contents and specifications of the RFP and published corrigenda 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.

24 Jurisdictions

The Agreement 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 Agreement.

25 Governing laws and Dispute Resolution

25.1 The terms and conditions of this Agreement shall at all times be construed in accordance with IT Act and Regulations, Privacy laws and other applicable laws of India thereunder as amended from time to time. All legal disputes are subject to the exclusive jurisdiction of (where Purchaser is located) courts only.

25.2 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.

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

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

- 25.5 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
- 25.6 Compliance with laws: Each party will comply with all applicable laws and regulations.
- 25.7 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; and
 - (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 in 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; and
 - (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.
- 6.4. The MoT reserves the right to interview the personnel proposed that shall be deployed as part of the project team. If found unsuitable, the MoT may reject the deployment of the personnel, but ultimate responsibility of the project implementation shall lie with Agency.

- 6.5. In case of change in its team members, for any reason whatsoever, Agency shall also ensure that the existing members are replaced with at least equally qualified and professionally competent members.
- 6.6. In addition to the aforementioned, Agency shall provide services to manage and maintain the adequate system and infrastructure as mentioned in RFP and its corrigenda.
- 6.7. The Agency shall deploy a team in an Offsite + Onsite model, where a few members of the team shall be working from the client's office and the remaining team shall be working from the Agency's office. The team working remotely shall also be available at the client-side whenever required by the client for meetings, discussions, product walkthroughs, etc.

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 the 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 the provision of contingent support to MoT, and Replacement Agency for a reasonable period after the 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; and
- 1.3. set out the procedure for escalating disagreements;

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

1. Approved Cost for Project Management Unit

| |
|---|
| (All Prices in Indian Rupees Only) |
|---|

2. Payment milestones and payment terms

Payment will be made on a quarterly basis based on the sign off issued by Ministry of Tourism.

Other Payment Terms

- 3.1** The selected bidder shall submit the bill for payment as per the 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.
- 3.2** Payment would be made after deducting the penalty which is calculated before every payment.
- 3.3** Payment shall be made only after assessment of performance as per agreed plan for each duration.
- 3.4** Payment shall be made as per actual deployment of resources as approved by the MoT.

Schedule IV - 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 scope of work mentioned in the RFP – “Selection of Project Management Unit for Incredible India Digital Platform” published on 22nd February 2023 and to be read along with the corrigenda published for this RFP.

Annexure B – Non- Disclosure Agreement

THIS AGREEMENT is made on this the <###> day of <###> 2023--- at <###>, India.

BETWEEN

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

XXXXXX, a Company incorporated under the Companies Act, 1956, having its registered office at **XXXXXXXX** (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:

- (i). MoT is desirous to implement the project - Incredible India digital platform;
- (ii). The MoT and Agency have entered into a Master Services Agreement dated (the "MSA") <###> in furtherance of the Project;
- (iii). 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"); and
- (iv). 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 that 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; and
- (ii). Such Confidential Information may be in any form or medium, tangible or intangible, and may be communicated/disclosed in writing, orally, or through visual observation or by any other means to the Receiving Party.

4. Obligations of The Receiving Party

The Receiving Party shall:

- (i). use the Confidential Information only for the Business Purpose and shall hold the Confidential Information in confidence using the same degree of care as it normally exercises to protect its own proprietary information, taking into account the nature of the Confidential Information, and
- (ii). grant access to Confidential Information only to its employees on a 'need to know basis' and restrict such access as and when not necessary to carry out the Business Purpose;
- (iii). cause its employees to comply with the provisions of this Agreement;
- (iv). reproduce Confidential Information only to the extent essential to fulfilling the Business Purpose, and
- (v). prevent disclosure of Confidential Information to third parties;
- (vi). disclose the Confidential Information to its consultants on a need to know basis; provided that by doing so, the Receiving Party agrees to bind such

consultants/ contractors to terms at least as restrictive as those stated herein. The Receiving Party upon making a disclosure under this Clause shall advise the consultants of the confidentiality obligations imposed on them by this clause;

- (vii). 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;
- (viii). 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;
- (ix). not to remove any of the other Party's Confidential Information from the premises of the Disclosing Party without prior written approval;
- (x). 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;
- (xi). 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). In case, a dispute is referred to arbitration, the arbitration shall be under the Indian Arbitration and Conciliation Act, 1996, and any statutory modification or re-enactment thereof;
- (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 proceedings of Arbitration shall be in the English language;
- (iv). 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; and
- (v). It is also a term of the contract that neither party to the contract shall be entitled to any interest on the amount of the award.

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:

(Signature)

(Name)

(Designation)

(Address)

(Fax No.)

SIGNED, SEALED AND DELIVERED

For and on behalf of the MoT by:

(Signature)

(Name)

(Designation)

(Address)

(Fax No.)

In the presence of:

- 1.
- 2.

Incredible India digital platform strategy and vision document



सत्यमेव जयते

January 2022

**Ministry of Tourism
Government of India**

Incredible!ndia

Contents

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| 1. Introduction | 3 |
| 2. Benchmarking details..... | 3 |
| 3. Vision..... | 4 |
| 4. Strategy Framework..... | 4 |
| 5. Identified strategic actions and tactics | 5 |
| 5.1. Pillar 1: Content | 5 |
| 5.2. Pillar 2: Services | 17 |
| 5.3. Pillar 3: Communication and Outreach..... | 20 |
| 5.4. Enabler 1: Implementation Partners..... | 22 |
| 5.5. Enabler 2: Technology Partners | 25 |
| 5.6. Enabler 3: Governance..... | 26 |

1. Introduction

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

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

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

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

2. Benchmarking details

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

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

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

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

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

3. Vision

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

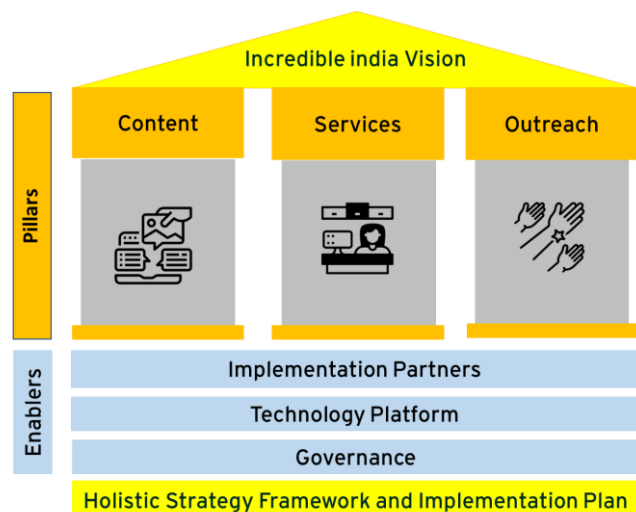
The overarching theme of the vision statement is to promote tourism, through tourist facilitation by online channels.

4. Strategy Framework

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

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

The strategy framework is depicted in the below image:



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

5. Identified strategic actions and tactics

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

5.1. Pillar 1: Content

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

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

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

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

Good reference for this implementation is Switzerland tourism portal.

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

This has been benchmarked from Scotland tourism portal.

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

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

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

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

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

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

Strategic action 2: Content Presentation

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

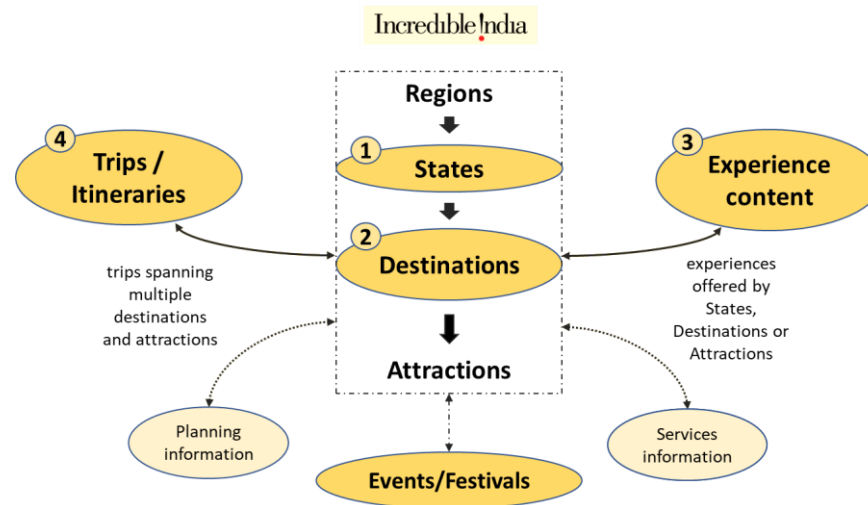
Tactic 1: Easily navigable content through filters and categorization- Filters help the travelers to easily access the large number of content pages on websites. Visitors can narrow down their desired preferences using filters. This will make the vast quantity of data more manageable and helps visitors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

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

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

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

Strategic action 3: Content Structure

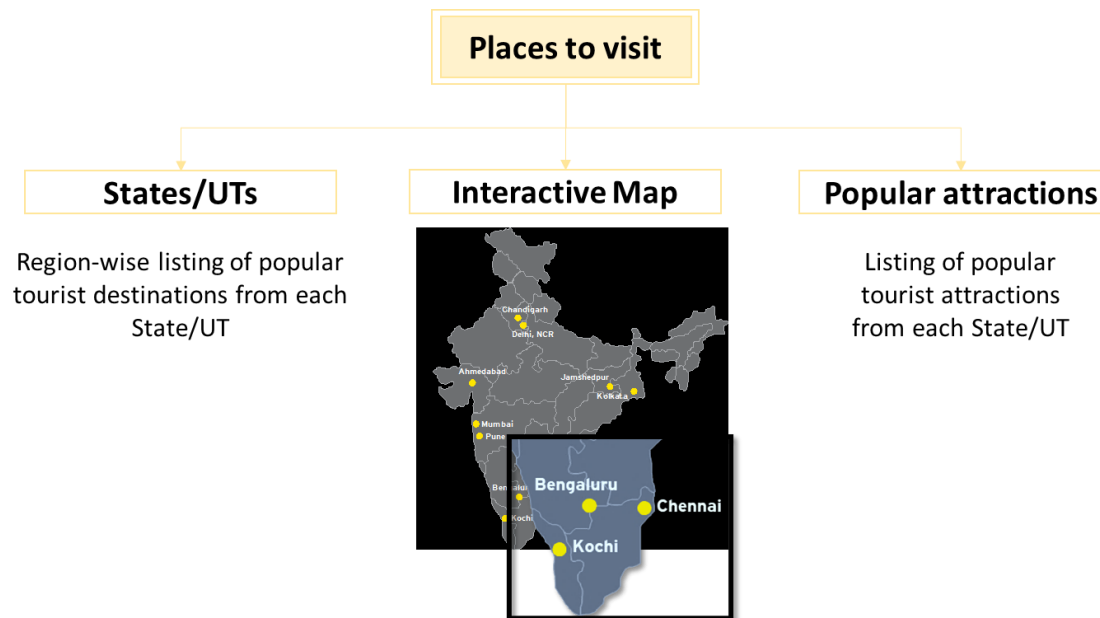


Tactic 1: State Page- The structure of the state page

State pages could ideally comprise of the following minimum information:

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

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



Region -> State -> Popular destination -> Featured Attraction

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

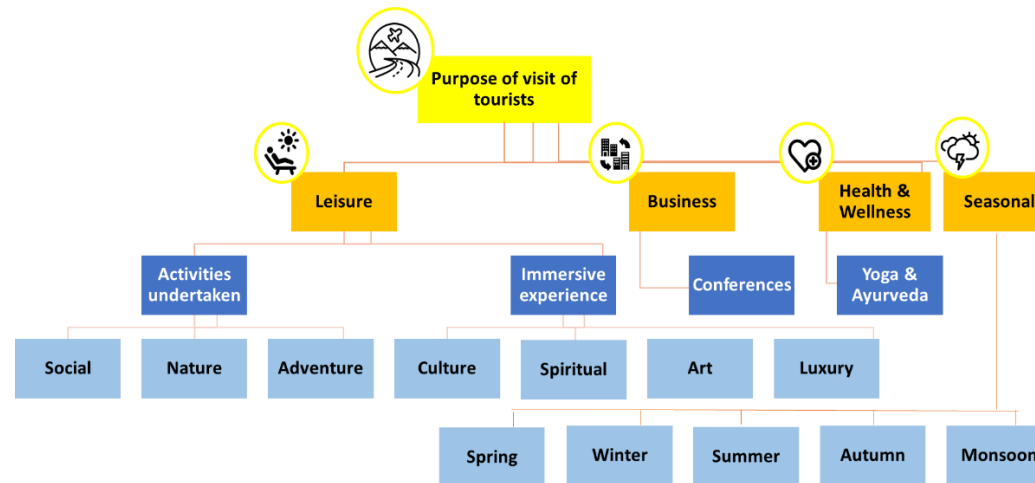
Tactic 2B: Destination Page

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)

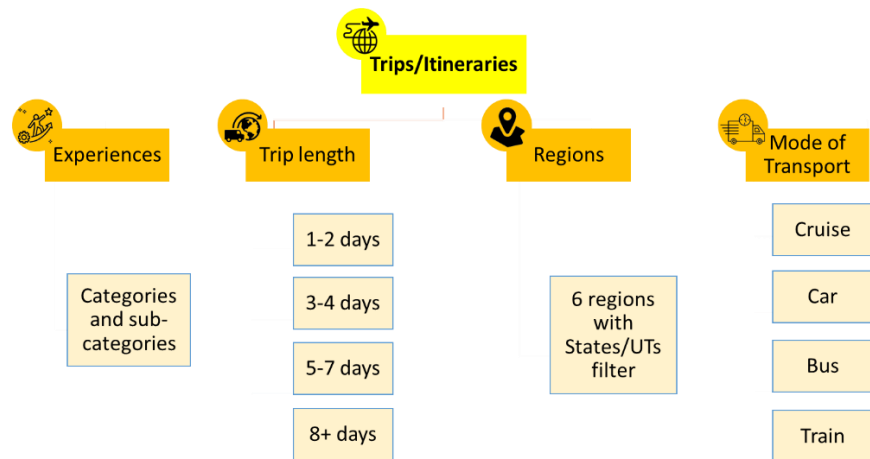
Tactic 3: Experiences and experience page



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.

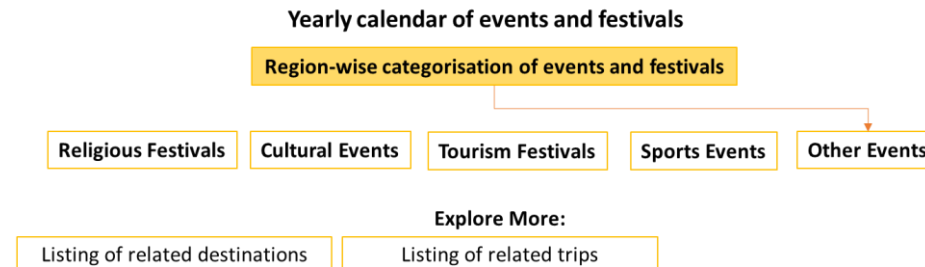
Tactic 4: Trips

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:

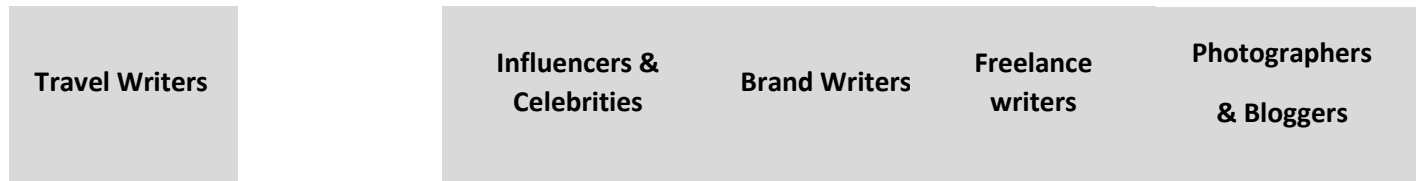
- Important links
- Social media links
- App links

- 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

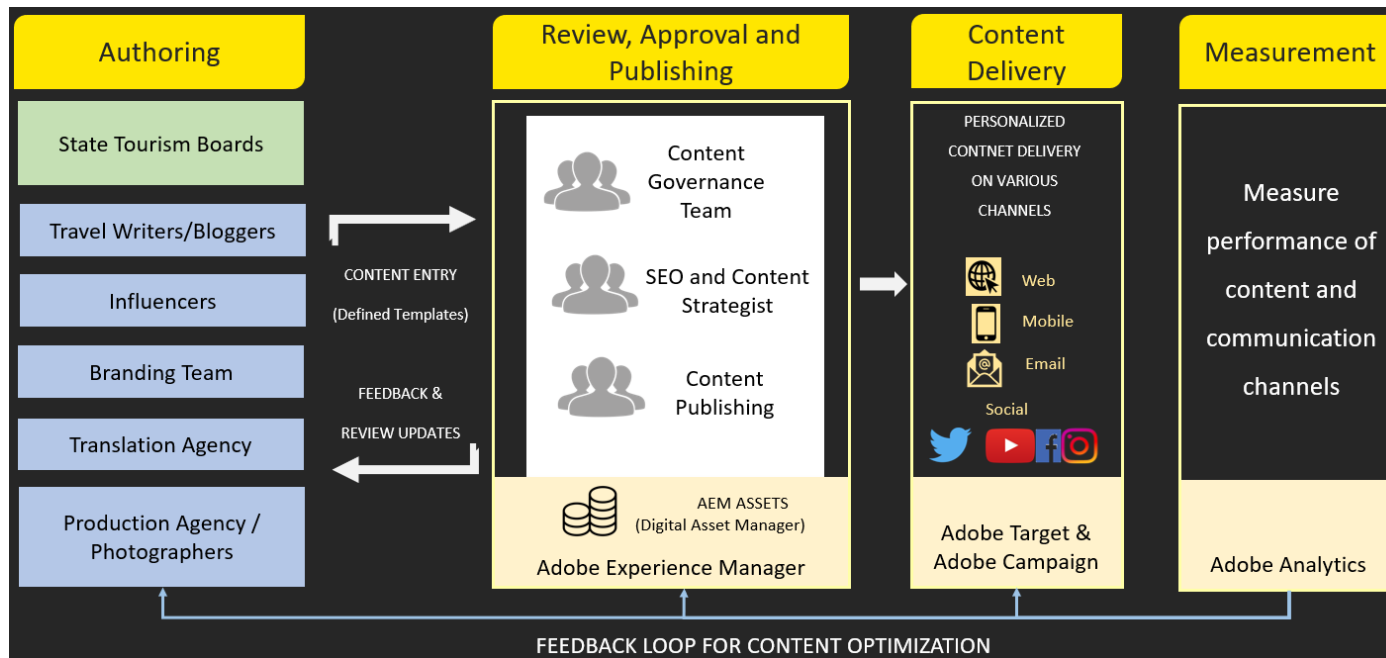
- Integration to be considered with external sources such as Hotels listings, Tour operators' listings from NIDHI and other information from Official websites of attractions (Museums, National parks, etc.). This is an indicative list only (shall be further detailed along with implementation partners)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

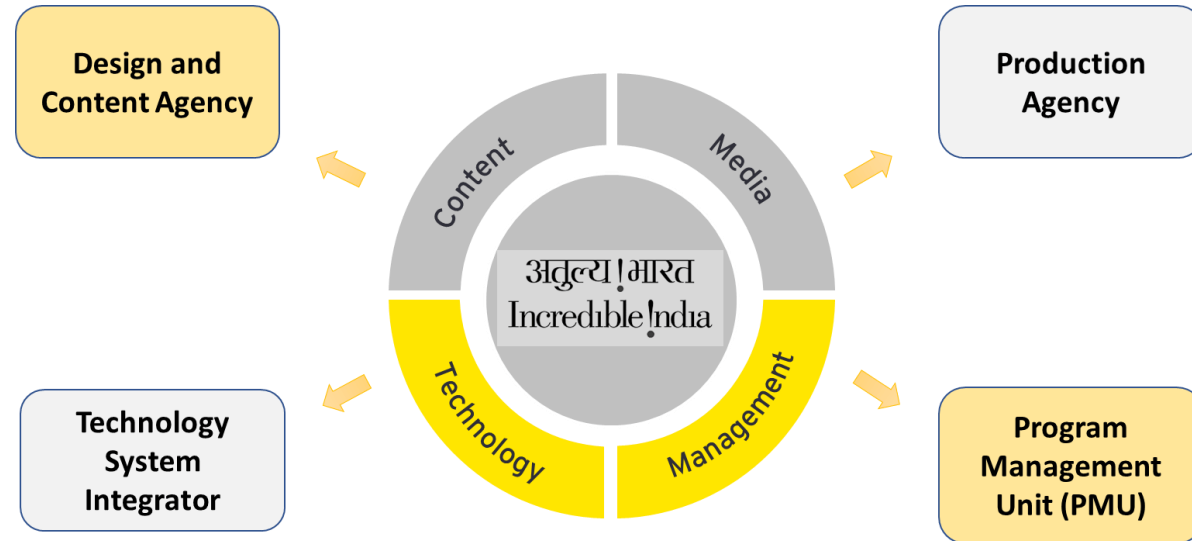
Strategic Action 6: Blogs

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

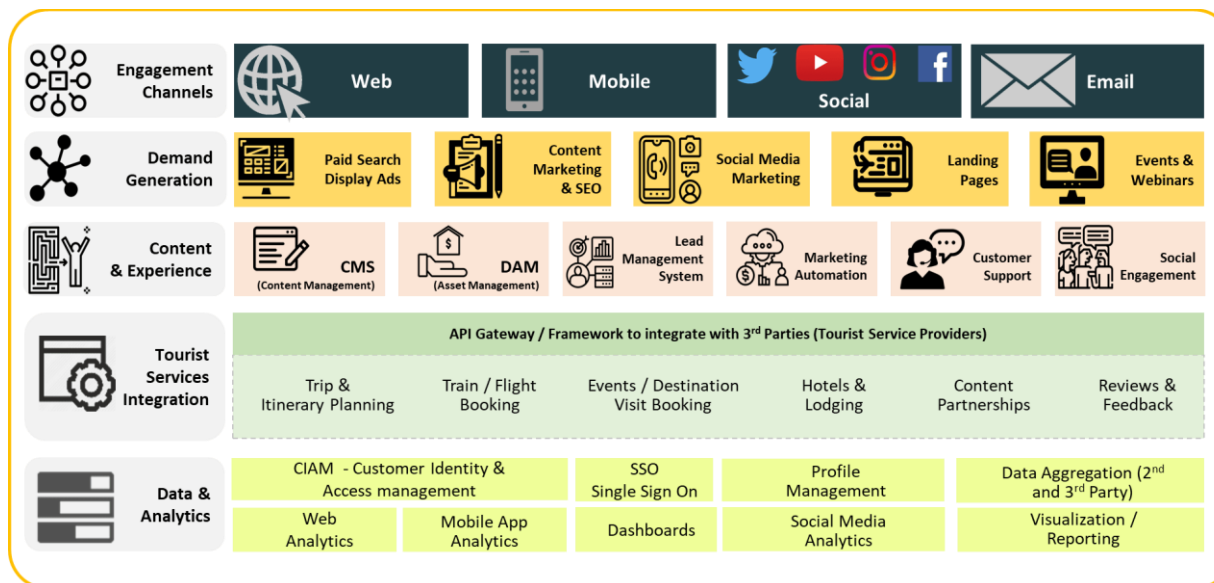
- Editing and post processing of images and videos
- Cataloguing and tagging of images and videos for ready reference
- Creation of 360-degree videos / images
- Creation of VR walkthroughs, guided tours, virtual exhibitions
- Creation of VR app(s)
- Implementation of AR use cases - walkthroughs, Point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

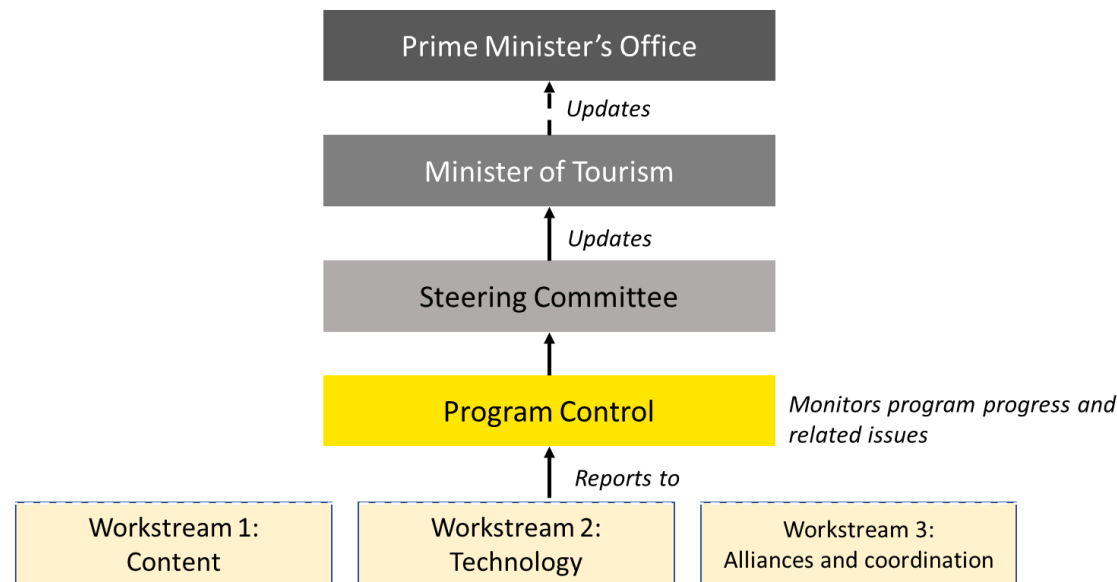
- **Engagement Channels** invoke the process of interacting with potential and existing visitors through various digital channels to establish a relationship with them. Channels relevant for the platform are website, mobile app, social media platforms and e-mail.
- **Demand Generation** is a key facet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

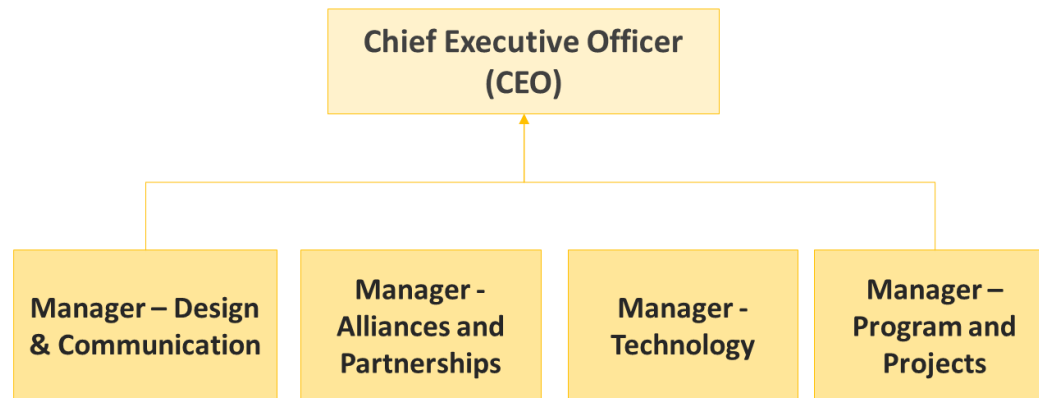
Strategic Action 1: Ensure a comprehensive governance mechanism



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.

Annexure 3 - Incredible India Digital Platform Benchmarking References Document



Incredible India Digital platform

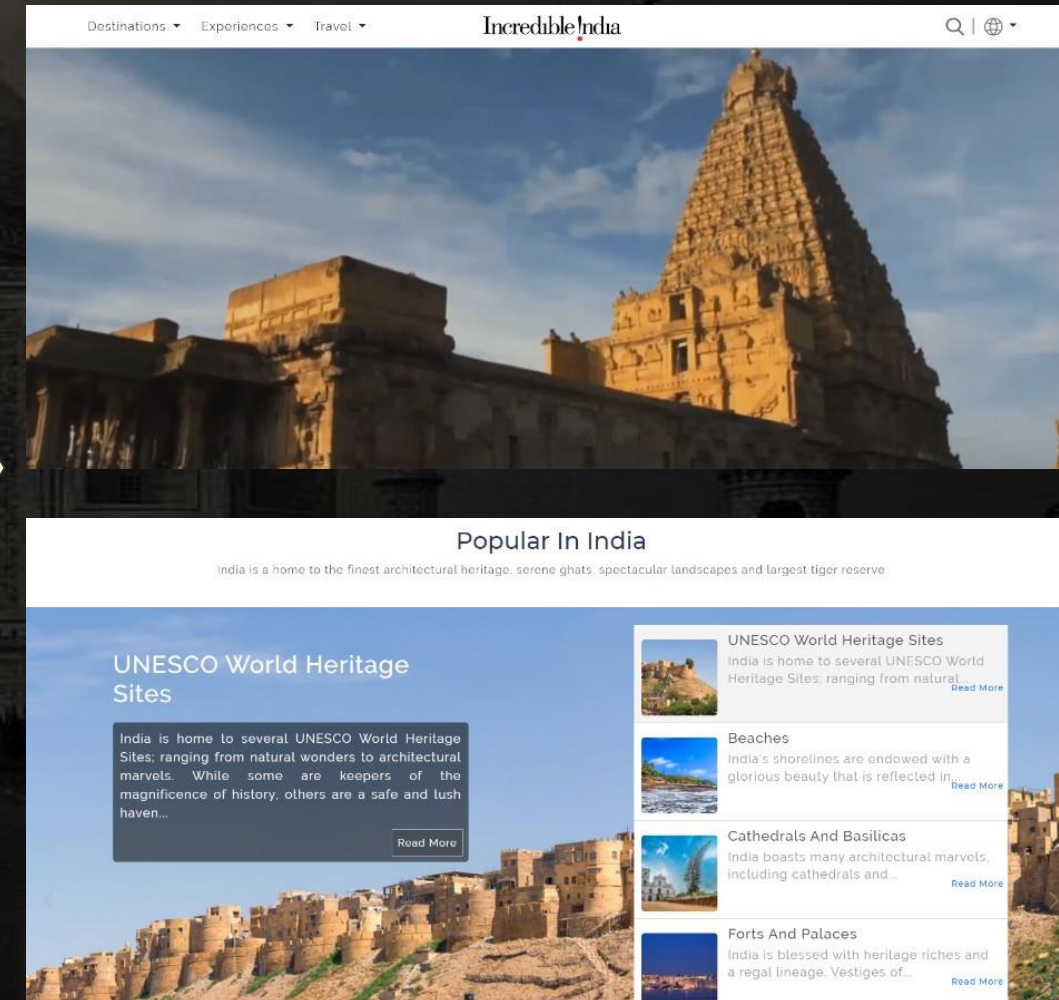
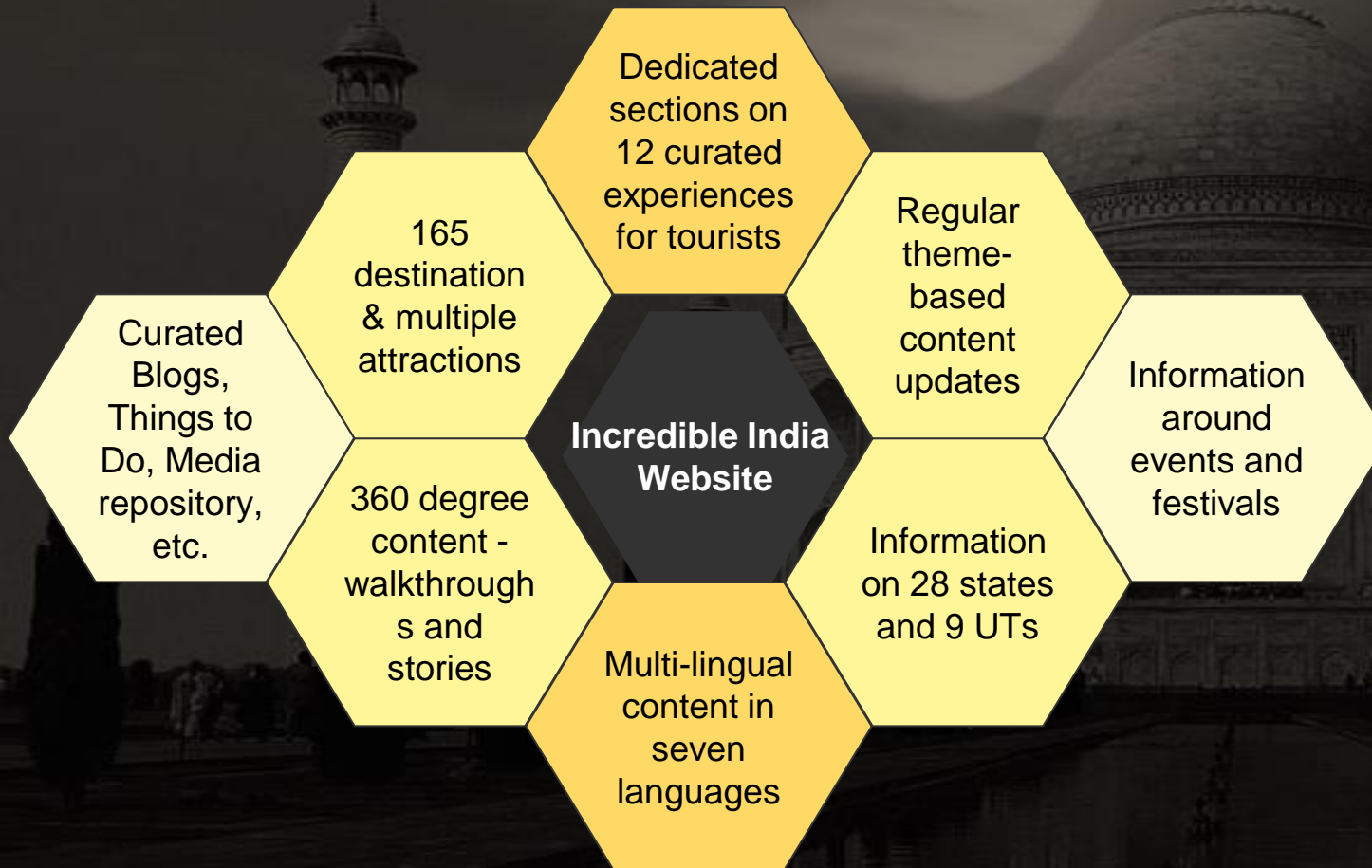
Strategy and Way forward

*“Brand India is built of 5 Ts - talent, tradition, **tourism**, trade and technology”*

Shri. Narendra Modi
Hon’ble Prime Minister of India



Develop Incredible India Website at par with the best tourism portals of the World: Hon'ble Prime Minister



Digital Touch Points in a Visitor's Journey

INSPIRATION

- Planning a trip
- Getting excited about trip to India
- Gaining confidence about India visit
- Best time to visit?

RESEARCH

- What places should I visit?
- What will I do there?
- Can I afford this?
- What is the feedback from other travelers?

BOOKING

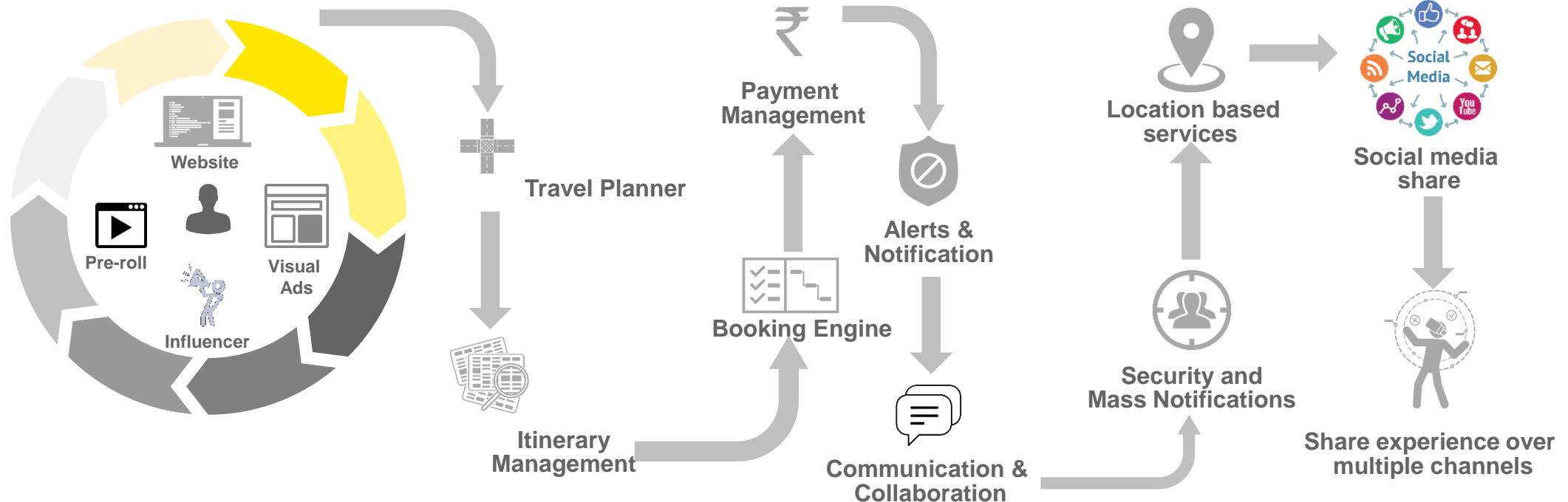
- I will definitely try
- I will book my trip
- Where to apply for visa
- Let me plan the itinerary

EXPERIENCE

- I have all the information available
- What's the support system during my travel?
- I feel secure during my travel

SHARING

- It was an amazing experience
- I will share my experience over social media and blogs



Tourists worldwide now have a bounty of localized and personalized options for where to stay, what to do and how to get around.



HOTEL BOOKING SITES

Get a great night's sleep by discovering the finest accommodation in town

1. Booking.com
2. Expedia
3. Hotels.com
4. Airbnb
5. Hophs.com
6. TripAdvisor
7. Agoda
8. priceline
9. Trip.com
10. Orbitz
11. Travelocity
12. Hotwire.com



VACATION PACKAGES



CHEAP FLIGHTS SITES

Find your wings with our choice of the best sites to book flights

1. Skyscanner Flights
2. Kiwi Flights
3. CheapOair flights
4. Expedia Flights
5. Hophs Flights
6. Priceline Flights
7. MakeMyTrip
8. eDreams
9. momondo
10. FlightHub
11. Cheapflights
12. airfarewatchdog



ACTIVITIES AND TOUR

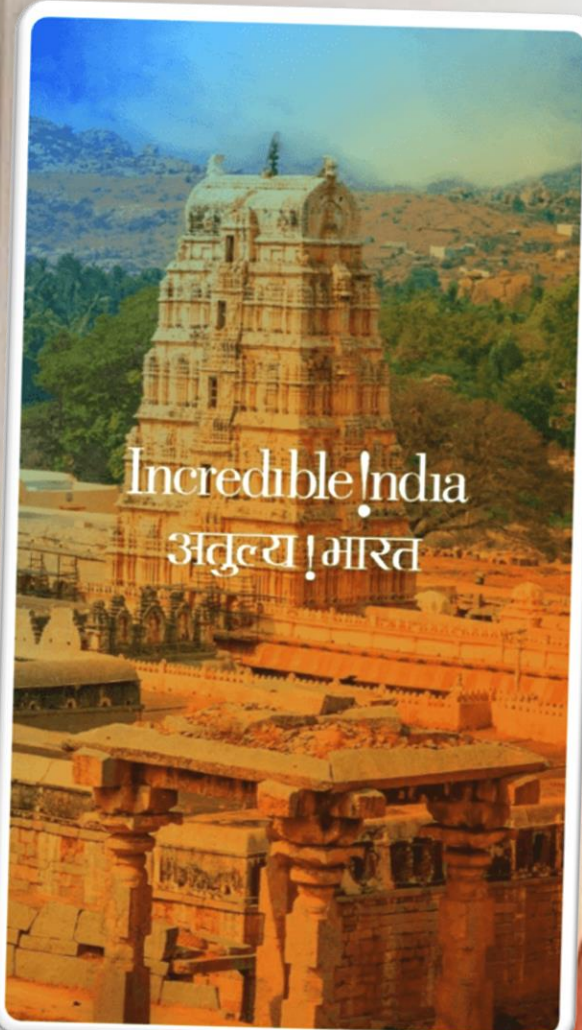


CAR RENTAL SITES

Give your feet a break and book the car of your dreams

1. Rentalcars.com
2. Hophs Car Rental
3. Skyscanner Car Re...
4. Priceline Rent A Car
5. Enterprise Rent-A...
6. Budget Car Rental
7. Avis
8. Hertz
9. National Car Rental
10. Sixt
11. Alamo
12. easyCar.com

SEE ALL 19 SITES



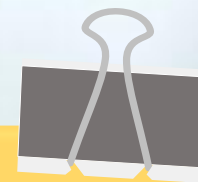
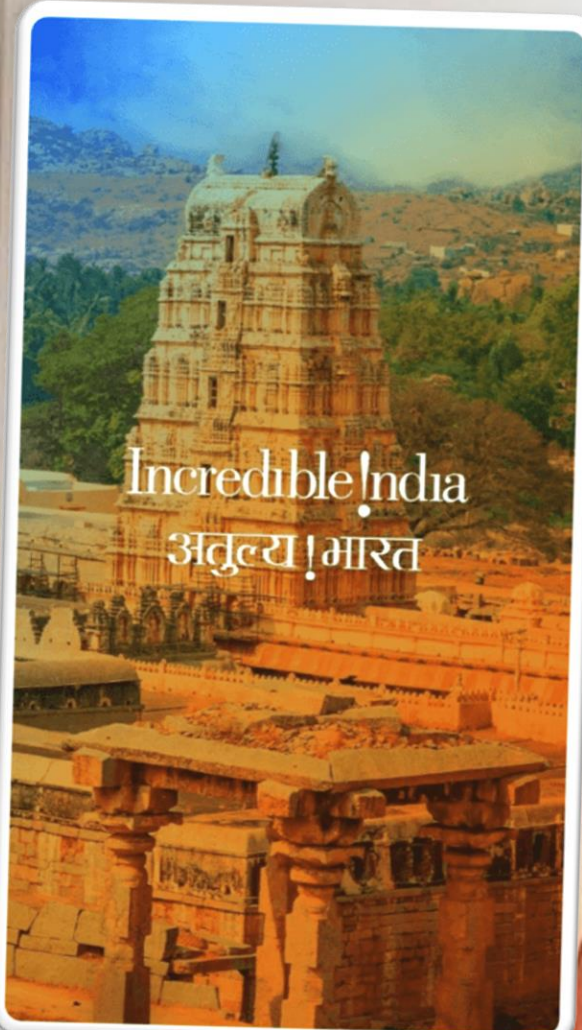
The role of destination's website

According to Google, more than 65 % of leisure travelers begin researching online before they decide where or how they want to travel.

After checking other websites, **eventually, every traveler will visit the destination website**. As the destination's **digital alter ego**, it is the closest representation of what the "real thing" may feel like, something that social media can't deliver.

The **first impression** profoundly impacts how the visitors perceive the destination's brand – whether right or not.

Tourism Service Providers are commercially driven organizations and confined to their domain and can neither represent the destination nor substitute Destination Management Organizations (DMOs)



DMOs need to position [themselves] as the expert of the destination and not give that power to anybody else.

DMOs need to partner with broader Industry Stakeholders to exploit the power of digital platforms.

“ You need to be able to tell your story in your own way **”**

MySwitzerland- Features and Overview



1

Panoramic views,
detailed information on
the attractions and
destinations

4

Large information
database - precise
diagrams, maps and
booking links

2

Destinations classified as
per seasons

5

Translations available in
16 languages

3

Filter options, Intelligent
Search, Navigation maps,
experiences and stories

6

All images fit perfectly on
the content pages



Contents

- ▶ Benchmarking
- ▶ Vision
- ▶ Strategy Framework
- ▶ Pillar 1 - Content
- ▶ Pillar 2 - Services
- ▶ Pillar 3 - Communication and Outreach
- ▶ Enabler 1 - Vendor ecosystem
- ▶ Enabler 2 - Technology Roadmap
- ▶ Enabler 3 – Governance Structure
- ▶ Implementation Plan



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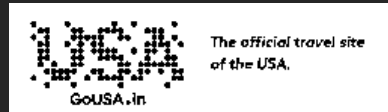
Benchmarking

Top 10 international tourism portals

Benchmarking from leading international tourism portals

Top 10 international portals considered for benchmarking:

1. USA



2. Australia



3. Dubai



4. Singapore



5. Scotland



6. Switzerland



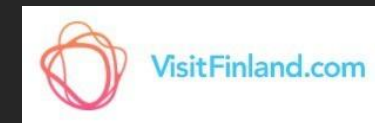
7. Japan



8. New Zealand



9. Finland



10. Abu Dhabi





Benchmarking

USA Portal

Benchmarking USA Tourism

USA Tourism - Overview

Official website of
USA Tourism:



<https://www.gousa.in/>

Mobile
app:



Other
websites:



<https://www.thebrandusa.com/>



<https://traveltrade.gousa.in/>

Mult-
Lingual

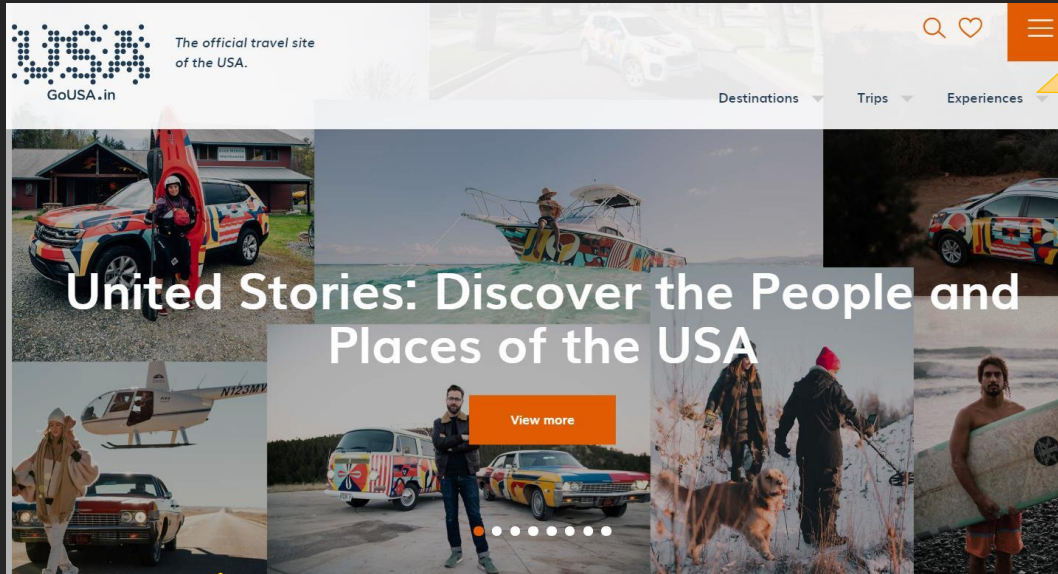


Social
media
presence



Benchmarking USA Tourism

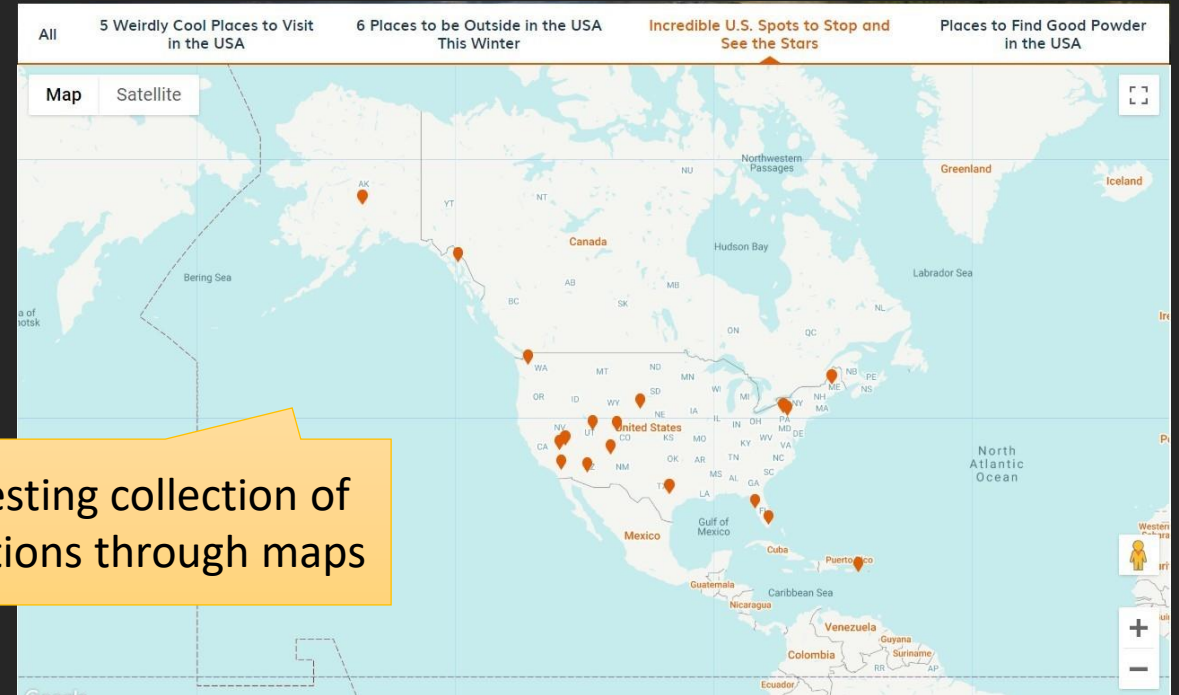
USA - Interactive home page:



Easy access to
Destinations, Trips
and Experiences

Scrollable banners
(Stories, Travel Updates,
Updates, Videos, etc.)

Interesting collection of
attractions through maps



Benchmarking USA Tourism

USA - Interactive home page:

USA Spotlight



Now playing in many theaters worldwide, America's Musical Journey




Utah, home to a wealth of natural, national treacross the state

Spotlight section with featured writeups

Videos with information, advice and experience from locals

Ask a Local




View all videos

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.

Explore destinations

[Illinois](#) [Chicago](#) [Springfield](#)


Now featuring traveller ratings from:  **tripadvisor**
know better • book better • go better

Benchmarking USA Tourism

USA - Interactive home page:

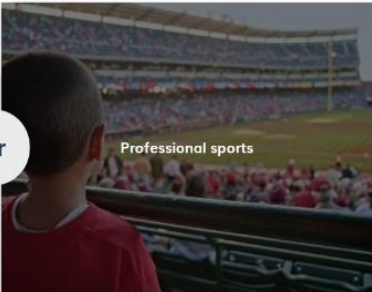
See How Far You Can Go

Choose one of the two images below to customize your journey and match you with content that interests you.



Live music

or




Professional sports


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

Shuffle results



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

Recommendations based on interests

Benchmarking USA Tourism

USA – Region-wise classification



The official travel site
of the USA.

GoUSA.in

Search icon, Heart icon, Menu icon

Destinations ▲ Trips ▼ Experiences ▼

States Cities Parks

| Pacific | West | Southwest | Midwest | Southeast | Northeast | USA Territories |
|------------|--------------|------------|-----------|----------------|---------------|--------------------------|
| Alaska | Colorado | Arizona | Illinois | Alabama | Connecticut | American Samoa |
| California | Idaho | New Mexico | Indiana | Arkansas | Delaware | Guam |
| Hawaii | Montana | Oklahoma | Iowa | Florida | Maine | Northern Mariana Islands |
| Oregon | Nevada | Texas | Kansas | Georgia | Maryland | Puerto Rico |
| Washington | North Dakota | | Michigan | Kentucky | Massachusetts | U.S. Virgin Islands |
| | South Dakota | | Minnesota | Louisiana | New Hampshire | |
| | Utah | | Nebraska | Mississippi | New Jersey | |
| | Wyoming | | Ohio | Missouri | New York | |
| | | | Wisconsin | North Carolina | Pennsylvania | |

Classification into States, Cities and Parks

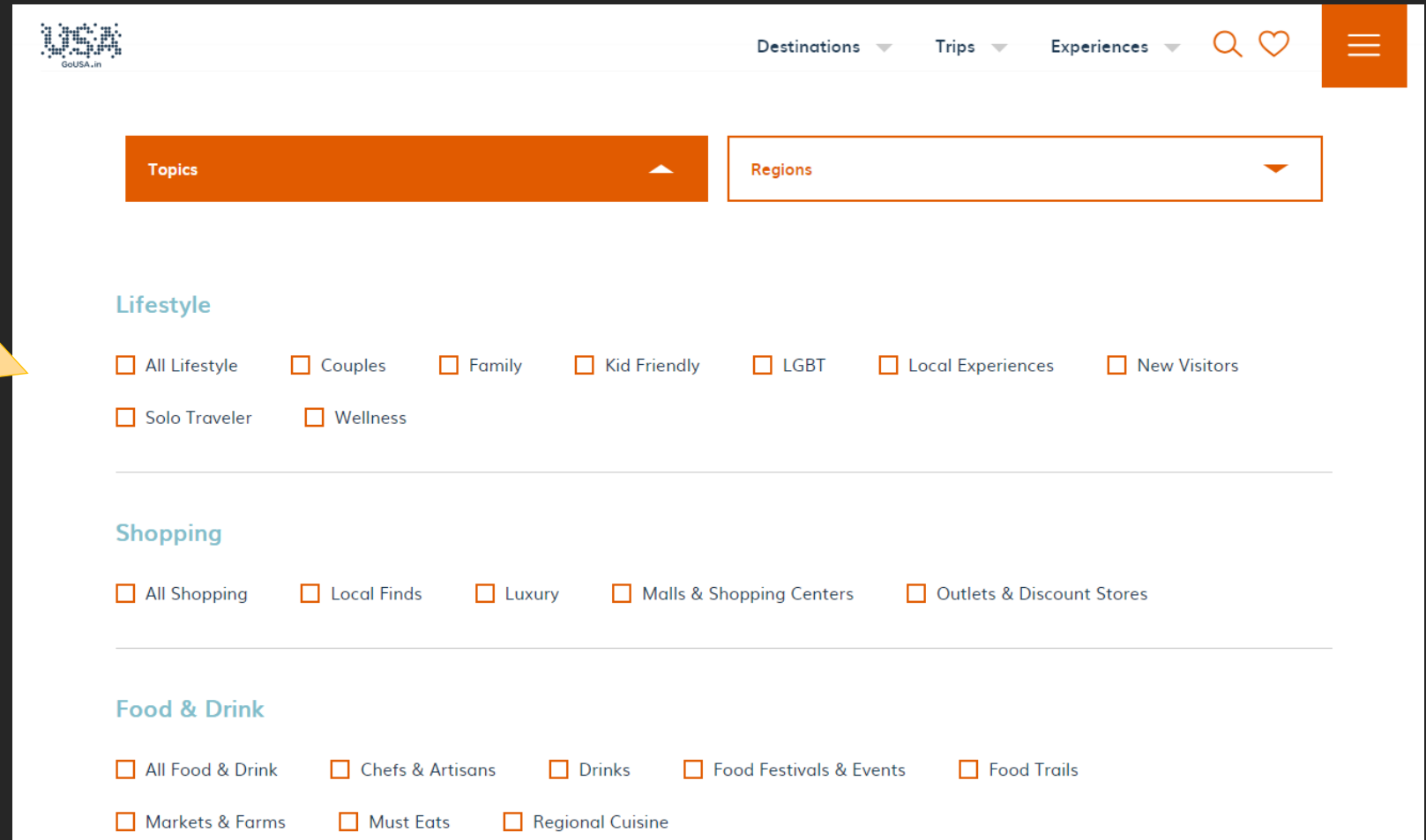
Region-wise categorization of States

- 50 States
- 5 major territories

Benchmarking USA Tourism

USA – Experience classification

Viewers can explore
the Experiences:
Topics, Regions &
States wise



Benchmarking USA Tourism

USA – Powerful trip planner



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

A background image showing a person's hand using a mouse on a desk. In the background, there is a computer monitor displaying a dashboard with various charts and graphs, and a computer tower with glowing blue and green lights.

Benchmarking

Feature-wise benchmarking summary

Benchmarking from leading international tourism portals

Content

- Content collaborations
- Storytelling
- External linking

1

User Experience

- Virtual experience
- Mobile app
- User Interface

2

Services

- Planning
- On-the-go services
- Feedback and Ratings

3

Outreach and Communication

- Newsletters
- Social media publishing
- Advertising

4

Others

- Strategy
- Organization structure

5

Portals referred:



Benchmarking from leading international tourism portals

Content

- Content collaborations
- Storytelling
- External linking

Content collaborations:

Reference: Australia Tourism website

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.



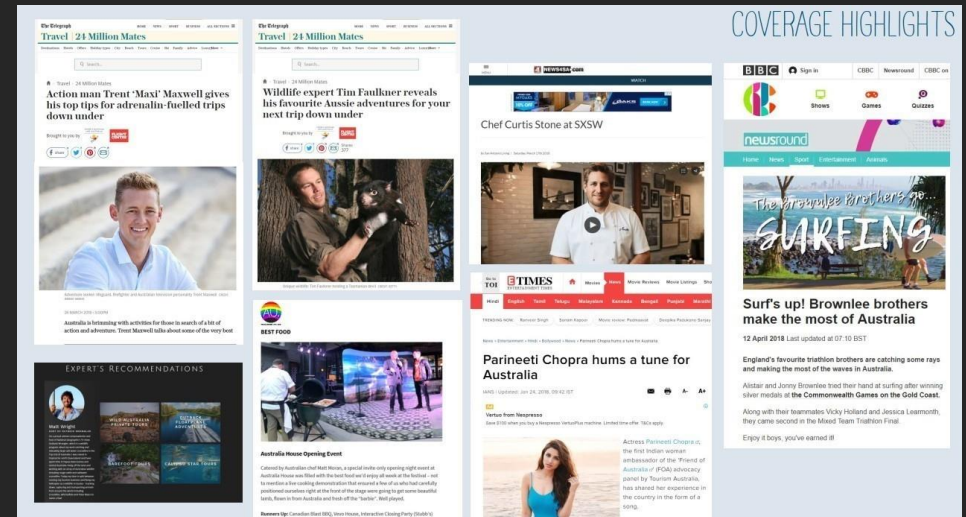
"[Australia's] beaches are so pristine. We have some of the whitest sand, the bluest water. Our air is unpolluted and people feel free in Australia. It's a place to relax. Feel the sand between your toes and get as close to nature as you can."

- Chris Hemsworth, actor and Global Ambassador for Tourism Australia

Key takeaways:

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

Portal referred:



Benchmarking from leading international tourism portals

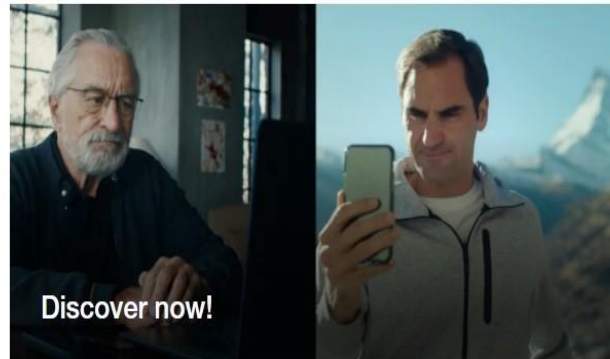
Content

- Content collaborations
- **Storytelling**
- External linking

Storytelling:

Reference: Switzerland Tourism website

When you need vacation without drama...



Sustainable travel in Switzerland.



Key takeaways:

- Effective campaign-driven story-telling
- Engaging and captivating writeups

Rendez-vous – the perfect table for a long-awaited reunion

SOMETHING EXTRAORDINARY A TABLE BY THE WATER A TABLE WITH A VIEW A PLACE AT THE TABLE INDOOR TABLES OUR PARTNERS

Have you missed sitting around a table to share a meal with friends, family or colleagues in a restaurant, on a rooftop terrace or at a new trendy eatery? Switzerland Tourism has launched “Rendez-vous”, offering you the most exciting and exclusive table finder for your reunion. Be inspired, search, find, book, enjoy – have fun.



Book a table
Rendez-vous tables

Show all →

Portal referred:



Benchmarking from leading international tourism portals

Content

- Content collaborations
- Storytelling
- External linking

External linking:

Reference: Scotland Tourism website

DESTINATIONS AND MAPS

ISLE OF SKYE



Skye is a truly magical place. The largest of the Inner Hebrides, it's home to some of Scotland's most iconic landscapes. Whether you are visiting for a few days whilst on a tour of Scotland or staying for a longer spell, the island has countless ways to enchant you, with its mountain ranges, miles of dramatic coastline and captivating history. Bring your sense of adventure!

SKYE TIME

Head to myskyetime.com. Brought to you by [Skye Connect](#), it's the first step towards planning an unforgettable adventure on the Isle of Skye.

Here you'll discover how to have a truly authentic experience on Skye and the [Isle of Raasay](#). Make lasting memories filled with friendly locals, remarkable attractions, one-of-a-kind activities, and hand-crafted gifts by a flourishing creative community; all set against the bewitching natural beauty for which the islands are world-renowned.

From incredible walks through iconic landscapes like the dramatic [Waternish peninsula](#) and drams of the finest malt whisky, to exploring the fabled 'Garden of Skye' on the Sleat peninsula and days filled with action-packed fun on Raasay; learn the true meaning of 'Skye time' by spending just a little more time here.

Key takeaways:

- Hyperlinks to official attraction websites
- Linking to social media channels

CONTACT DETAILS

+44 (1470) 592237

Visit website

office@skyeskyns.co.uk

17 Lochbay,
Waternish,
Isle Of Skye,
IV55 8GD

RATINGS OVERVIEW

Official VisitScotland Rating ★★★★★ ?

SOCIAL CHANNELS

Facebook Instagram Pinterest

Portal
referred:

SCOTLAND | ALBA

Benchmarking from leading international tourism portals

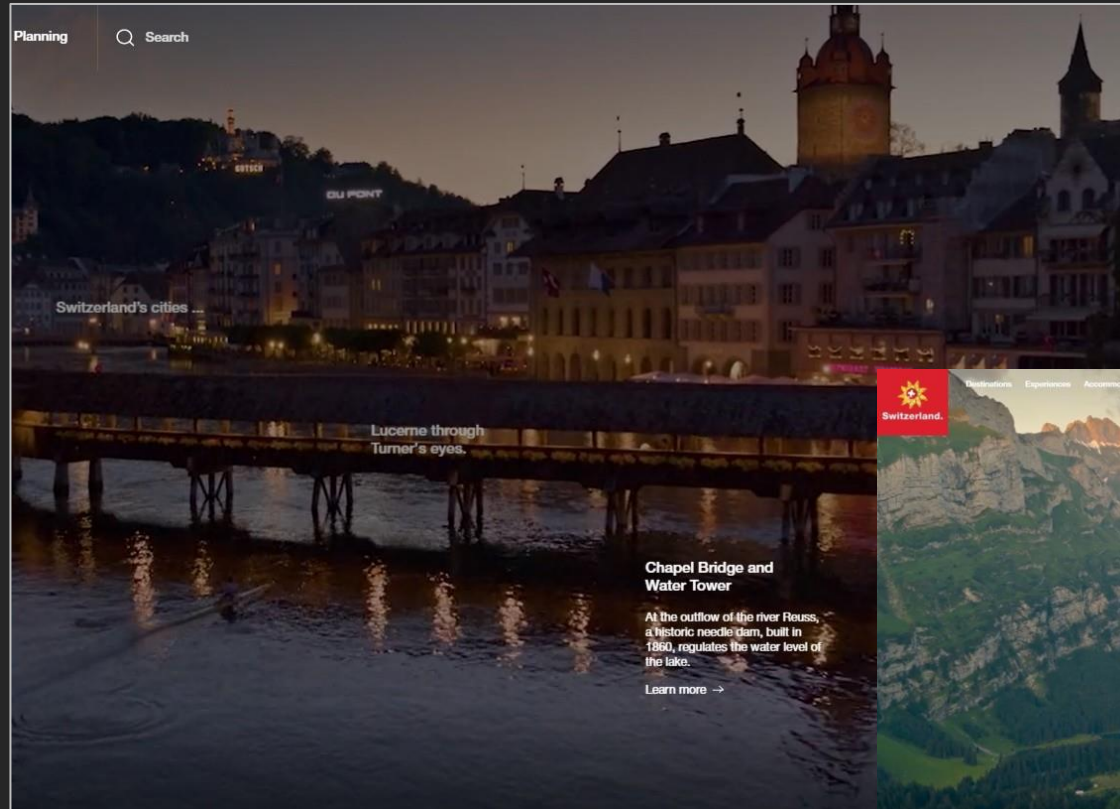
User Experience

- Virtual experience
- Mobile app
- User Interface

2

Virtual experience:

Reference: Switzerland Tourism website



Key takeaways:

- Virtual 360 degree walkthroughs
- Dedicated VR/360-degree app (Australia)



Portal referred:



Benchmarking from leading international tourism portals

User Experience

- Virtual experience
- **Mobile app**
- User Interface

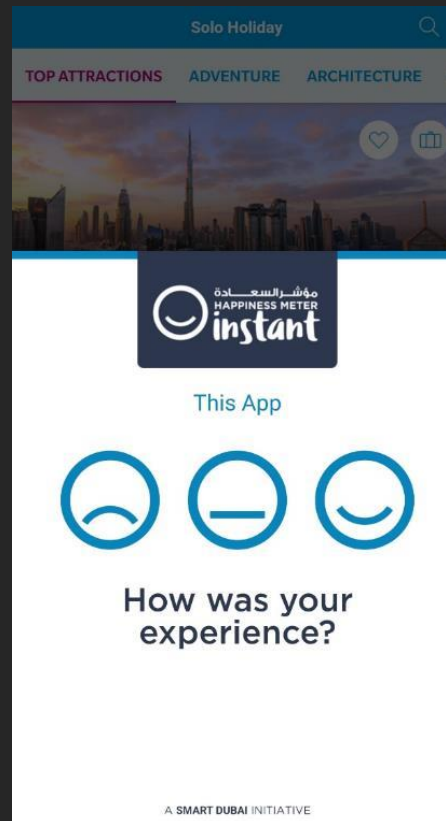
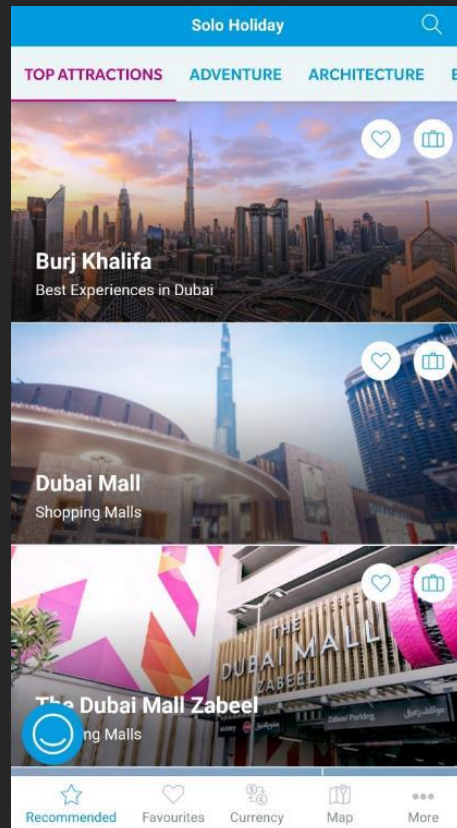
2

Portal referred:



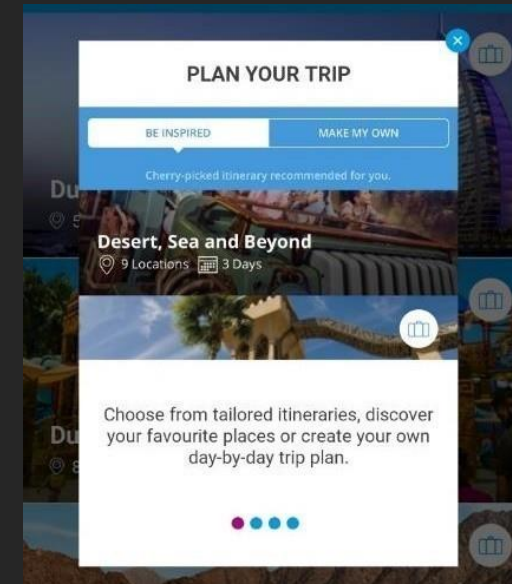
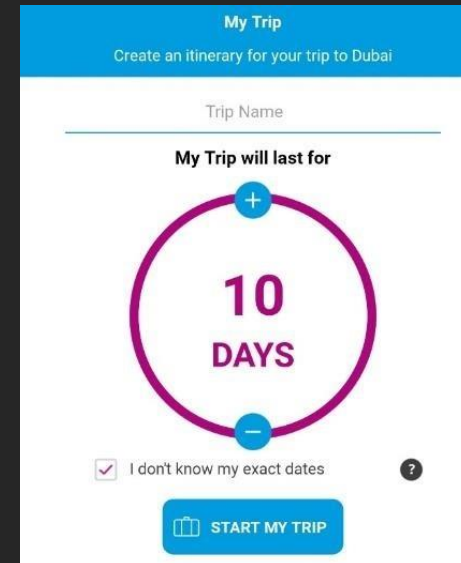
Mobile app:

Reference: Dubai Tourism app



Key takeaways:

- Trip planner integration
- Feedback and wish list
- Push notifications
- Emergency contacts and services



Benchmarking from leading international tourism portals

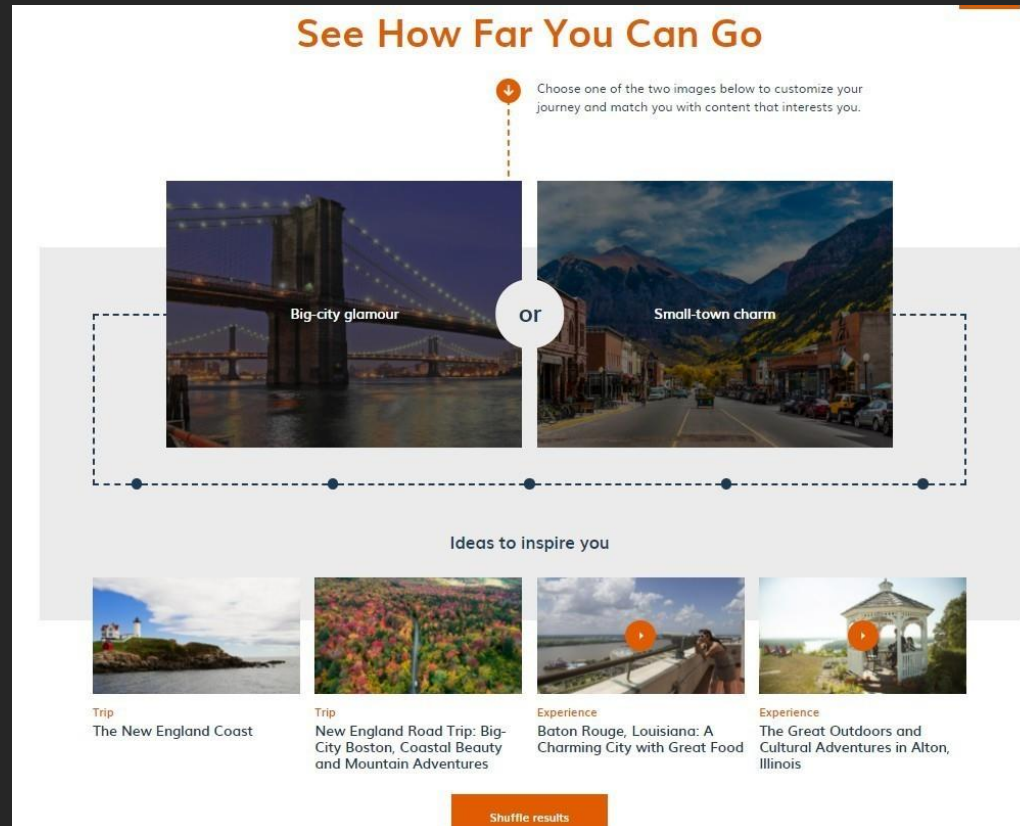
User Experience

- Virtual experience
- Mobile app
- **User Interface**

2

User Interface:

Reference: USA Tourism website



Key takeaways:

- Interactive maps
- Gamification / Digital puzzles
- Interesting facts



Portal referred:



Benchmarking from leading international tourism portals

Services

- **Planning**
- On-the-go services
- Feedback and Ratings

3

Planning:

Reference: USA & Japan Tourism website

The screenshot displays the 'Itinerary planner' section of the Japan. Endless Discovery website. The planner includes a text input field for 'Enter destination (country, region, or city)', a '+ Add destination' link, and a date/time selector with 'Start', 'End', and '2 adults' options. Below the planner is a navigation menu with 'Destinations', 'Things to do', 'Plan Your Trip' (highlighted), and 'Articles'. The 'Plan Your Trip' section lists various services: First-Time Visitor Info, Airport Access, Getting to Japan, Practical Travel Guides PDFs, Transportation in Japan, Tourist Info Centers, Japan Visitor Hotline, Volunteer Guides, and FAQ. The 'Articles' section features four featured articles: 'Hotel & Ryokan Search', 'Restaurant Search', 'Tours & Activities', and 'Weather Forecast'.

Try our new USA trip planner
Create a day by day itinerary customized to you

Itinerary planner

Enter destination (country, region, or city)

+ Add destination

Start → End 2 adults

ACTIVITIES PREFERENCES (OPTIONAL) ▾

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

Key takeaways:

- Hotels, restaurant, tour information
- Weather information
- Trip planner integration

Portal referred:



Benchmarking from leading international tourism portals

Services

- Planning
- **On-the-go services**
- Feedback and Ratings

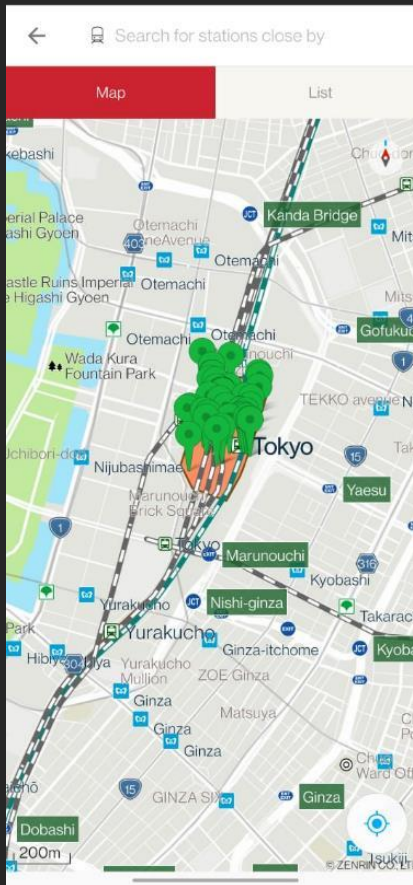
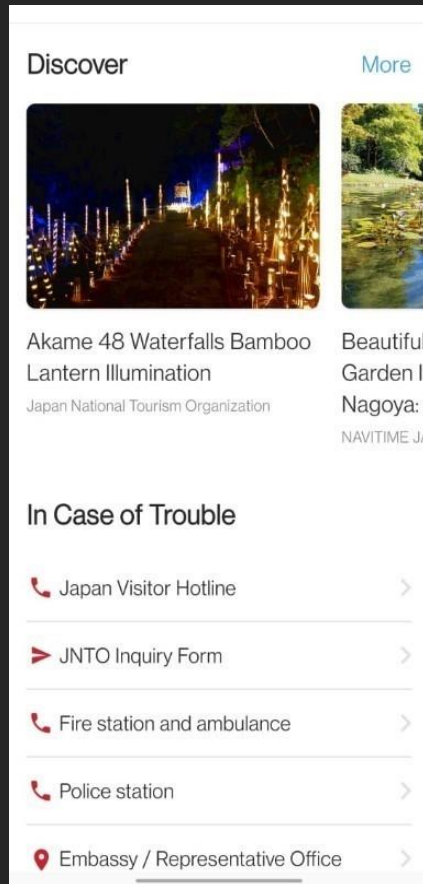
3

Portal referred:



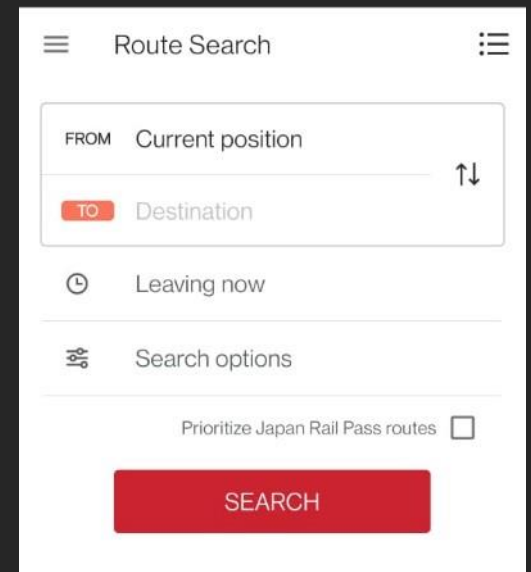
On-the-go services:

Reference: Japan Tourism mobile app



Key takeaways:

- Location-based services
- Emergency contacts
- Route search
- Nearby tourist attractions



Benchmarking from leading international tourism portals

Services

- Planning
- On-the-go services
- **Feedback and Ratings**

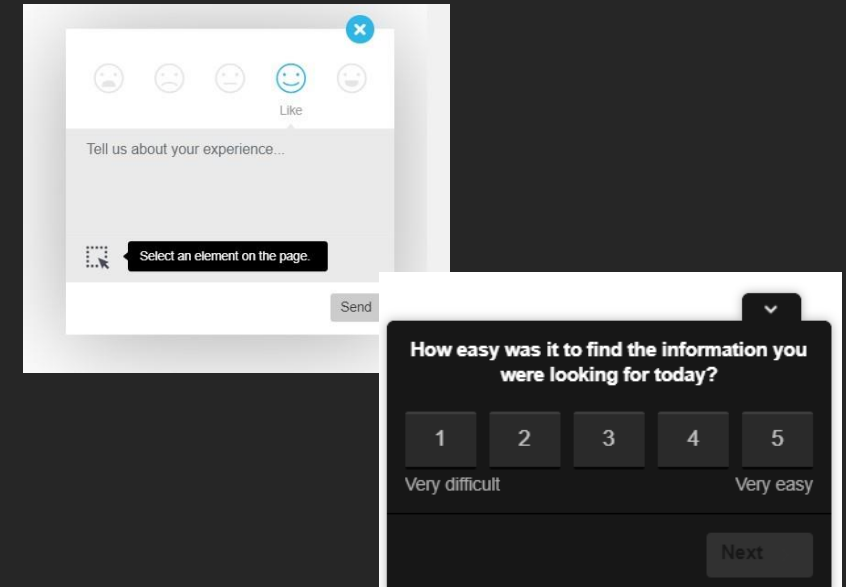
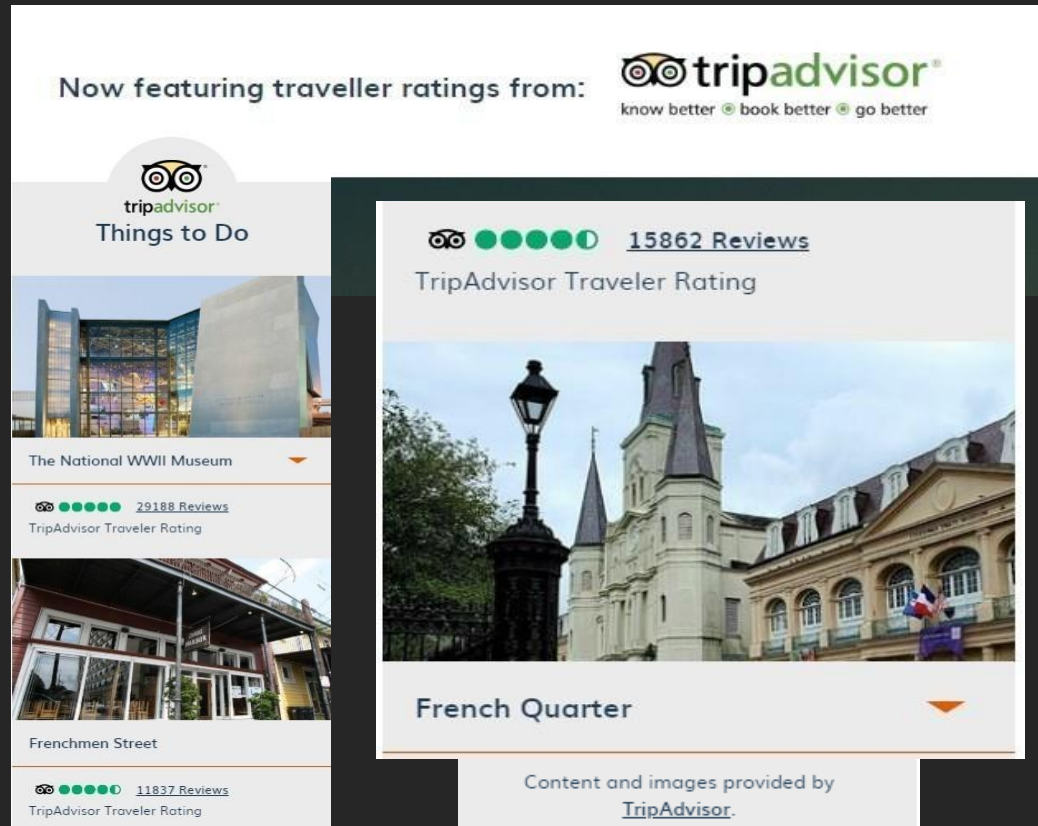
3

Feedback and Ratings:

Reference: USA & New Zealand Tourism website

Key takeaways:

- Ratings integration with service providers like TripAdvisor
- Feedback popups
- Email surveys



Portal referred:



100% PURE NEW ZEALAND

Benchmarking from leading international tourism portals

Outreach and Communication

- **Newsletters**
- **Social media publishing**
- **Advertising**

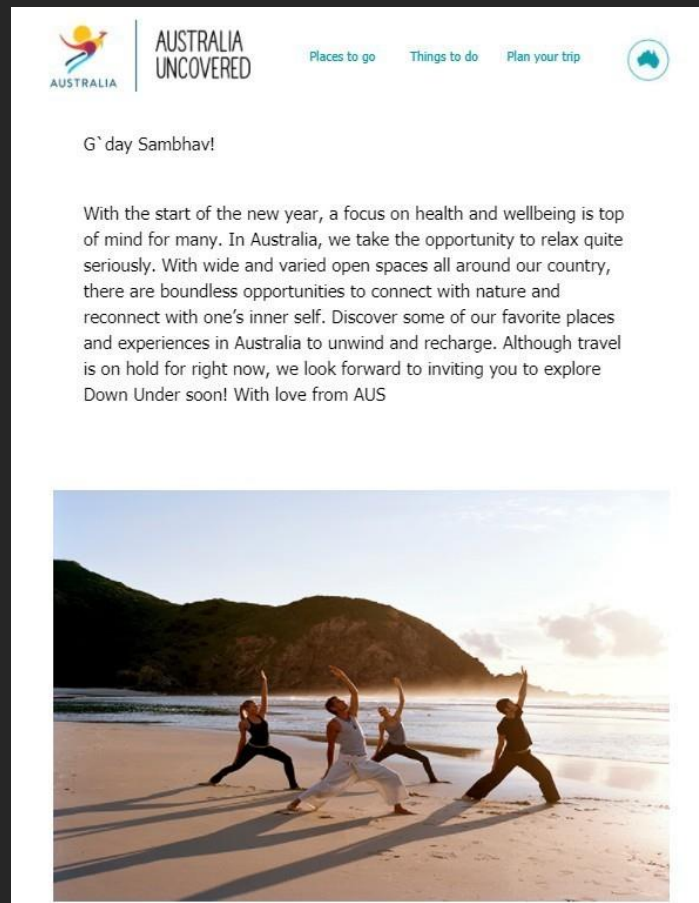
4

Portal referred:



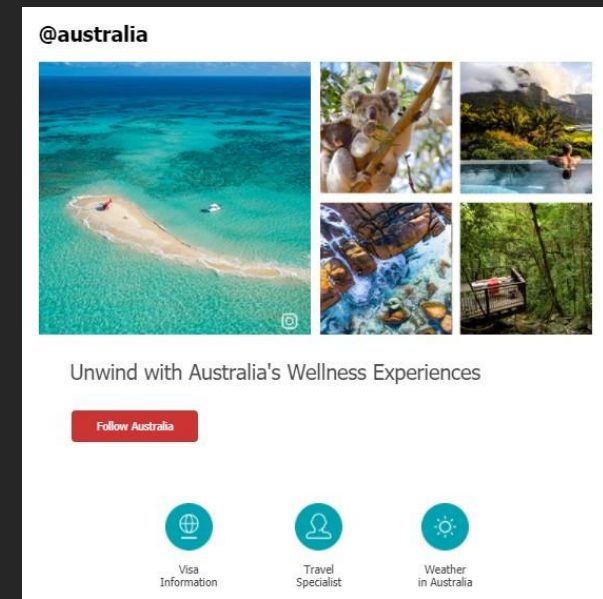
Newsletters:

Reference: Australia Tourism



Key takeaways:

- Monthly personalized email newsletters



Benchmarking from leading international tourism portals

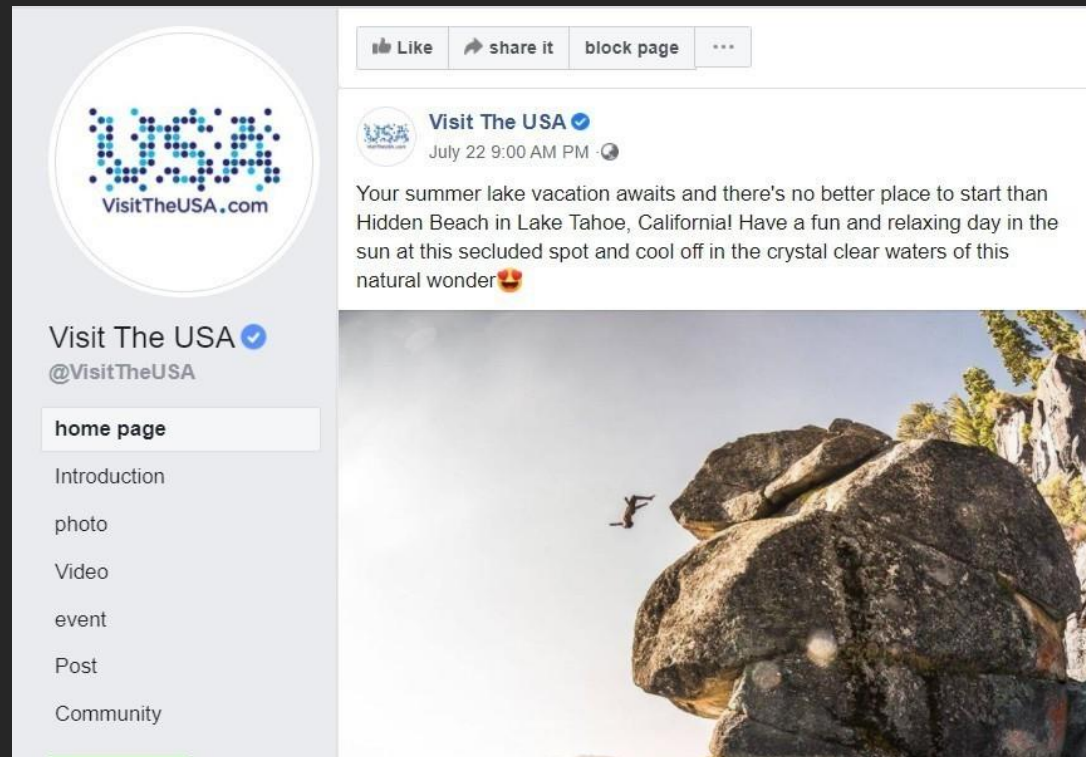
Outreach and Communication

- Newsletters
- **Social media publishing**
- Advertising

4

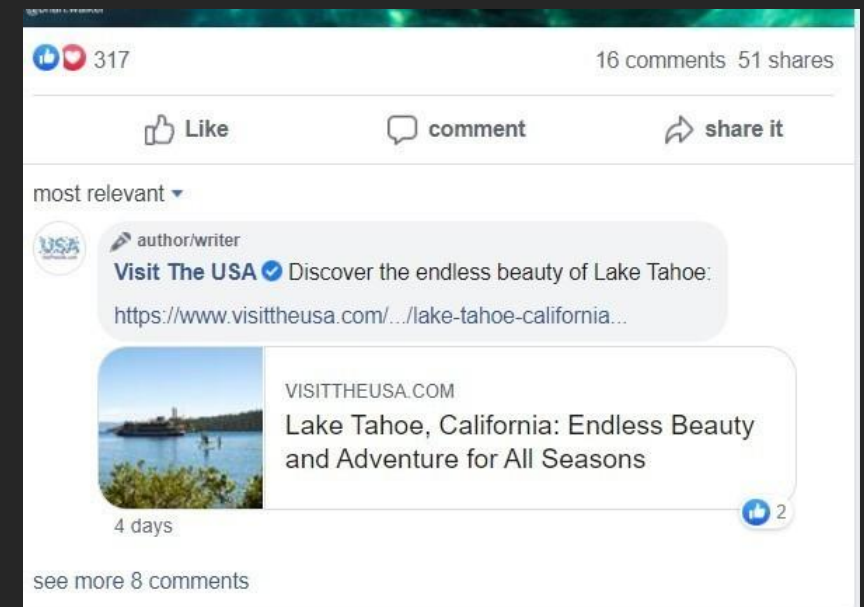
Social media publishing:

Reference: USA Tourism



Key takeaways:

- Posts and comments on social media channels with links to Visit USA website



Portal referred:



Benchmarking from leading international tourism portals

Outreach and Communication

- Newsletters
- Social media publishing
- Advertising

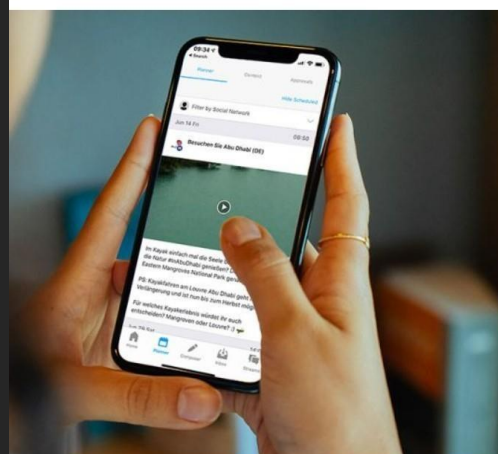
4

Portal referred:



Social media advertising:

Reference: Abu Dhabi Tourism



Using social listening to shape campaigns

To reach more people on social, DCT needed to make sure it was discussing the most relevant topics and joining the right conversations. Using the [Brandwatch](#) social listening integration within Hootsuite Enterprise, DCT can find and follow conversations about Abu Dhabi on social media to understand the types of content audiences on each channel want to see.

By displaying Brandwatch mention results in a stream within the Hootsuite dashboard, DCT can engage directly with the content in real time. Stream content can also be filtered by a number of Brandwatch filters to customise the results most relevant to a specific campaign or initiative. For example, the DCT agency responsible for Louvre Abu Dhabi can now use a stream to filter results relevant to the museum.

Key takeaways:

- Improve engagement levels on its social media profiles, specifically Facebook, Twitter and Instagram
- Increase its efforts on social media during peak times
- Understand the latest trends and topics taking place on social to help deliver content which is timely and appropriate

Understanding analytics to iterate and improve

Analysing social data helps DCT create a more nuanced understanding of its audiences on social media. Using Hootsuite Analytics and Brandwatch Vizia—an integrated marketing reporting and command center solution—allows the team to track “non-owned” conversations about Abu Dhabi’s travel and tourist attractions, as well as conversations about competing destinations. By doing this, DCT were able to identify negative conversations about Abu Dhabi and use the insight to inform its social strategy for that particular market.

Ongoing exercise for comparison of leading international portals

| Competitors |  The official travel site of the USA. GoUSA.in |  AUSTRALIA |  DUBAI |  SCOTLAND ALBA |  Switzerland. |  Japan. Endless Discovery. |  SG Passion Made Possible |  NEW ZEALAND TOURISM |  Abu Dhabi |  VisitFinland.com |  |
|-----------------------|--|---|---|--|--|--|---|--|---|--|---|
| Mobile first approach | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ |
| Map Integration | ✗ | ✓ | ✗ | ✓ | ✓ | ✓ | ✗ | ✗ | ✓ | ✗ | ✗ |
| Chatbots | ✓ | ✗ | ✗ | ✓ | ✓ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ |
| Search Filters | ✗ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ |
| Trip Planning | ✓ | ✓ | ✗ | ✗ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ |
| Cross selling | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✓ | ✗ |
| SEO | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ | ✓ | ✓ | ✓ | ✗ | ✗ |
| News and Events | ✗ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Weather Forecasting | ✓ | ✓ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | ✓ | ✓ | ✗ |
| Social Platform | ✗ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ |
| Help & Support | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Rating | ✗ | ✓ | ✓ | ✗ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ |
| Language | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✓ | ✓ | ✓ |
| Visitor's Guide | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✗ |



Contents

- ▶ Benchmarking
- ▶ Vision
- ▶ Strategy Framework
- ▶ Pillar 1 - Content
- ▶ Pillar 2 - Services
- ▶ Pillar 3 - Communication and Outreach
- ▶ Enabler 1 - Vendor ecosystem
- ▶ Enabler 2 - Technology Roadmap
- ▶ Enabler 3 – Governance Structure
- ▶ Implementation Plan

Incredible India Digital Platform



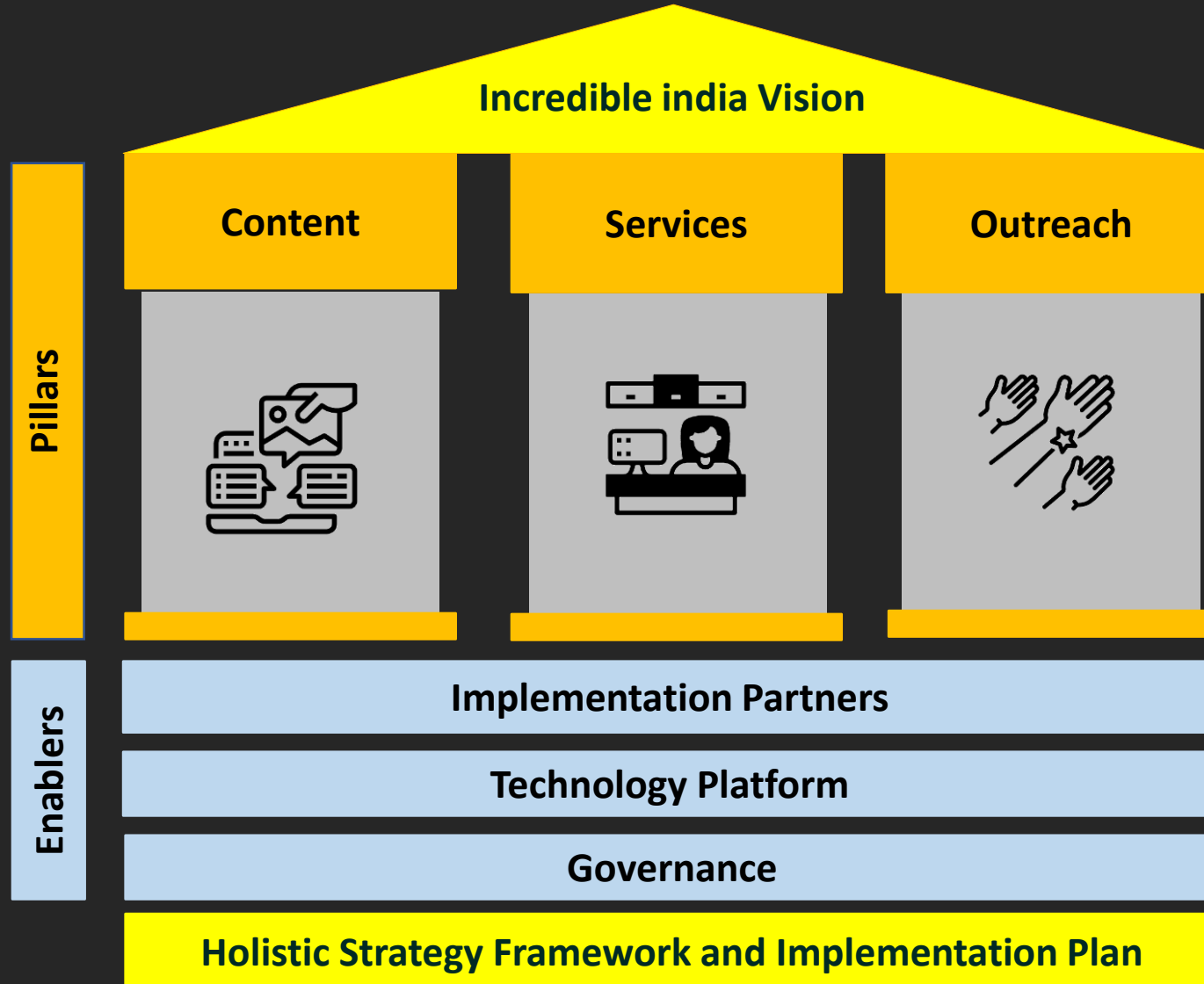
Vision

“

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

”

Strategy framework





Contents

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Pillar 1 – Content

Strategic Action 1: Content Creation

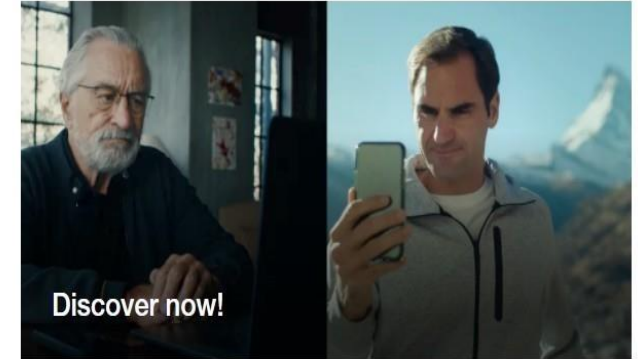
Tactic 1: Ensure relevant information

Tactic 2: Follow an effective story-telling style

Tactic 3: Create high quality images & videos

Tactic 4: Sign partnerships for content collaborations

When you need
vacation without
drama...



Sustainable travel
in Switzerland.



Portals referred:



Pillar 1 - Content

Take a Cue from Notable New Yorkers

NYC has plenty of local celebrities, each with their own version of an epic NYC itinerary in mind. Check out their favorite spots and add them to your own itinerary.



A Chef's Guide to Food and Culture in NYC

Marcus Samuelsson

[See Itinerary](#)



Bikes, Bridges, Tacos and Tunes

Sara Bareilles

[See Itinerary](#)



A Manhattan Restaurant Crawl

Geoffrey Zakarian

[See Itinerary](#)



Let the Liberty Light Your Way

New York Liberty

[See Itinerary](#)



A Funny Thing Happened On The Way To...

Caroline Hirsch

[See Itinerary](#)



Best Eats and Iconic Haunts

A\$AP Ferg

[See Itinerary](#)



The Ultimate NYC Summer

Ravi Roth

[See Itinerary](#)



The New York Jets Do Manhattan

New York Jets

[See Itinerary](#)

Pillar 1 – Content

SEATTLE FIRST TAKES

Real travelers experience Seattle for the first time.

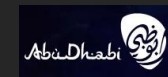


Portals referred:



Pillar 1 – Content

Portals referred:



Pillar 1 – Content

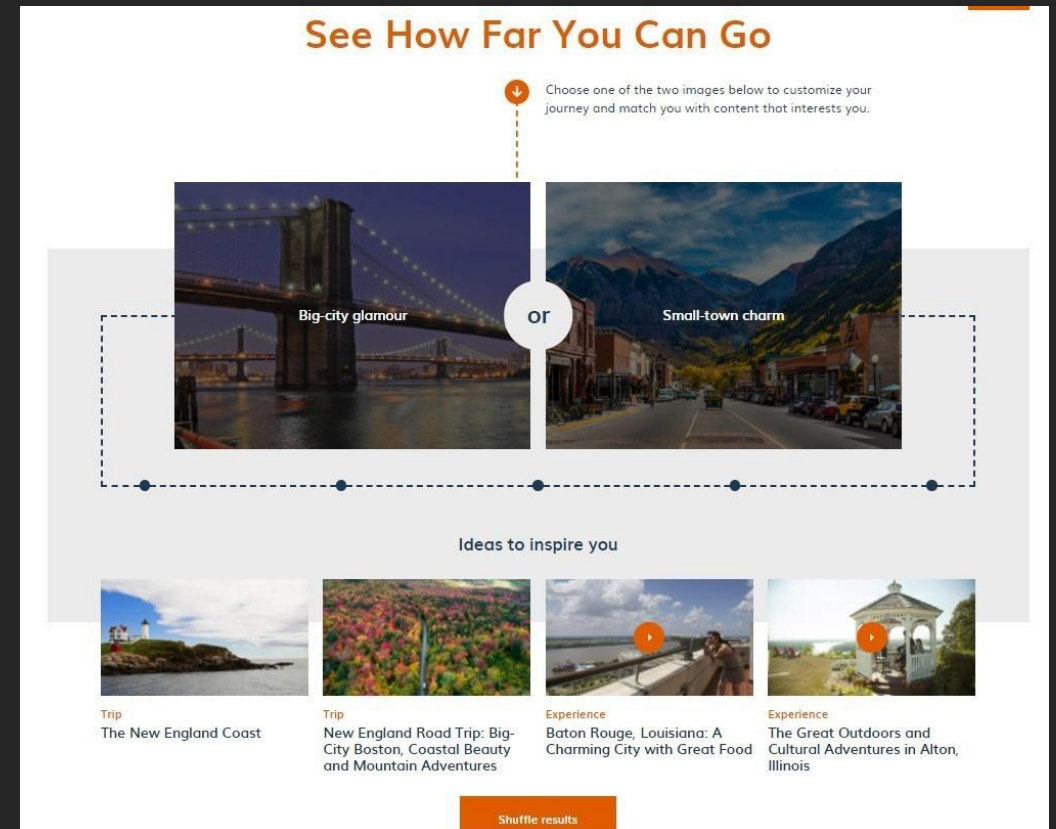
Strategic Action 2: Content Presentation

Tactic 1: Easily navigable content through filters and categorization

Tactic 2: Multi-lingual information

Tactic 3: Device agnostic content presentation and structuring, maintaining visual hierarchy

Tactic 4: Linking to relevant external portals for more information or transactions



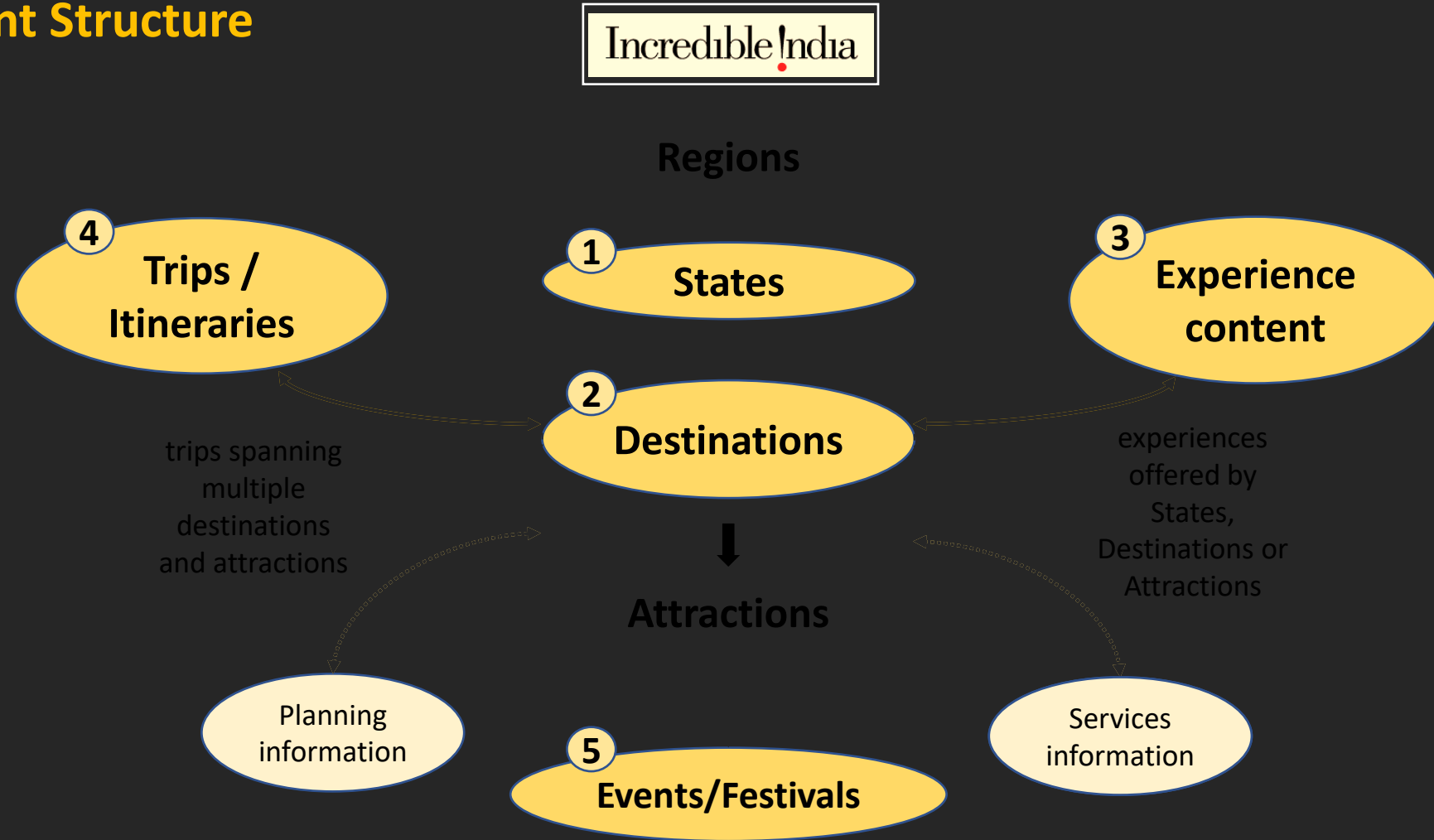
Portals referred:



Pillar 1 – Content

Strategic Action 3: Content Structure

1. India->Regions->States
2. Destinations
3. Experiences
4. Trips and Itineraries
5. Events/ Festival



Portals referred:



Pillar 1 – Content

Strategic Action 3: Content Structure


Tactic 1: State Page

Create a Page for each State and ensure content syndication with the State


 **Banner videos/images (with subheadings)**

 **Map view**


 **Must see places/Top destinations**


 **Wishlist and Share options**

 **State Videos**

 **Major experience offerings / Things to Do**

 **Interesting/Fun facts**

 **Itineraries and Road Trips**

 **Recommendations/Explore More**

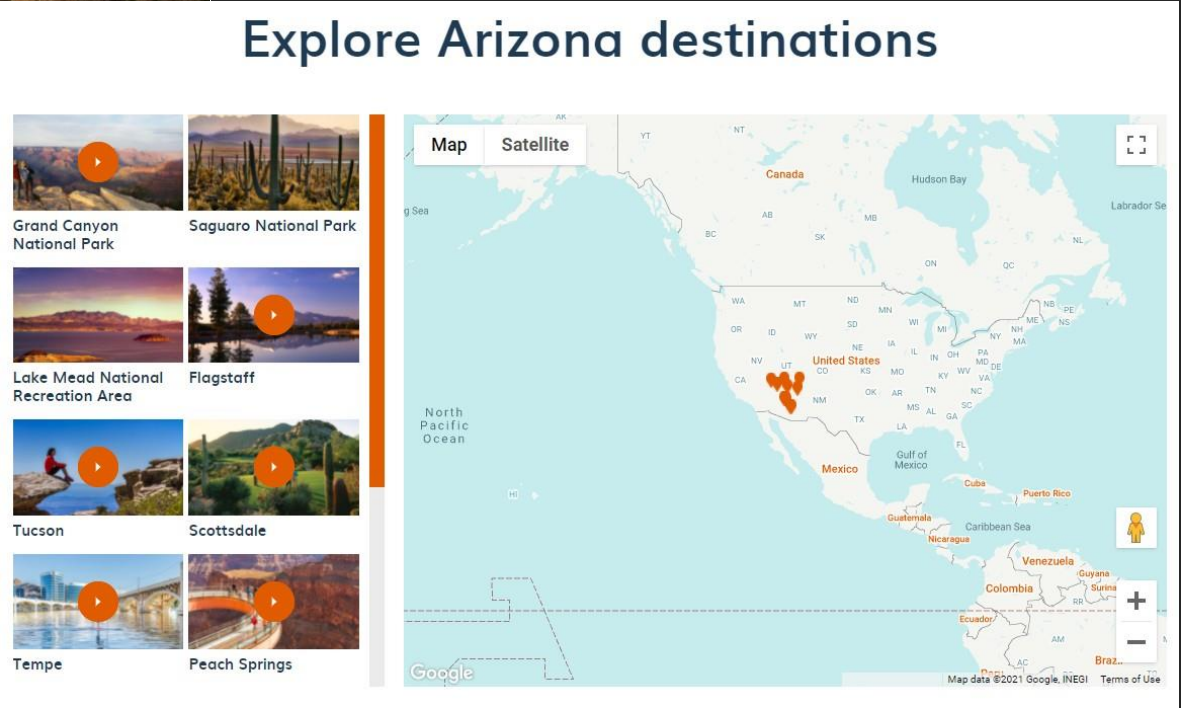
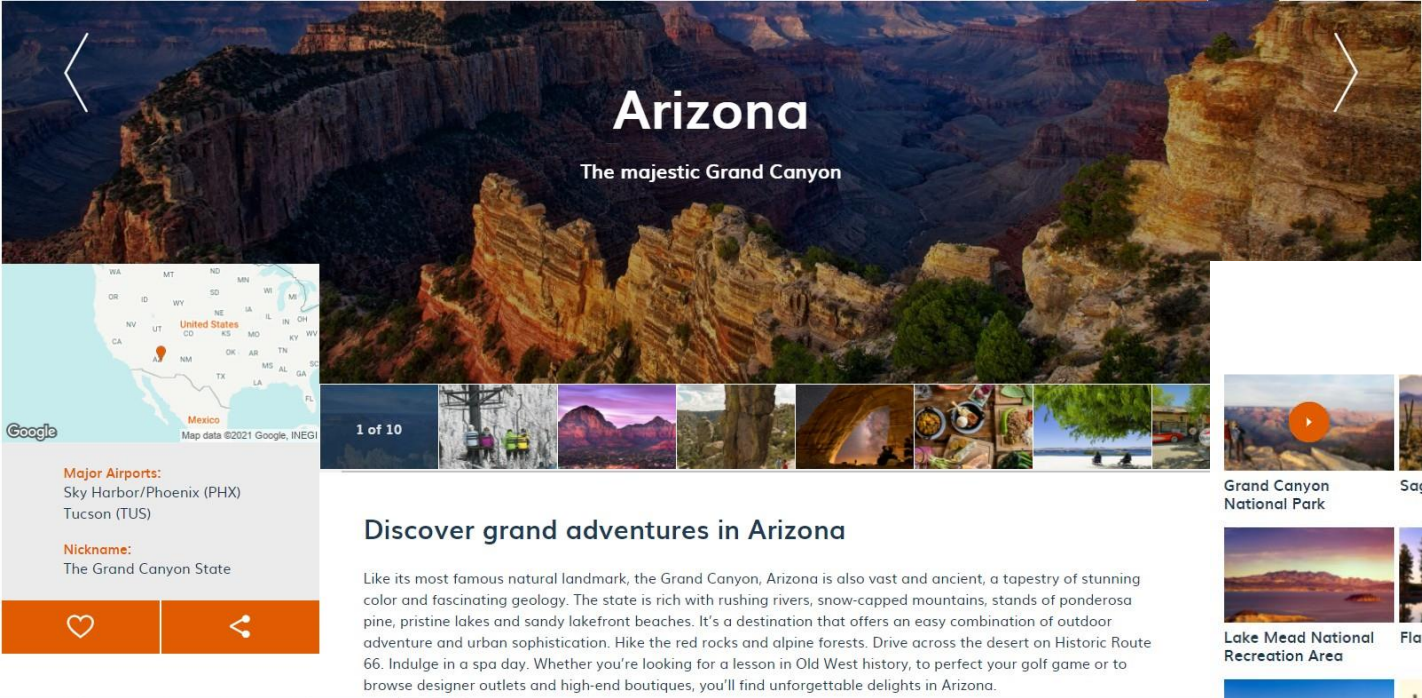
Portals referred:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 1: State Page - Illustrations

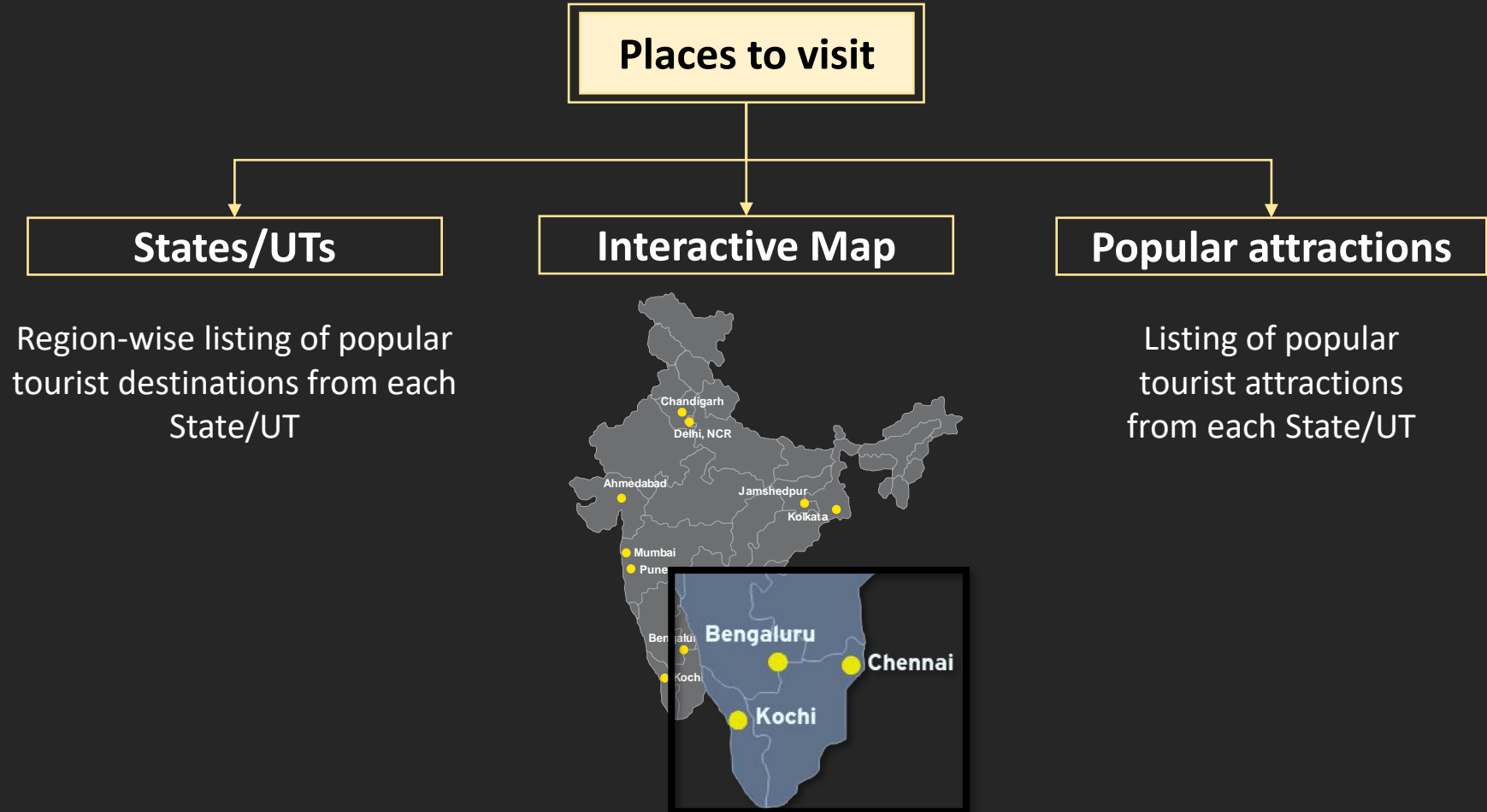


Pillar 1 – Content

Strategic Action 3: Content Structure

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.



Benchmarked from:



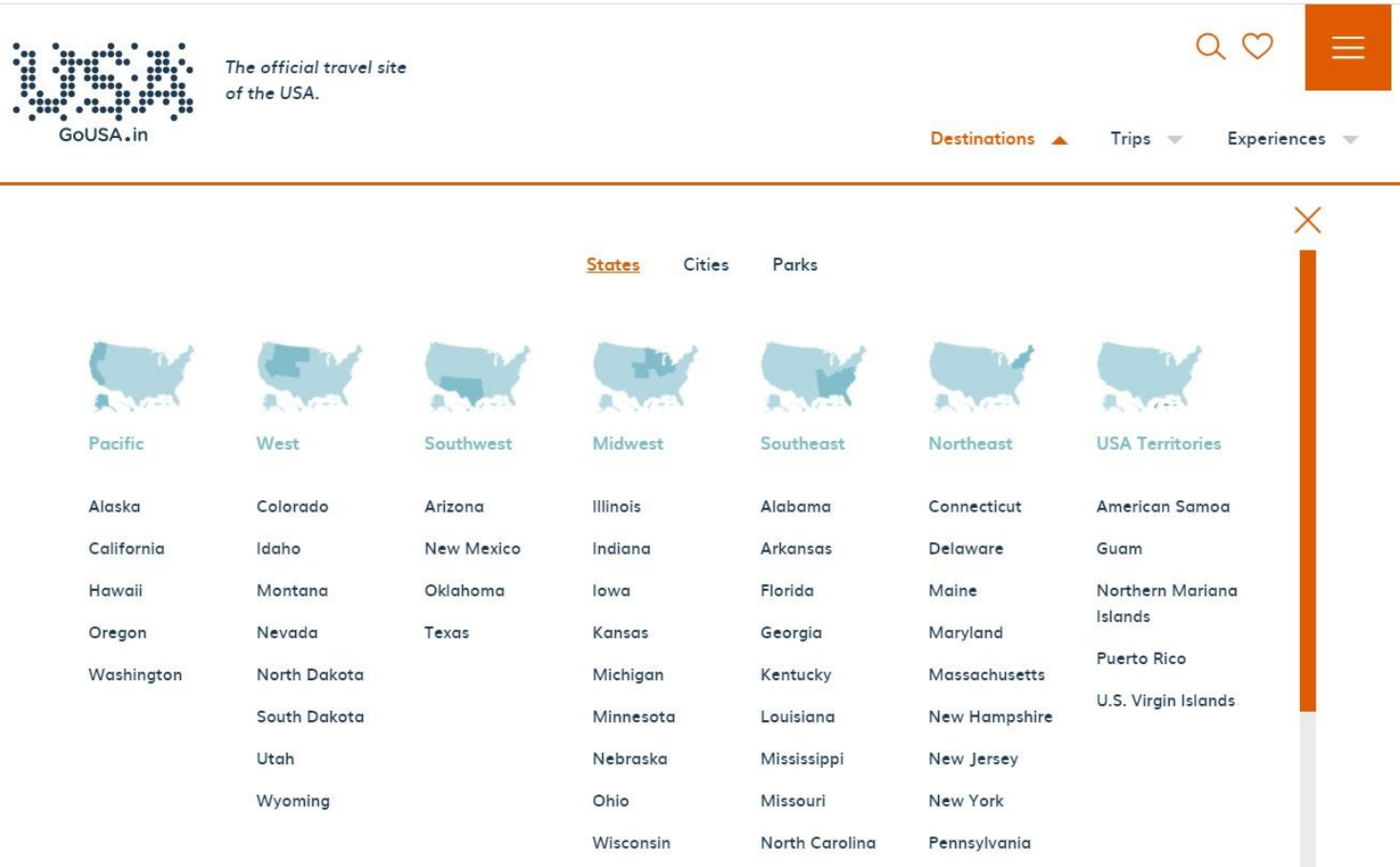
Region -> State -> Popular destination -> Featured Attraction

Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 2A: Listing of destinations and attractions

Illustration



Benchmarked from:



Pillar 1 – Content













Strategic Action 3: Content Structure

Tactic 2B: Destination Page

Design destination page for easy navigation, easy location of information and visually appealing

Benchmarked from:

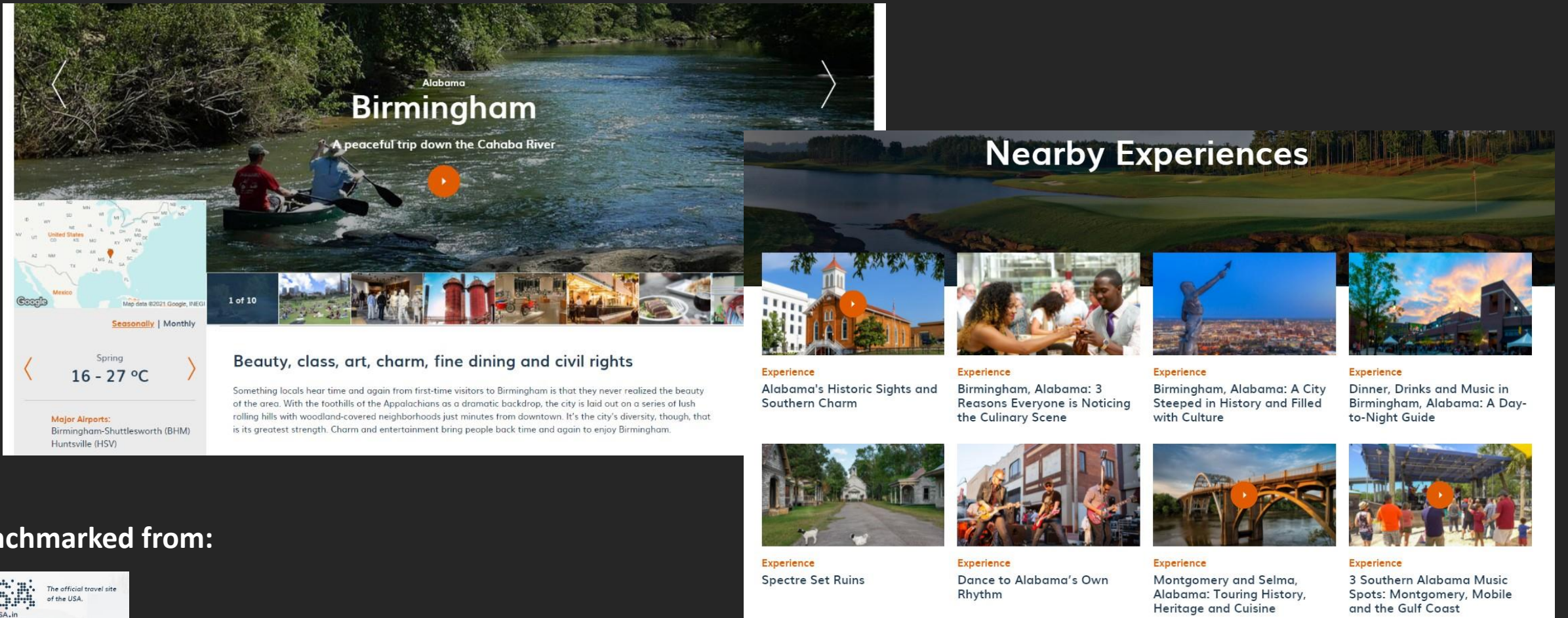


| | |
|---|---|
|  | Banner images / videos |
|  | Brief writeup |
|  | Map section / view |
|  | Things to Do / Destination-specific Experiences |
|  | Attractions |
|  | Useful information |
|  | Link to official travel website |
|  | Share and wish list options |
|  | Weather information |
|  | Events information |
|  | Travel / How to get there information |
|  | Recommendation / Explore more |

Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 2B: Destination Page - Illustration

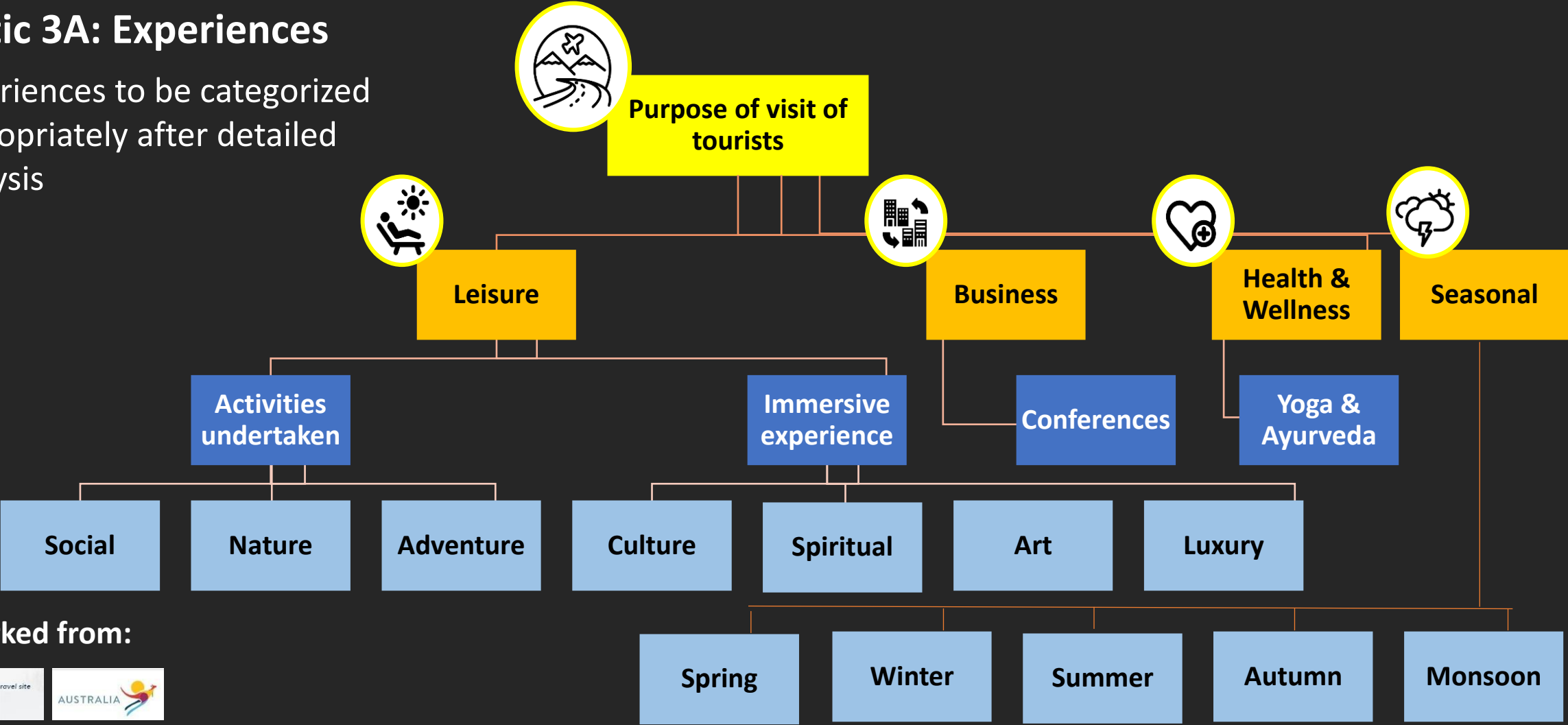


Pillar 1 – Content

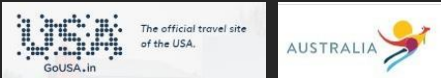
Strategic Action 3: Content Structure

Tactic 3A: Experiences

Experiences to be categorized appropriately after detailed analysis



Benchmarked from:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 3A: Experiences - Illustration

Topics

Regions

Lifestyle

☐ All Lifestyle

☐ Couples

☐ Family

☐ Kid Friendly

☐ LGBT

☐ Local Experiences

☐ New Visitors

☐ Solo Traveler

☐ Wellness

Shopping

☐ All Shopping

☐ Local Finds

☐ Luxury

☐ Malls & Shopping Centers

☐ Outlets & Discount Stores

Culture & History

☐ All Culture & History

☐ Architecture

☐ Art & Literature

☐ History

☐ Landmarks

☐ Museums & Galleries

☐ Native American

☐ Natural History

☐ U.S. Culture

☐ U.S. Holidays

Benchmarked from:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 3B: Experiences Page

Experiences page should follow the suggested structure. Experiences will largely come from content collaborators



Benchmarked from:

Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 3B: Experiences Page - Illustration



Benchmarked from:

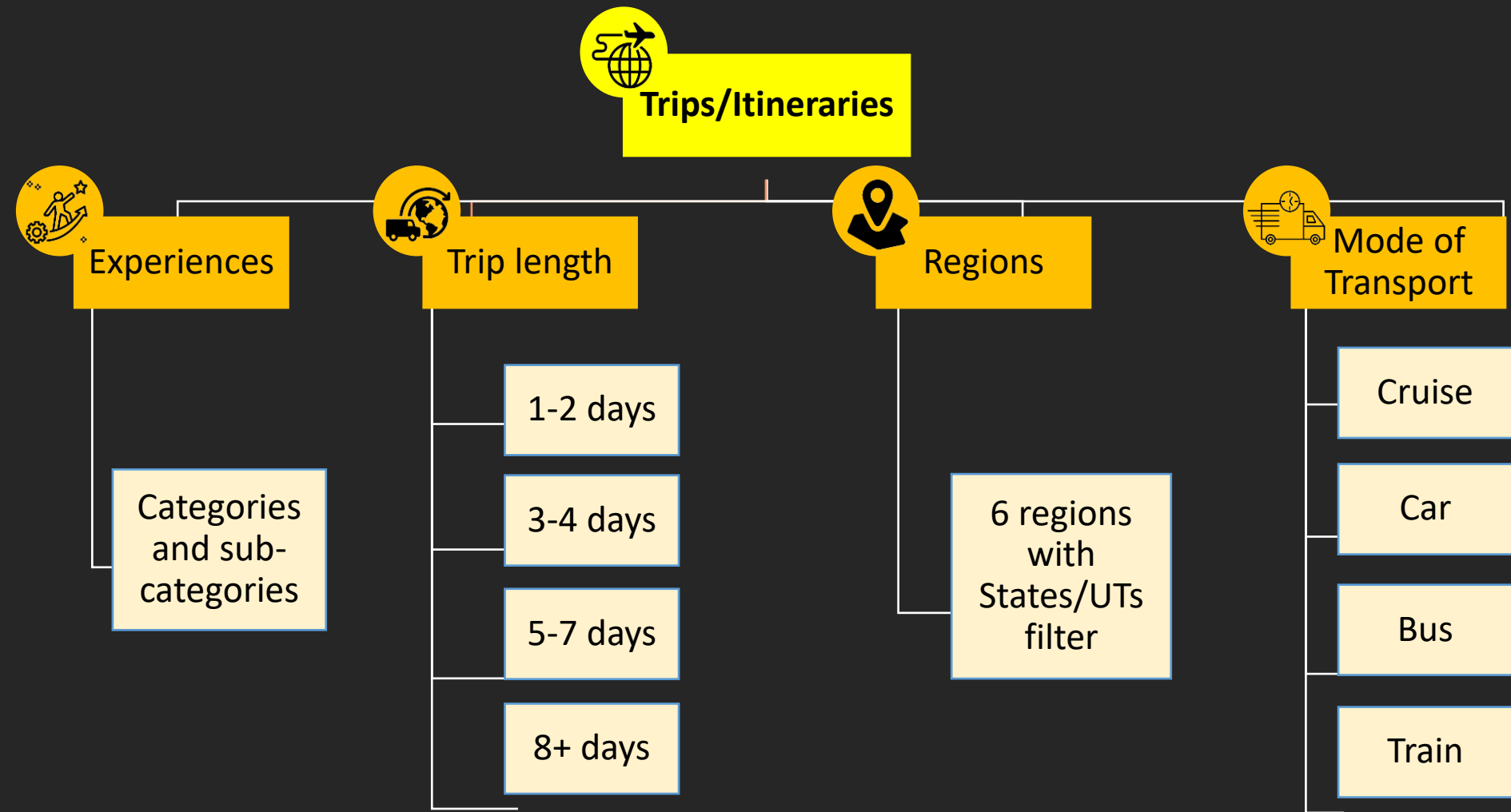


Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 4: Trips

Create trips and itineraries and categorize them for easy search



Benchmarked from:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 4: Trips - Illustration

Topics

Trip Length

Regions

☐ 1-2 Days☐ 3-4 Days☐ 5-6 Days☐ 7-13 Days☐ 14+ Days


Apply

Clear All


Topics

Trip Length


Regions




Pacific




West




Southwest




Midwest



Southeast



Northeast



USA Territories

☐ All Pacific☐ All West☐ All Southwest☐ All Midwest☐ All Southeast☐ All Northeast☐ All USA Territories

☐ Oregon☐ North Dakota☐ Oklahoma☐ Ohio☐ Alabama☐ Massachusetts☐ Northern Mariana Islands

☐ Washington☐ Nevada☐ New Mexico☐ Wisconsin☐ Florida☐ Pennsylvania

Benchmarked from:

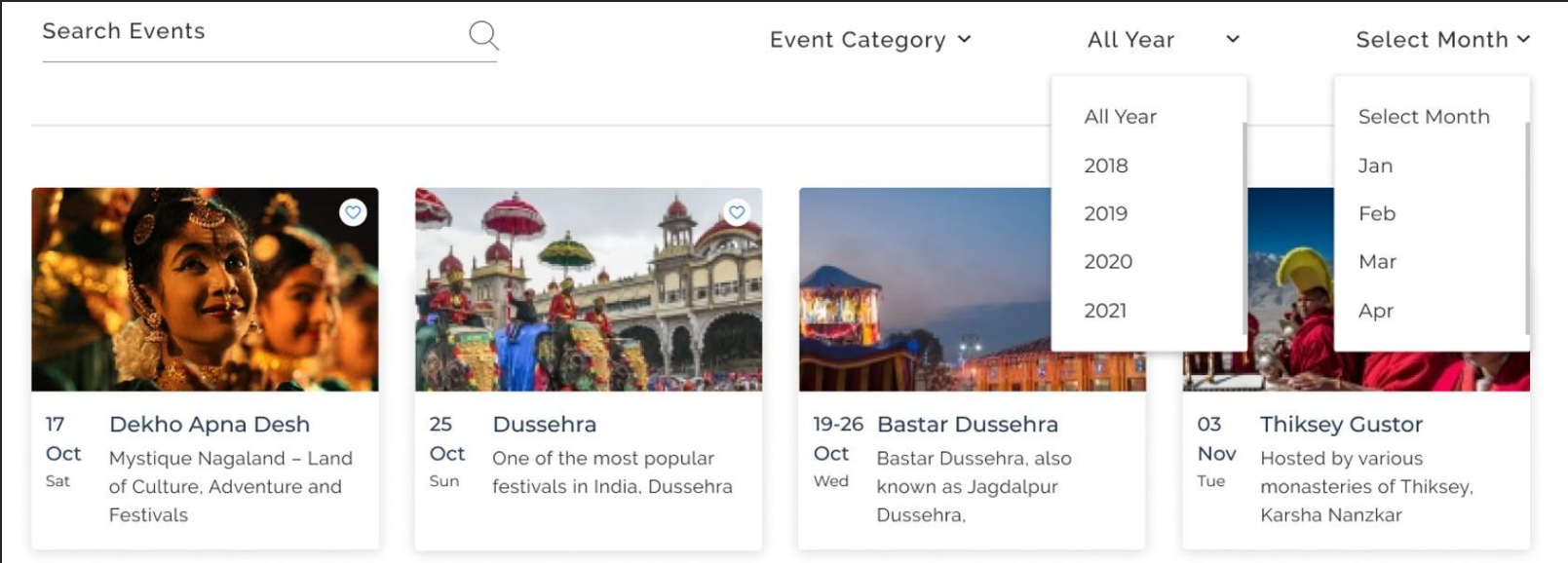
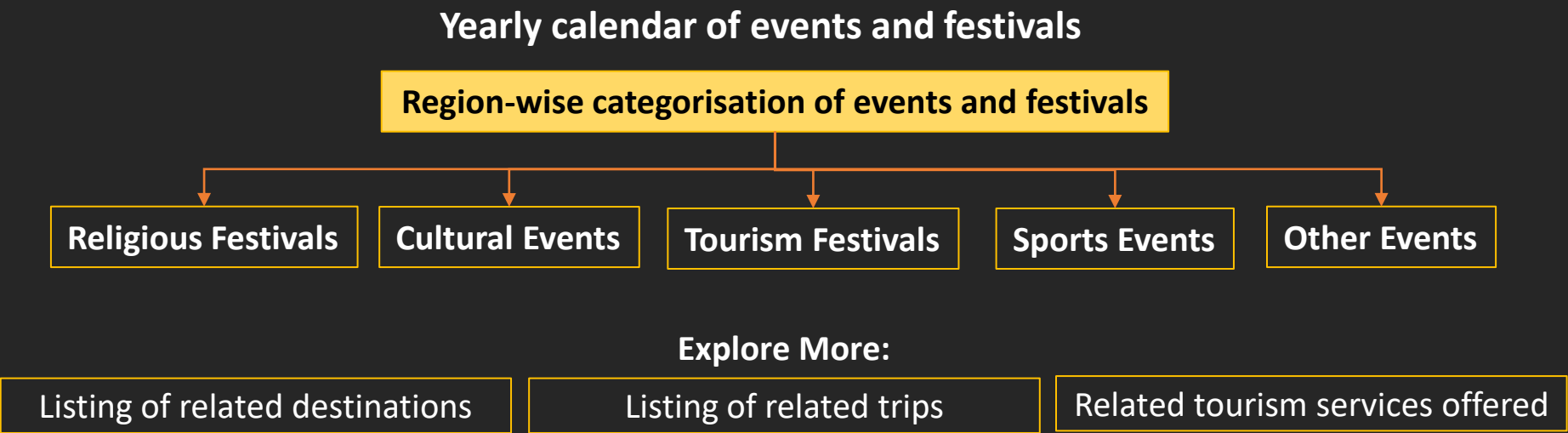


Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 5: Events/ Festivals

Yearly calendar of
events and festivals



Benchmarked from:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 5: Events/ Festivals

Illustration

Filter

COVID-19 Information: ?

☐ We're Good to Go

☐ Online event

Categories

Arts & Cultural

Family

Festivals

Food & Drink

Music

Online Event

Seasonal


Sports & Outdoor Activities

Themes

Year of Coasts and Waters 2021

3350 SEARCH RESULTS

Note: Online Events are included in the list below.



Charity Garden Opening - Eas Mhor


Eas Mhor, Cnoc-a-Challtuinn, ... | Parks & Gardens

All the usual joys of a west coast garden plus some delightful surprises!

Price from: £ FREE

Dates from: 26 Aug

Visit: WEBSITE



The Temple Sons

Cafe Drummond, 1 Belmont Str ... |


Pop, Rock and Contem ...

Aberdonian rock band.

Price from: £9.05

Date: 29 Oct

Visit: WEBSITE



JP Saxe

SWG3, Studio Warehouse, 100 ... |

Pop, Rock and Contem ...

Toronto-born, Los Angeles-based singer-songwriter.

Price from: £15

Date: 02 Apr

Visit: WEBSITE

Benchmarked from:

SCOTLAND | ALBA

Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 6: Home Page

Home page has to be designed for easy navigation, location of information and visually appealing

Benchmarked from:



SCOTLAND | ALBA

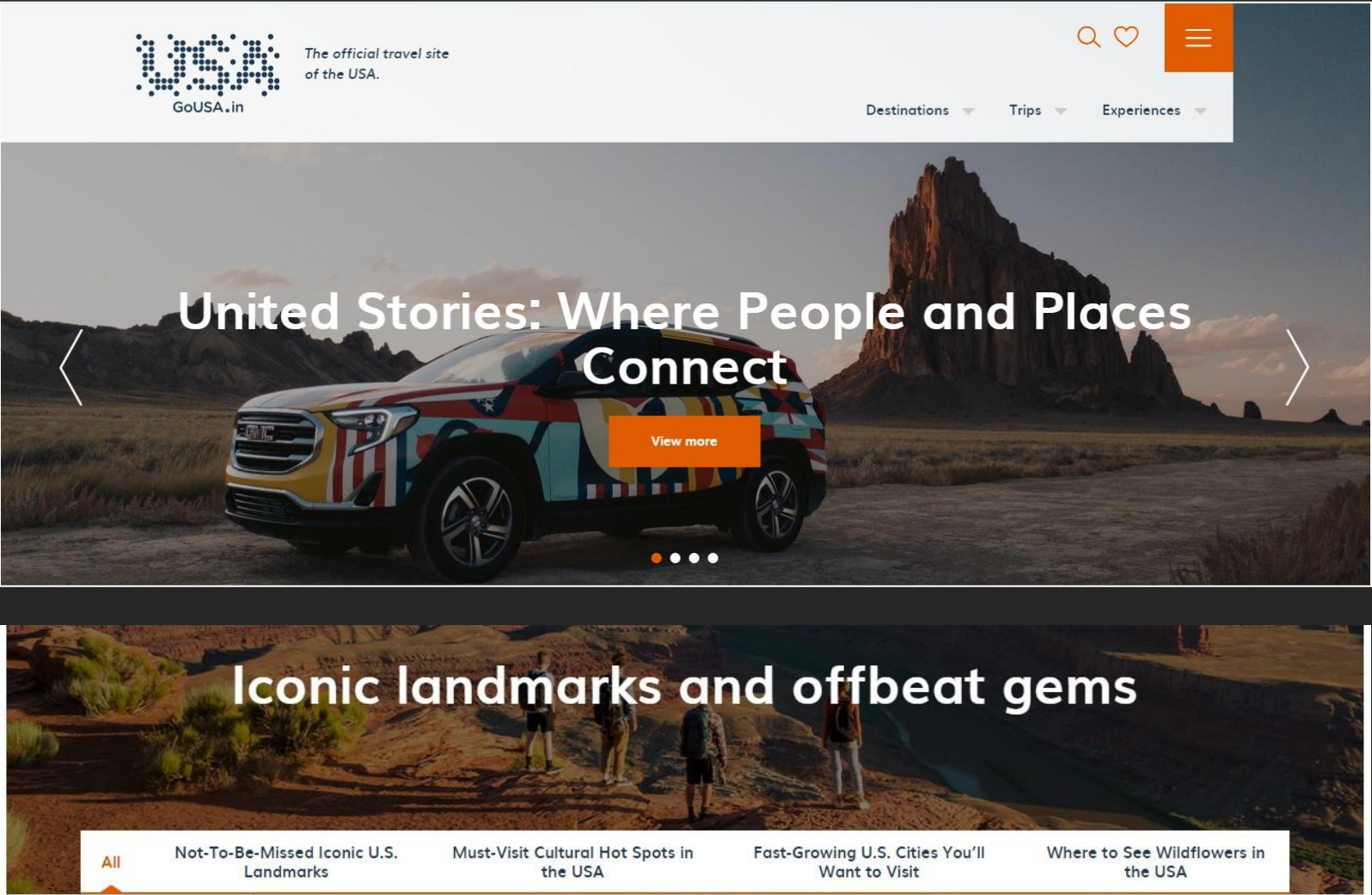


-  Hero banner
-  Interactive map based section
-  Popular in India section
-  Must Visit Destinations
-  Explore before you visit
-  Immersive Experiences
-  Interesting facts
-  Popular Trips
-  Celebrate with us
-  Blogs
-  Social feeds

Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 6: Home Page Illustration



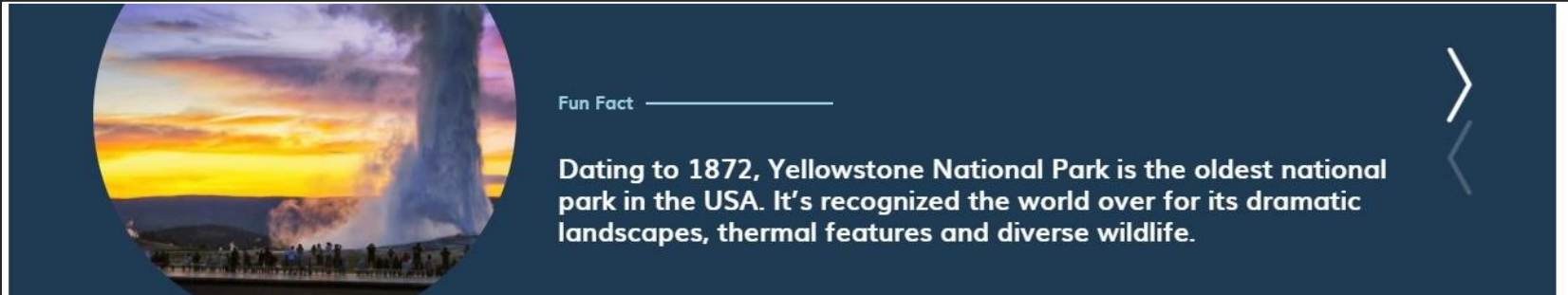
Benchmarked from:



Pillar 1 – Content

Strategic Action 3: Content Structure

Tactic 6: Home Page Illustration



Benchmarked from:



Pillar 1 – Content

Strategic Action 4: Content collaborations

Tactic 1: Identification and partnership with Collaborators

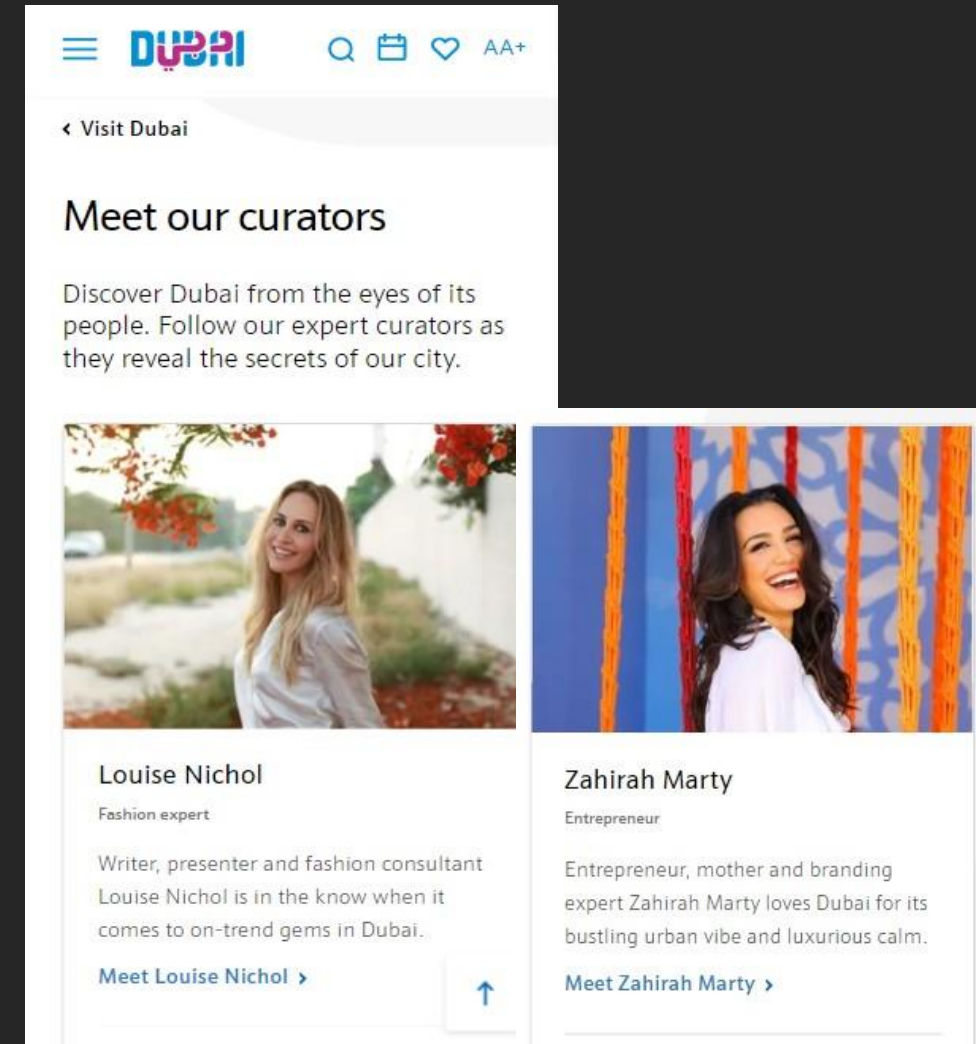
Partnership model and payment structure to be finalized for collaborations to develop content for destinations, experience and attractions

| | | | | | |
|----------------|-------------------|---------------------------|---------------|-------------------|--------------------------|
| Travel Writers | Content producers | Influencers & Celebrities | Brand Writers | Freelance writers | Photographers & Bloggers |
|----------------|-------------------|---------------------------|---------------|-------------------|--------------------------|

Tactic 2: Use of Hospitality Grants

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

Benchmarked from:



Pillar 1 – Content

Strategic Action 4: Content collaborations

Tactic 3: External Sources for Planning Information

Integration with external sources such as Hotels listings, Tour operators listings from NIDHI and other information from Official websites of attractions (Museums, National parks, etc.)

VIEW ALL ACCOMMODATION

Location

Price Range

Sort By

☒ All

☐ Apartments


☐ Backpackers and Hostels

☐ Bed and Breakfast

☐ Cottages

☐ Farmstays


[Show all](#)



'In The Vines' Guest Cottage

Bed and Breakfast • 5 Stars • 527 Stockwell Road Light Pass SA 5355
www.inthevines.com.au


From AU\$200



'The Church' Guest Home

Bed and Breakfast • 37A Main North Road Willaston SA 5118
www.thechurchgawler.com.au


From AU\$199



'Serenity' and sweeping Murray River views

Holiday Houses • 7 Sunnybank Place Tailem Bend SA 5260

Benchmarked from:

The logo for Australia, featuring the word "AUSTRALIA" in a sans-serif font above a stylized graphic of a kangaroo and a sun.


Pillar 1 – Content


Strategic Action 4: Content collaborations


Tactic 4: External Sources for Services information


Integration with OTAs, Service providers like IRCTC, IMD (weather information), SBM (public facilities), etc.

Book your stay at Singapore

 Flights

 Hotels


 Flights & Hotels

 Activities


DESTINATION

Singapore

CHECK-IN

 dd/mm/yyyy

CHECK-OUT

 dd/mm/yyyy

ROOMS & GUESTS

1 room, 1 Guest

SEARCH

This service is provided in partnership with Expedia. Clicking 'Search' will redirect you to Expedia's travel portal.

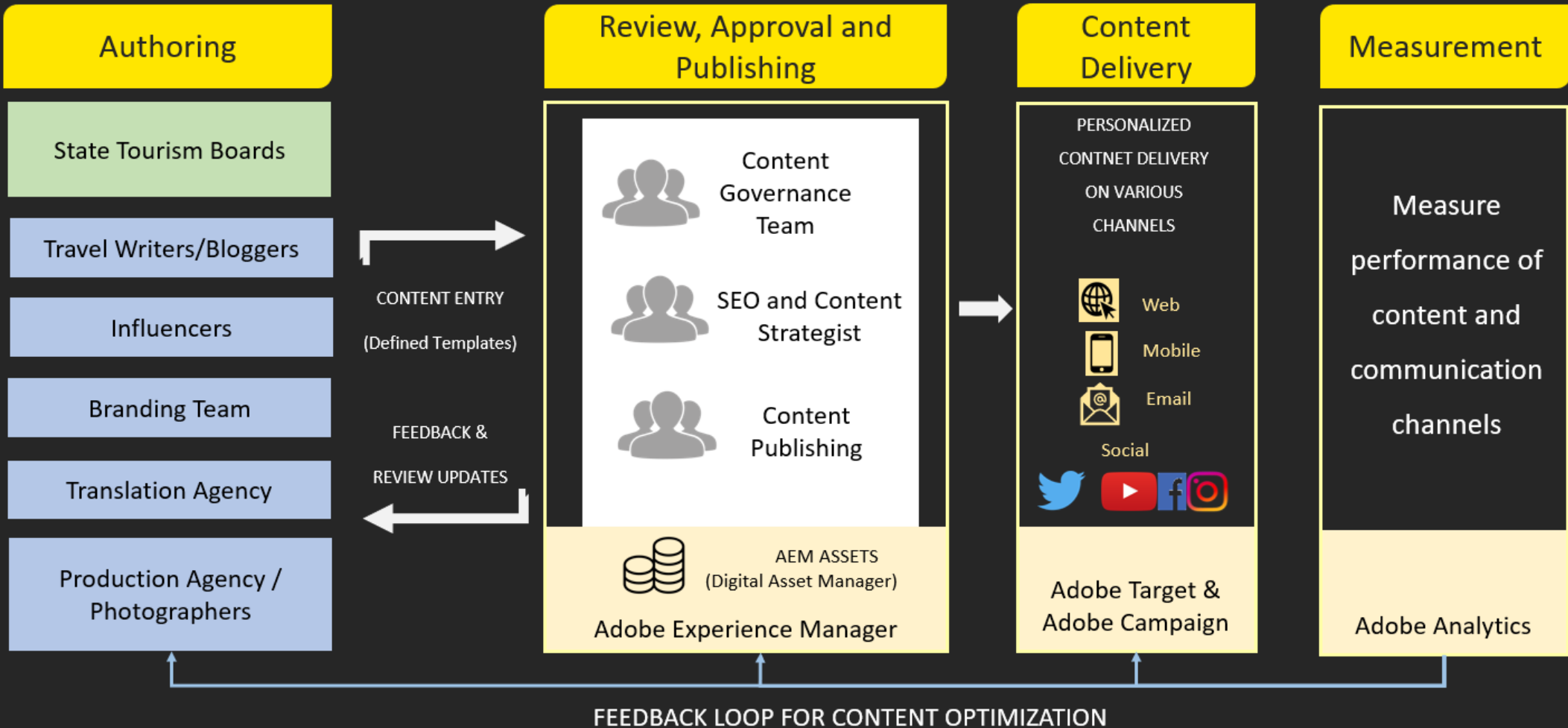
Benchmarked from:



Pillar 1 – Content

Strategic Action 4: Content collaborations

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



Content Personalization

Understanding the Tourist visiting India



Bruce Smith

| | |
|-----------------------------------|---|
| Age 40 | Gender Male |
| Education Post-Graduate | Marital Status Married |
| Location New York | Visitor Preference Spiritual/Pilgrimage |

Bio

Bruce is a US citizen and is thinking about traveling to India for tourism of 3 weeks with his partner and prefers spiritual/pilgrimage locations

Needs

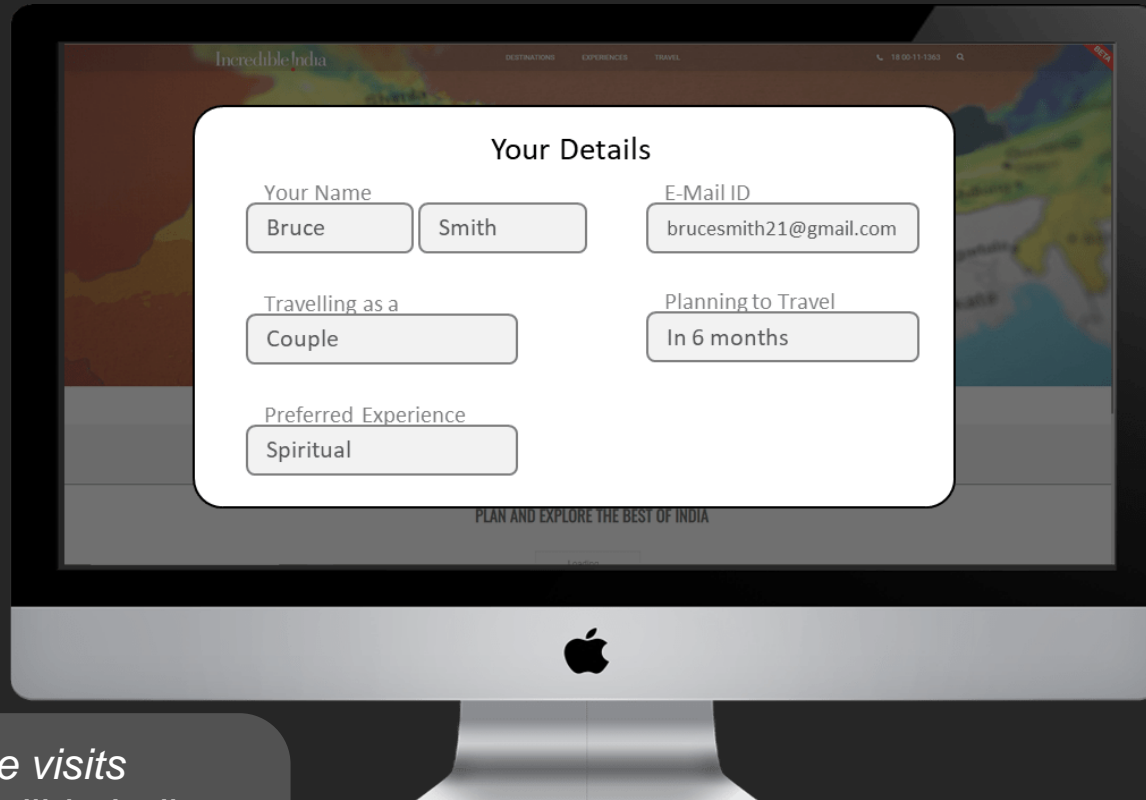
He wants to find the best itinerary for his travel plan according to his stay duration and preference

Pain Points

He wants an official source of information so that he can plan his vacation in advance

Content Personalization

Capturing the details of Bruce Smith

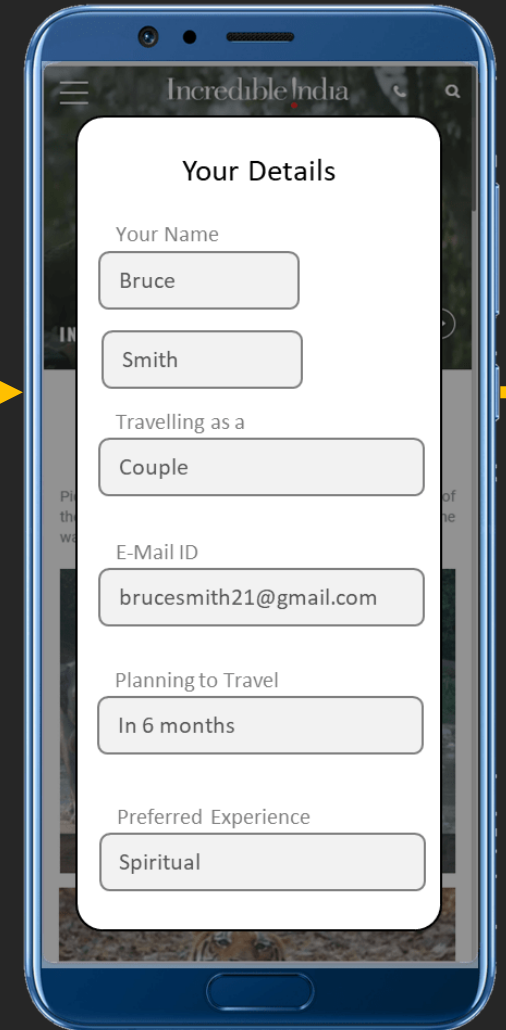


The desktop view of the Incredible India website displays a 'Your Details' form. The form is titled 'Your Details' and contains the following fields:

- Your Name: Bruce Smith
- E-Mail ID: brucesmith21@gmail.com
- Travelling as a: Couple
- Planning to Travel: In 6 months
- Preferred Experience: Spiritual

➤ Bruce visits Incredible India website where his interests are captured

Tool Used - Adobe AEM + Target



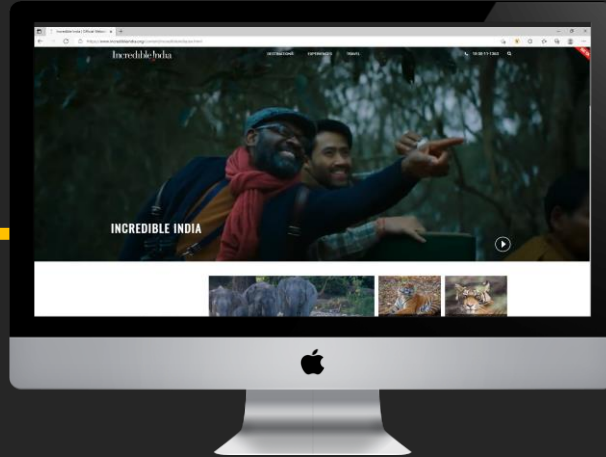
The mobile view of the Incredible India website displays a 'Your Details' form. The form is titled 'Your Details' and contains the following fields:

- Your Name: Bruce Smith
- E-Mail ID: brucesmith21@gmail.com
- Travelling as a: Couple
- Planning to Travel: In 6 months
- Preferred Experience: Spiritual

Content Personalization

Incredible India Website Experience

- *He experiences the banner video designed specifically for visitors from US*



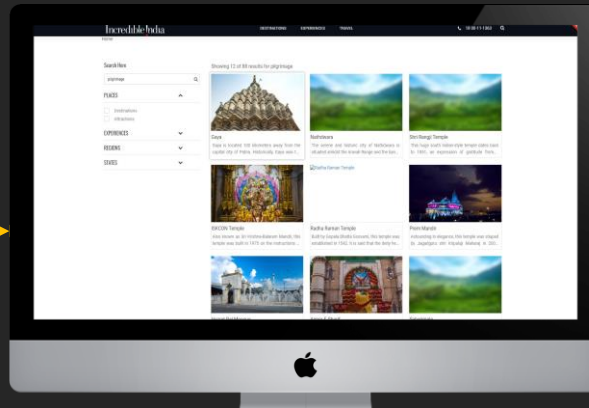
Tool Used - Adobe Analytics, Target and AEM

- *He Clicks on Pilgrimage on the main screen or searches for specific location*



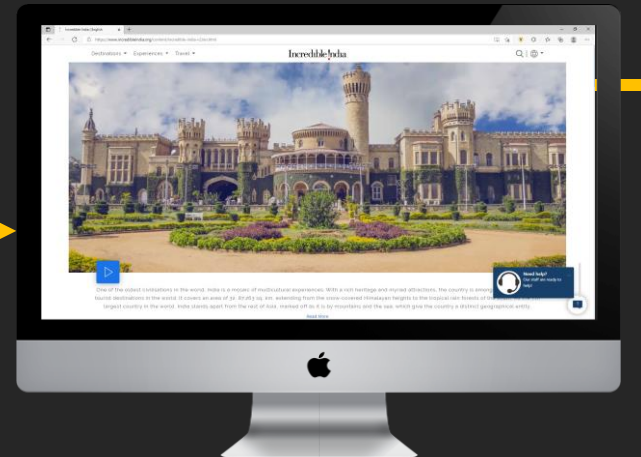
Tool Used - AEM

- *He visits the spiritual related itineraries and destinations*



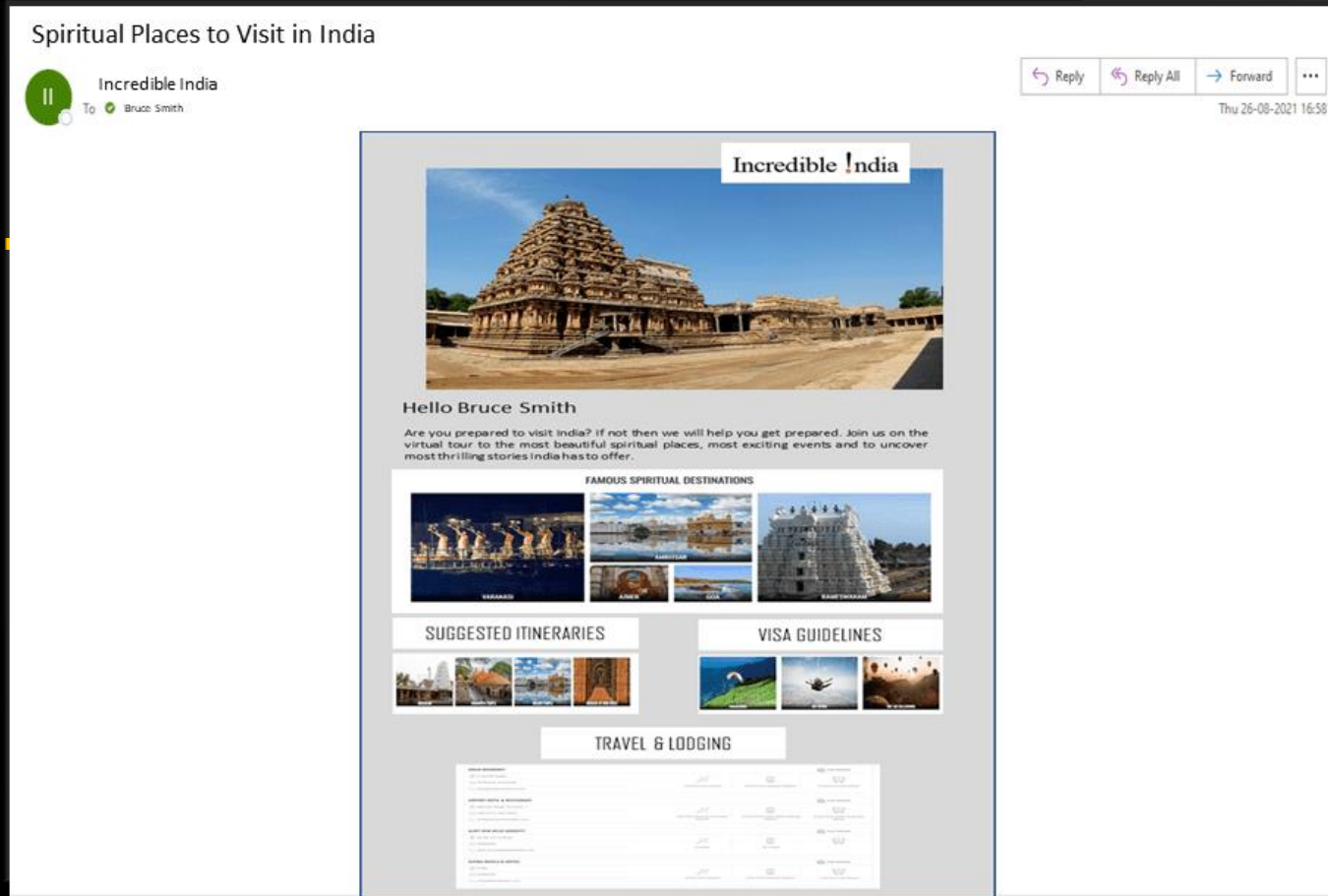
Tool Used - Adobe Analytics, Target and AEM

- *He navigates back to home page*



Content Personalization

Personalized Communication before Travelling



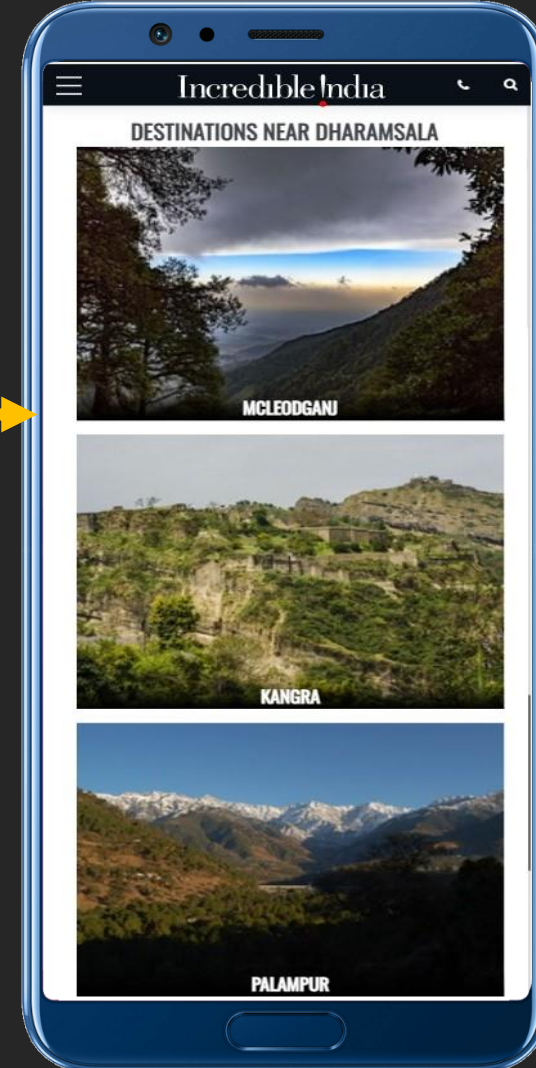
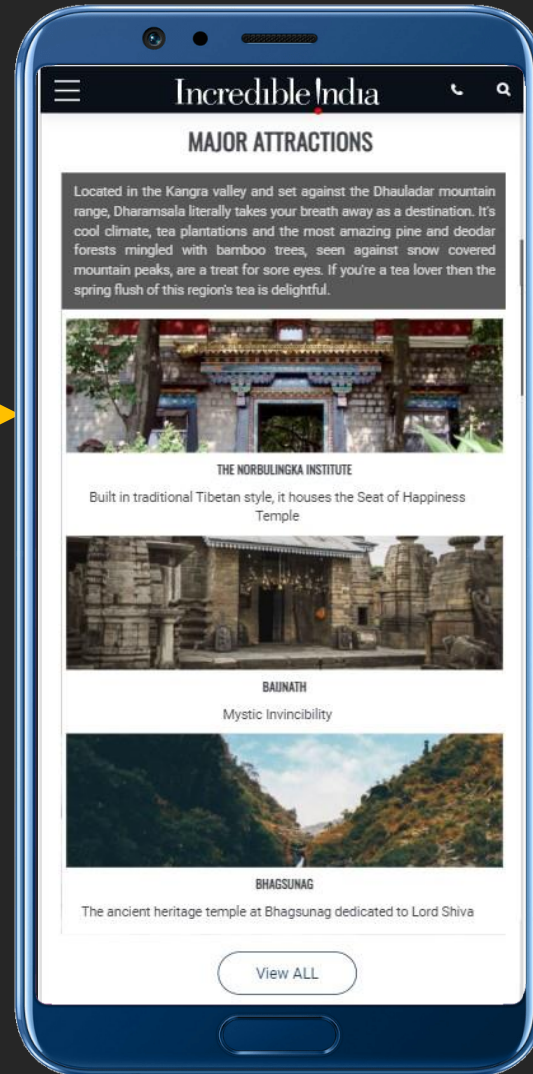
Tool Used - Adobe Campaign, Target and AEM

- Bruce gets personalized communications about his preferred places, suggested itineraries, visa guidelines, travel & lodging.
- Basis Bruce opening up emails and clicking on relevant links, Adobe campaigns will send more targeted personalized emails

Content Personalization

Personalized App Experience during Travel

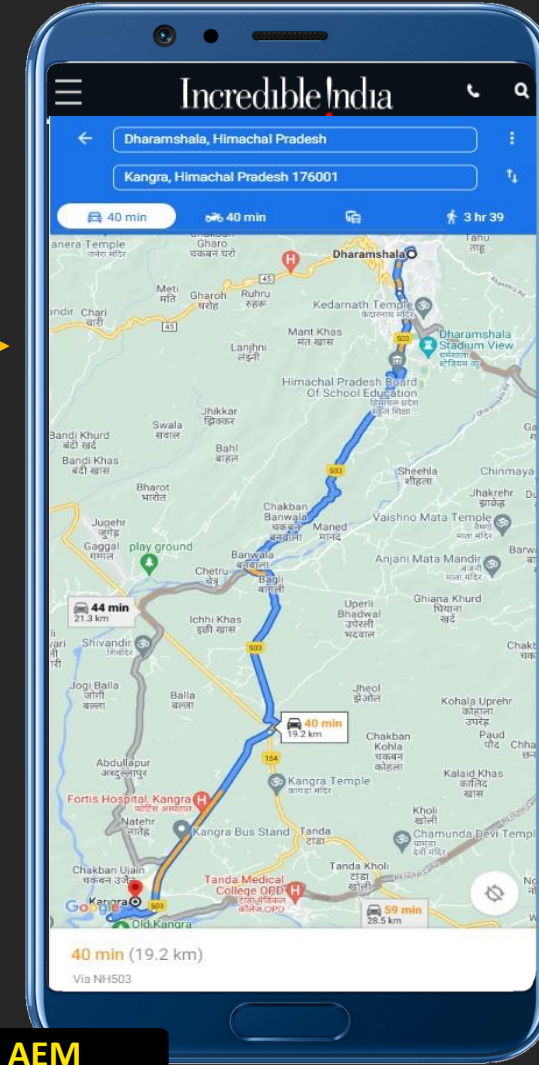
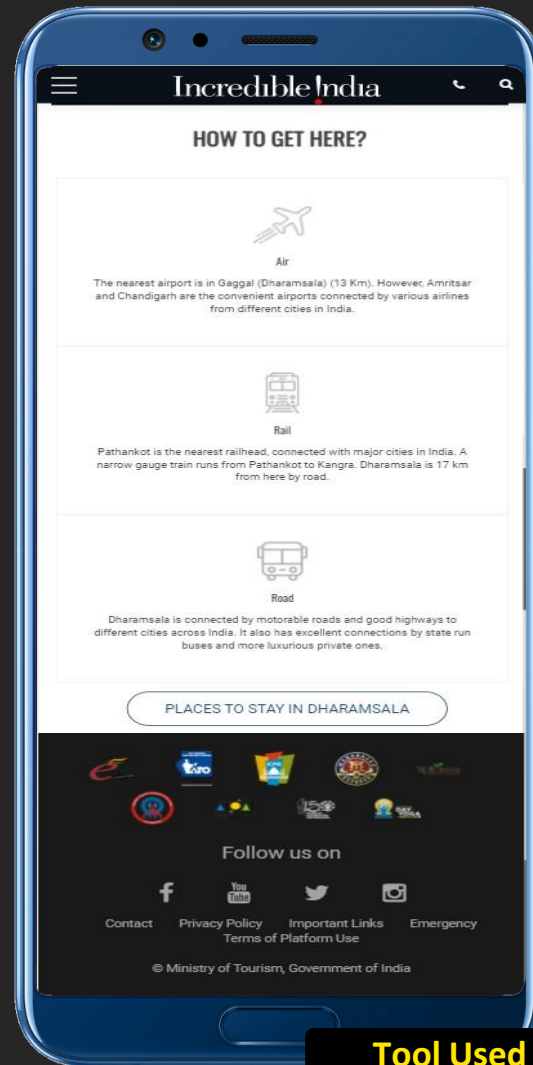
- *Bruce gets personalized communication during his visits based on his location about nearby places, heritage sites, & upcoming events*



Content Personalization

Personalized App Experience during Travel

- *Incredible India App captures Bruce's location and share the local attraction of his interest near by.*

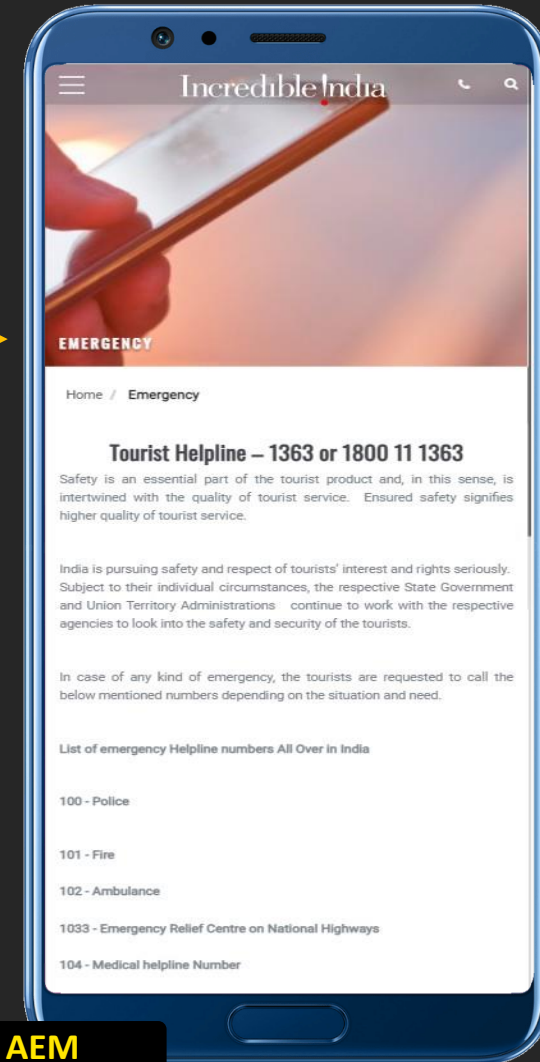
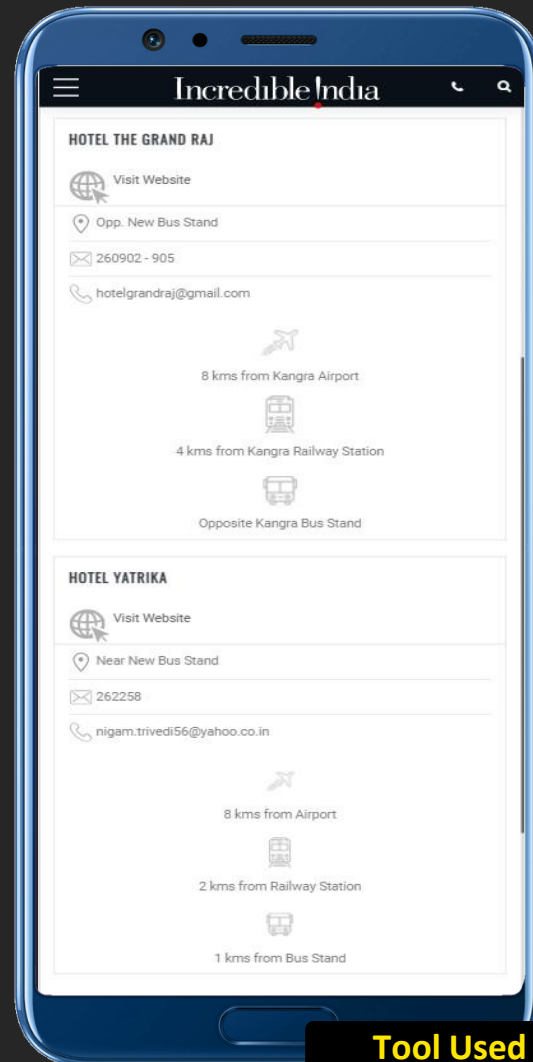


Tool Used - Adobe Analytics, Target and AEM

Content Personalization

Personalized App Experience during Travel

➤ Bruce finds hotel and lodging support from the Incredible India App

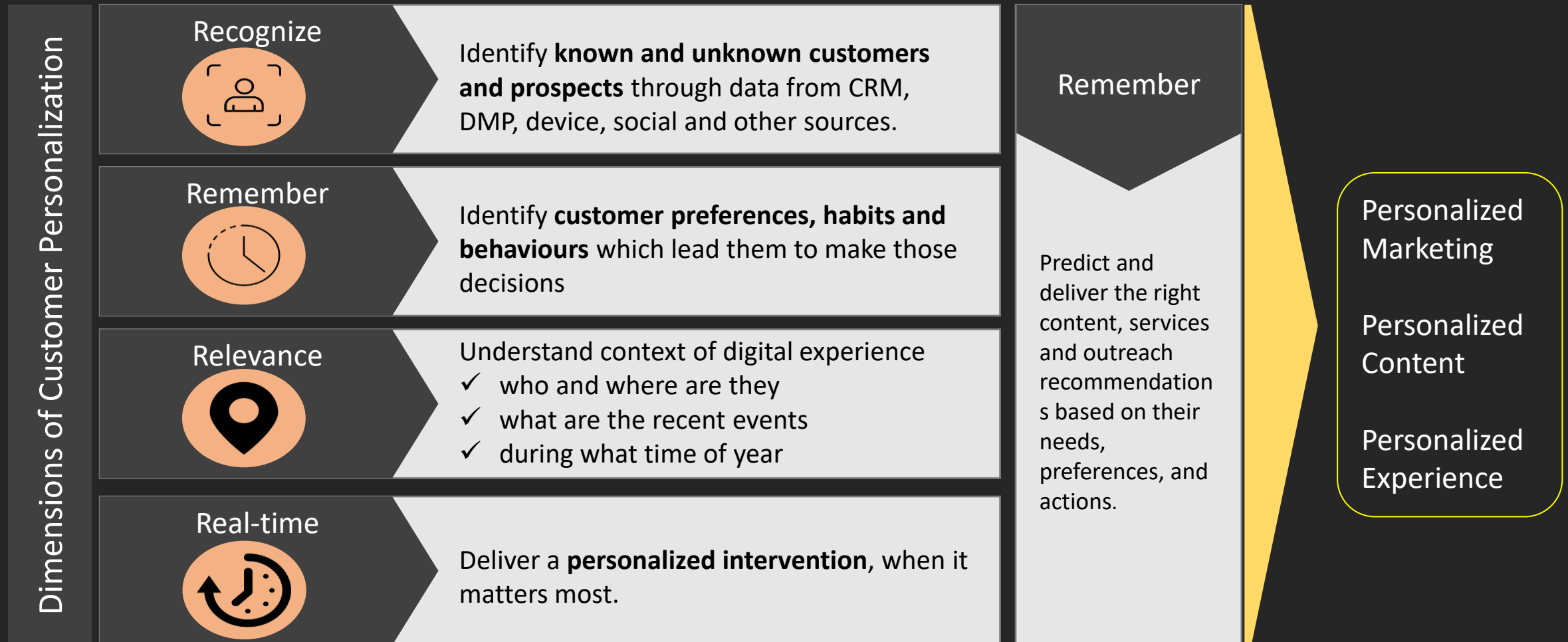


Tool Used - Adobe Analytics, Target and AEM

Pillar 1 – Content

Strategic Action 5: Content Personalization

Tactic 1: Implement Dimensions of Personalization



Pillar 1 – Content

Strategic Action 5: Content Personalization

Tactic 2: Stages of Personalization



Slovenia - Features and Overview



1

Most sought national tourism website by online visitors

4

User Centric designs with Dynamic content

2

Promotes Sustainable Eco friendly tourism

5

Region wise experience clusters

3

User engagement through personalisation and relevance

6

Digital empowerment of service providers and business portal





Contents

- ▶ Benchmarking
- ▶ Vision
- ▶ Strategy Framework
- ▶ Pillar 1 - Content
- ▶ Pillar 2 - Services
- ▶ Pillar 3 - Communication and Outreach
- ▶ Enabler 1 - Vendor ecosystem
- ▶ Enabler 2 - Technology Roadmap
- ▶ Enabler 3 – Governance Structure
- ▶ Implementation Plan

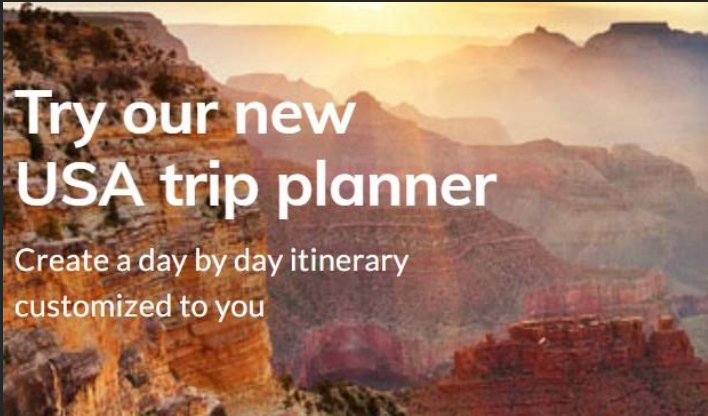
Pillar 2 – Services

Strategic Action 1 – Planning services



Tactic 1: Trip planner

Provide visitors with tool to plan their trip.
Integration with third-party provider.



Try our new USA trip planner

Create a day by day itinerary
customized to you

Itinerary planner

[+ Add destination](#)

Start → End

2 adults ▼

ACTIVITIES PREFERENCES (OPTIONAL) ▼

See your trip



Tactic 2: Provide visitors with weather information

Provide destination-wise weather
information including weather forecast

| WEATHER IN SYDNEY | | | | | | | | | | | | |
|-------------------------|-----|-----|--------|-----|-----|--------|-----|-----|--------|-----|-----|-----|
| SUMMER | | | AUTUMN | | | WINTER | | | SPRING | | | |
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov |
| Maximum temp °C °F | 78 | 80 | 79 | 77 | 73 | 68 | 64 | 63 | 65 | 69 | 73 | 75 |
| Minimum temp °C °F | 64 | 66 | 66 | 64 | 57 | 52 | 47 | 45 | 47 | 51 | 56 | 60 |
| Avg rainfall mm | 74 | 94 | 113 | 115 | 106 | 101 | 120 | 69 | 77 | 61 | 72 | 81 |

Benchmarked from:



Pillar 2 – Services

Strategic Action 1 – Planning services



Tactic 3: Currency Converter

Provide conversion into prominent currencies

Dubai Currency Converter

CONVERT THIS AMOUNT

FROM THIS CURRENCY

Indian Rupee



ANSWER

TO THIS CURRENCY



United Arab Emirates Dirham

Convert



Tactic 4: Visa related information services

Visa information

Planning a trip to Dubai? Find out whether you need a visa and how to apply.

DO YOU NEED A VISA?

What citizenship do you hold?

Please select



What type of visa do you need?

Please select



Benchmarked from:



Pillar 2 – Services

Strategic Action 2 – Booking services



Tactic 1: Provide visitors Flights and Hotel Booking

Integration with IRCTC / OTAs for Flights and Hotel booking



Tactic 2: Provide visitors with Attraction booking

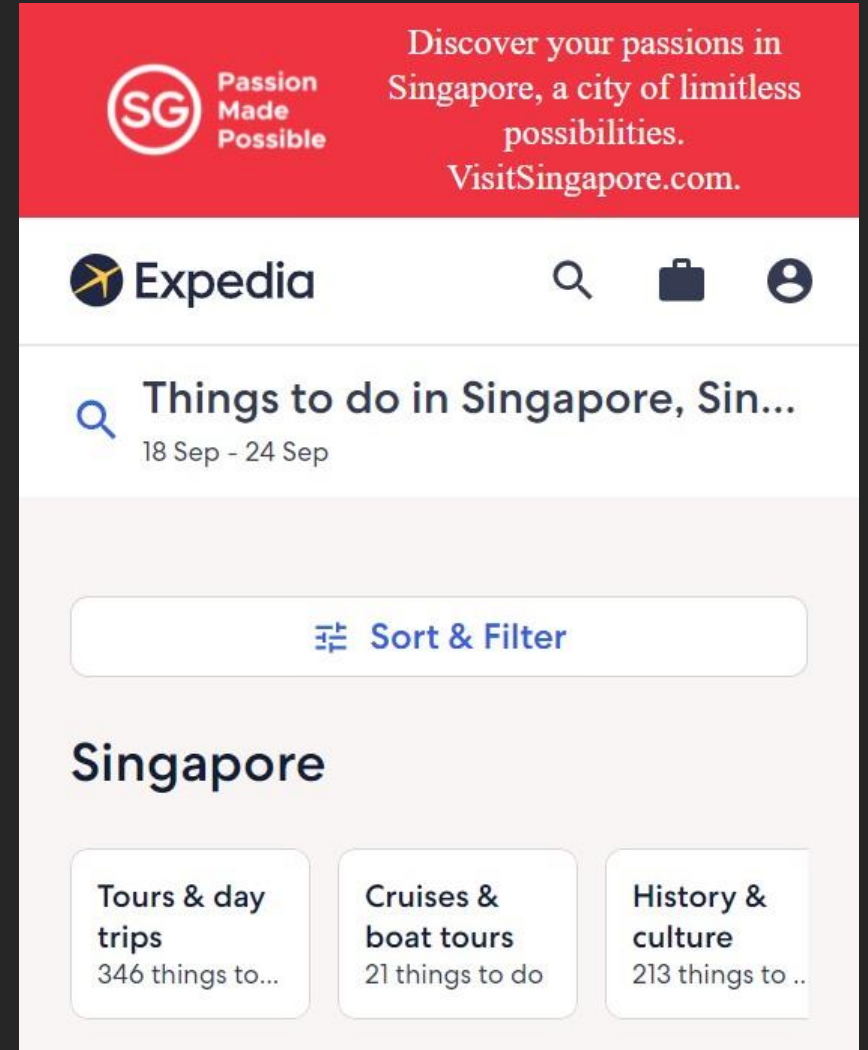
Integration with ASI/ other agencies for all the attractions



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.)

Benchmarked from:



Pillar 2 – Services

Strategic Action 3: On-the-go services



Tactic 1: Provide Push notifications

Visitors should be provided with push notification regarding events, must-visit attractions, and more.



Tactic 2: Provide AR experience

Plan and develop AR use cases like point-to-know applications, AR navigation assistance, and other use cases.



Benchmarked from:



Pillar 2 – Services

Strategic Action 3: On-the-go services



Tactic 3: Location based service

Location-based services

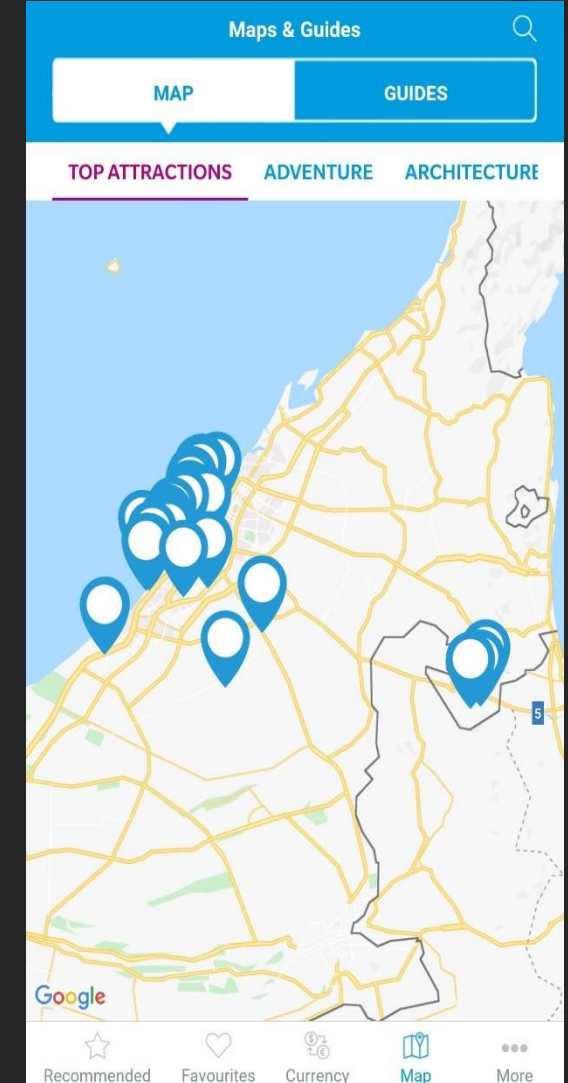
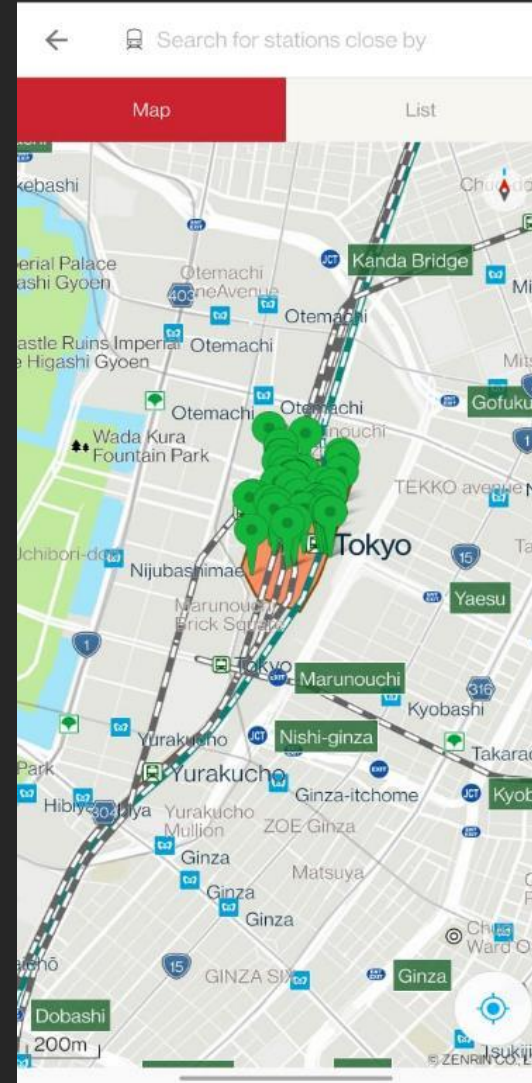
Nearby restaurants, attractions, hotels, hospitals, police stations

Nearby tourist information centres and other facilities.

Nearby Banks and ATMs (in collaboration with leading banks).

Nearby public toilet facilities (in collaboration with SBM)

Benchmarked from:



Pillar 2 – Services

Strategic Action 4: Feedback and rating services



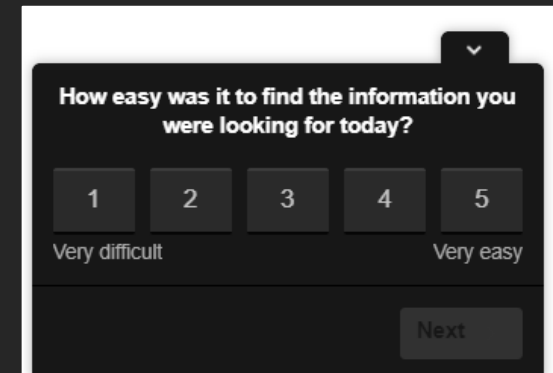
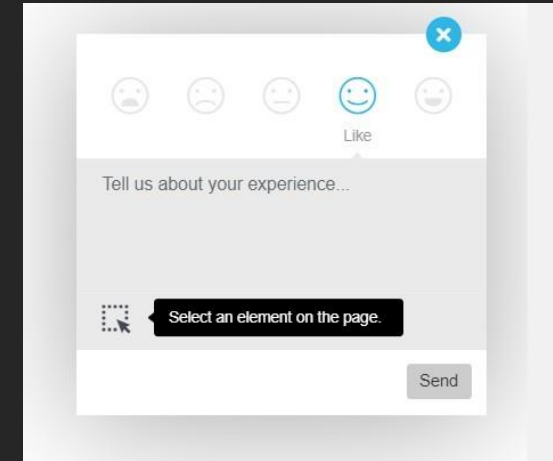
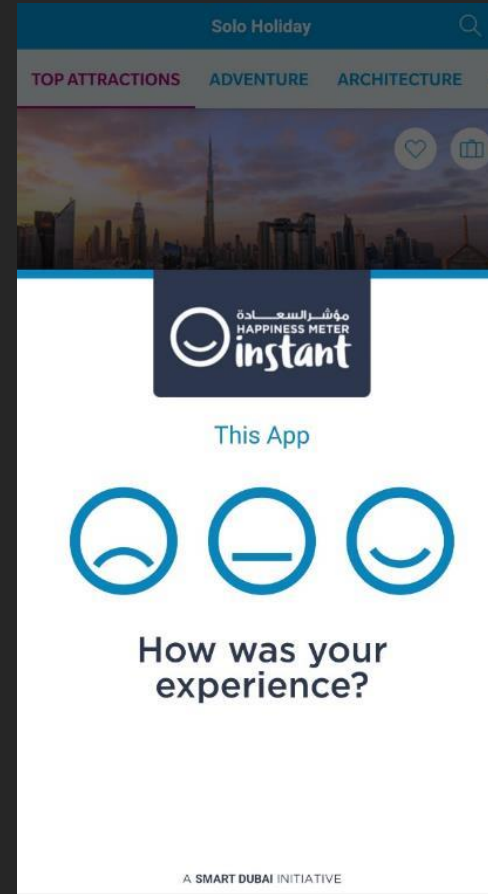
Tactic 1: Provide a mechanism for feedback

Feedback - both on website and mobile app (internally as well as integration with QCI's feedback mechanism). Surveys (online surveys through e-mails)



Tactic 2: Provide a mechanism for Ratings

Ratings (ratings for attractions, things to do, etc. from leading service providers like TripAdvisor)



Benchmarked from:



100% PURE NEW ZEALAND

Now featuring traveller ratings from:





Contents

- ▶ Benchmarking
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- ▶ Implementation Plan

Pillar 3 – Communication and Outreach



Strategic Action 1: e Newsletters

Tactic 1: Provide monthly digital newsletters

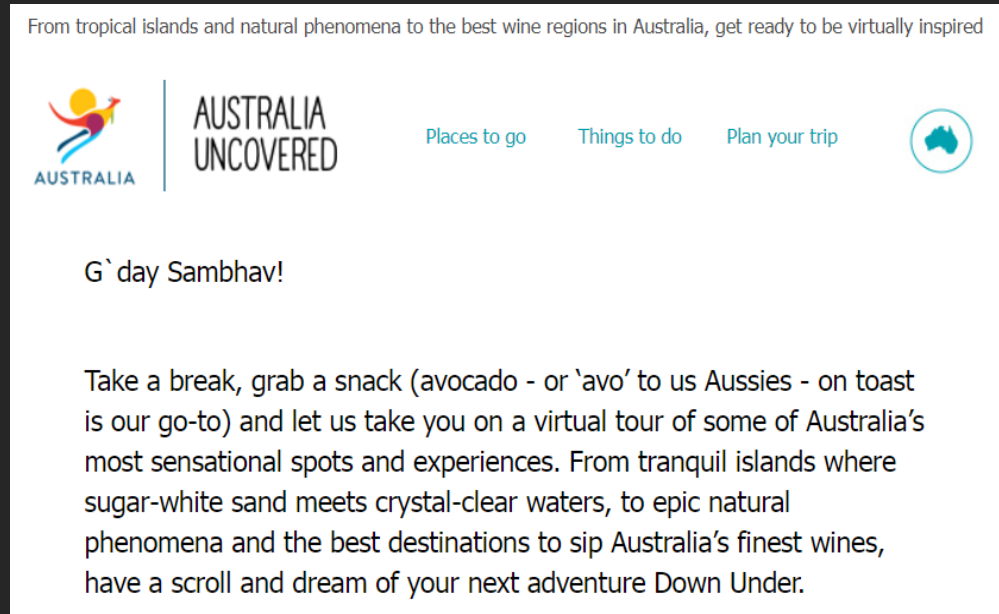
Tactic 2: Send mails for other publications like digital guides, brochures, etc.



Strategic Action 2: Outbound Email Campaign

Tactic 1: Targeted personalized emails and updates with links to website.

Tactic 2: Outbound email marketing (affiliates and collaboration)



— Take a Wellness Journey through Australia

Australia's clean air, stunning spas, world-class health retreats and wide open spaces all offer the opportunity to relax, refresh and reconnect.

Get Well

Portals referred:



SCOTLAND | ALBA

Pillar 3 – Communication and Outreach



Strategic Action 3: Marketing and Advertising

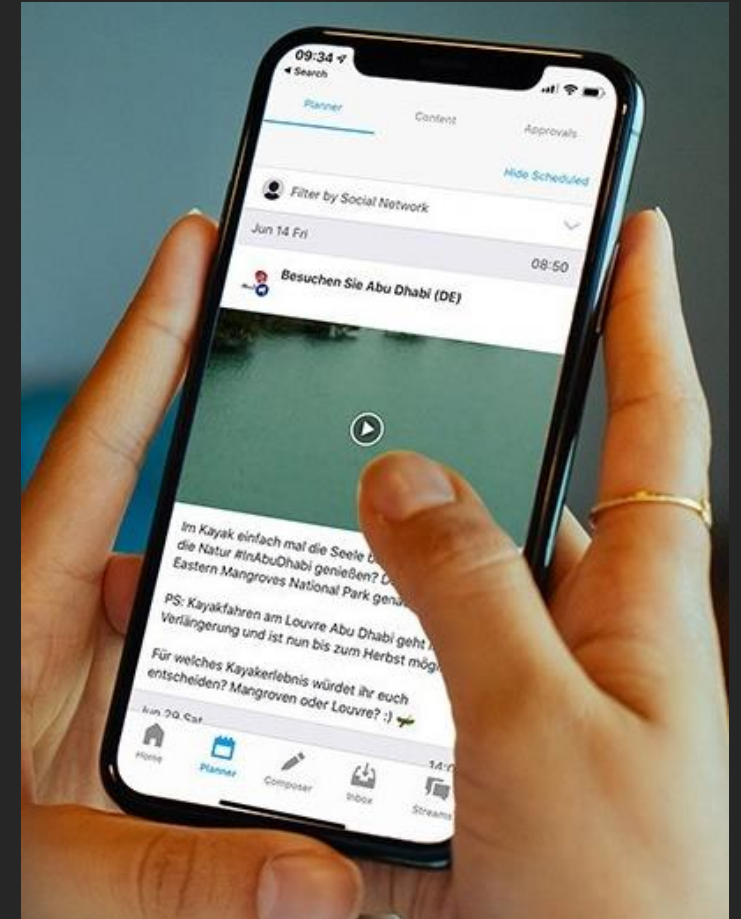
Tactic 1: Web & social media marketing (Paid marketing via social media channels)

Tactic 2: Sponsored search options



Strategic Action 4: Online Quizzes and contests

Tactic 1: Theme-based online quizzes and contest



Portals referred:



SCOTLAND | ALBA

Pillar 3 – Communication and Outreach



Strategic Action 5: Digital Discussion forums

Tactic 1: Experience based online groups of travellers

Tactic 2: Online digital discussion forums of tourists



Strategic Action 6: Blogs

Tactic 1: Featured blogs from influencers (sharing of links by influencers on social media to increase outreach)



WELCOME TO SCOTLAND'S COMMUNITY

This is the place to get the inside track on Scotland. A place for friendly and spirited people to share experiences, pick up tips, ask questions and get insider advice on all the best places to visit in Scotland.

VISITING SCOTLAND

| CATEGORIES | DISCUSSIONS | COMMENTS | LATEST POST |
|------------|-------------|----------|-------------|
|------------|-------------|----------|-------------|

General Discussion

Anything off-topic, saying hello and otherwise chatting with fellow VisitScotland community members.

374

2.2K

covid test
fishypro • August 25 in
General Discussion

Portals referred:



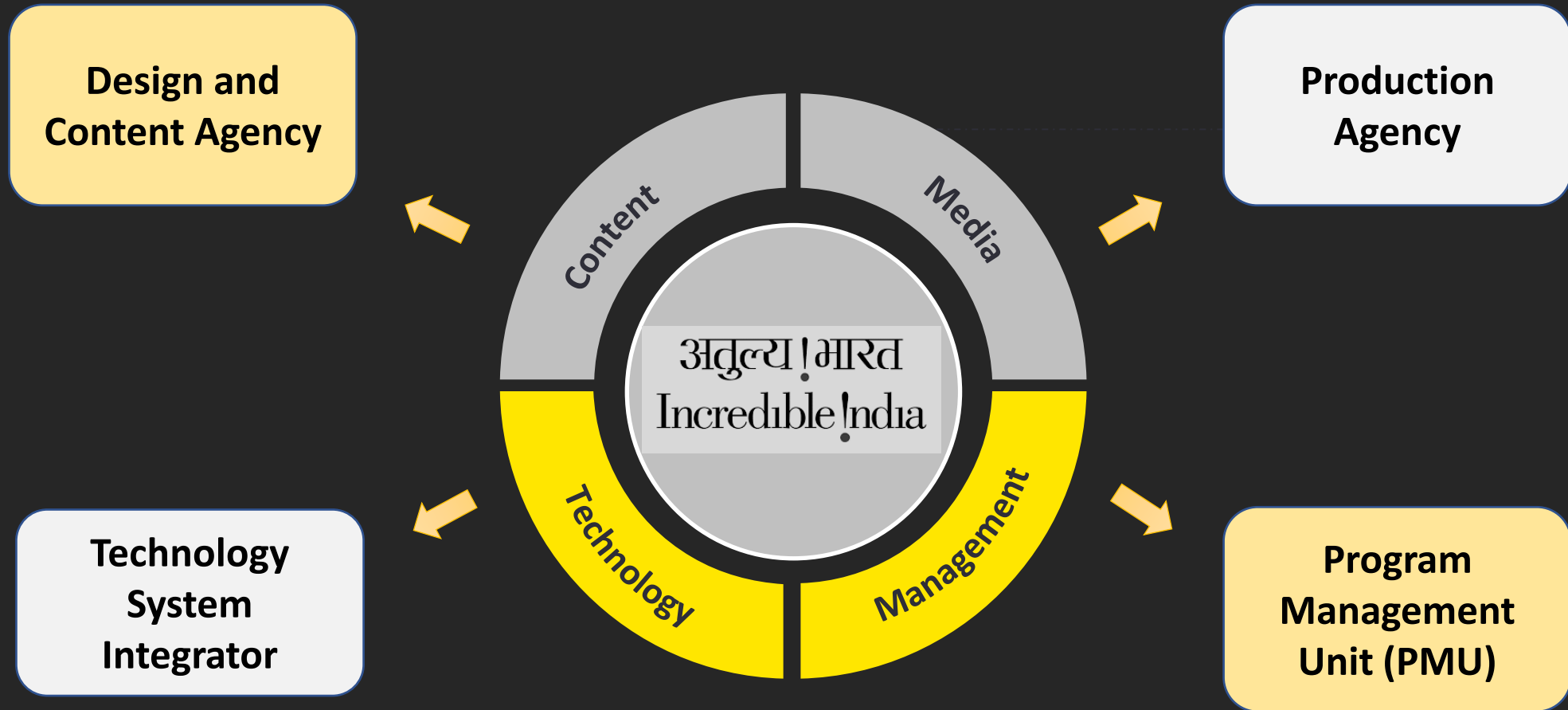
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Contents

- ▶ Benchmarking
- ▶ Vision
- ▶ Strategy Framework
- ▶ Pillar 1 - Content
- ▶ Pillar 2 - Services
- ▶ Pillar 3 - Communication and Outreach
- ▶ **Enabler 1 – Implementation Partners**
- ▶ Enabler 2 - Technology Roadmap
- ▶ Enabler 3 – Governance Structure
- ▶ Implementation Plan

Enabler 1 - Implementation Partners



Enabler 1 - Implementation Partners

Design and Content Agency

Design and Content Strategy

- Content creation and content dissemination strategy
- Strategy evolution basis benchmarks, user behaviour, trends
- Methodology / framework to advise on content type and timings

Design

- Development of design, themes, graphics, collaterals, etc.
- User Experience analysis and enhancement

Content Creation and Moderation

- Content development, sourcing and moderation
- Engagement with bloggers / influencers / other content providers
- Translation into different languages

Outreach and Communication

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

Enabler 1 - Implementation Partners

**Technology
System
Integrator**

**Technical
Implementation
(website and
mobile app)**

- Development & integration
- Operations & maintenance
- Content management, aggregation and update
- All activities related to Adobe tools

**Production
Agency**

Media Production

- Creation / sourcing of for images/audio/video

**AR/VR
production**

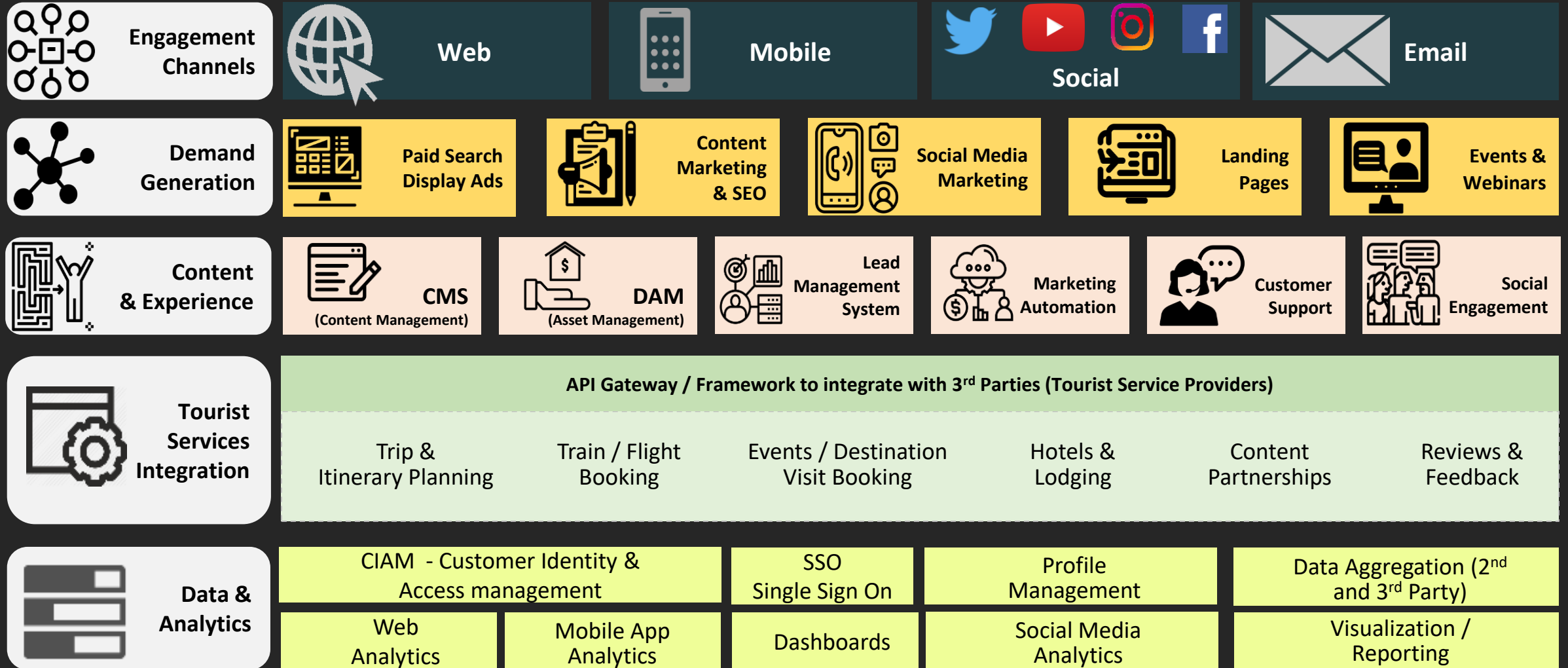
- Creation of VR app and VR use cases – walkthroughs, guided tours, virtual exhibitions
- Creation of 360 degree videos / images
- Implementation of AR use cases - walkthroughs, Point to Know applications, navigation maps / assistance

**Program
Management
Unit (PMU)**

**Project
Management
support**

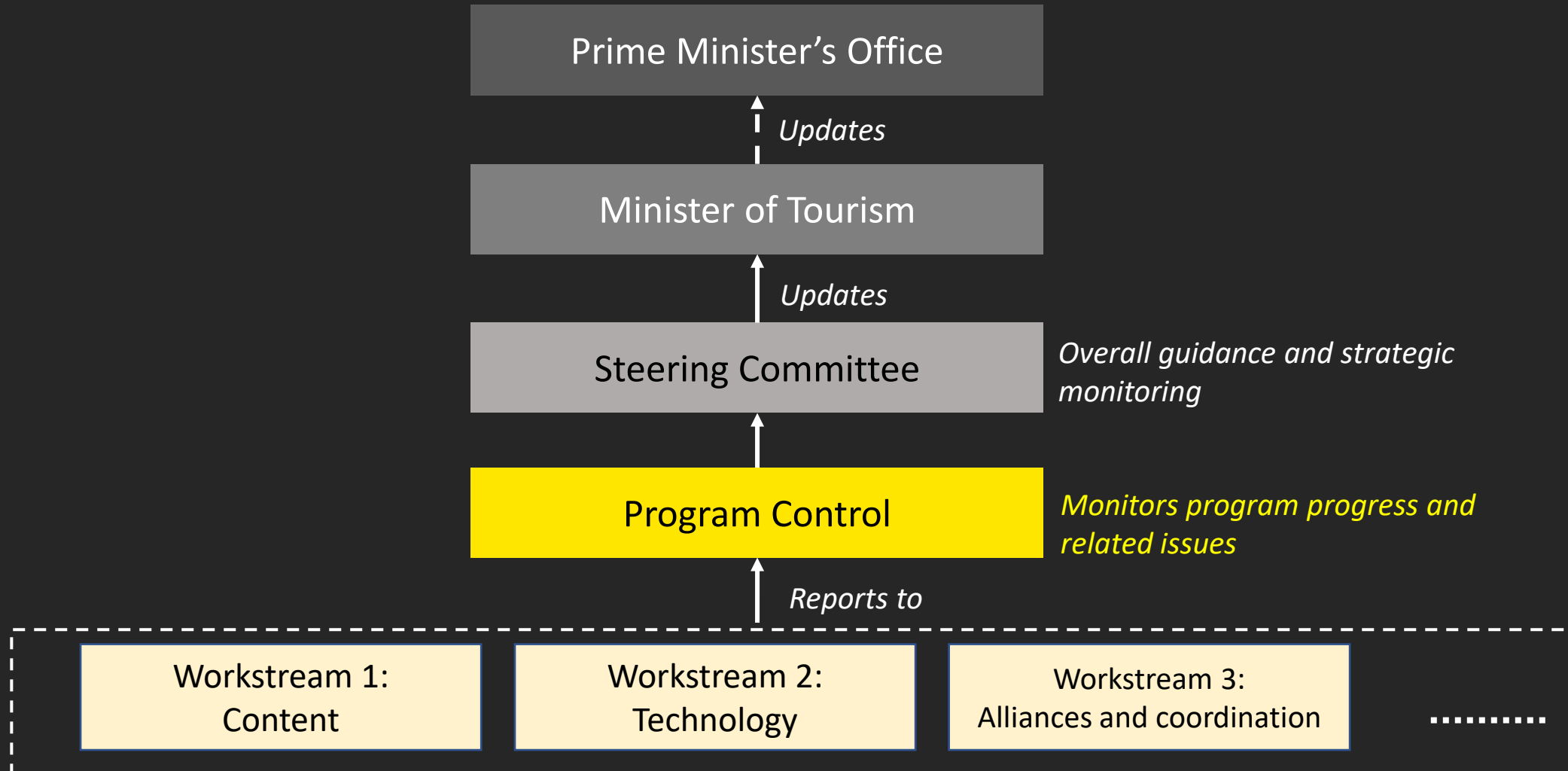
- Project monitoring, procurement management and contract management
- Vision creation, planning, requirement definition, overall coordination of vendors

Enabler 2: Technology Platform



Enabler 3 – Governance

Strategic Action 1: Ensure a comprehensive governance mechanism



Enabler 3 – Governance

Strategic Action 2: Set up a dedicated professional organization



On pattern of MyGov/
Invest India

Organised as a section 25
company

Lean organization

Create capacity for digital
tourism

Better ability to hire
resources & engage agencies

Alliances and Partnerships



Contents

- ▶ Benchmarking
- ▶ Vision
- ▶ Strategy Framework
- ▶ Pillar 1 - Content
- ▶ Pillar 2 - Services
- ▶ Pillar 3 - Communication and Outreach
- ▶ Enabler 1 - Vendor ecosystem
- ▶ Enabler 2 - Technology Roadmap
- ▶ Enabler 3 – Governance Structure
- ▶ **Implementation Plan**

Implementation Plan



Short term

- Procurement of implementation partners:
 - Design and Content agency
 - Tech implementation partner
 - Production agency
- Selection of Trip planner tool provider
- Website content and design revamp - States, Destinations, Experiences, Attractions, Trips, Events, Home page, etc.
- Initiate collaboration with influencers
- Implementation of feedback & rating service

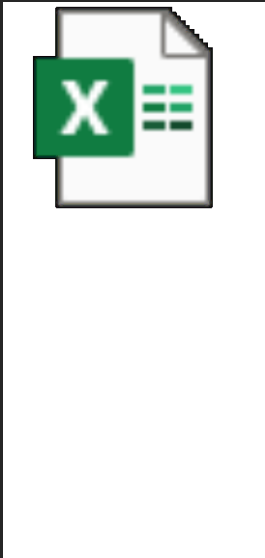
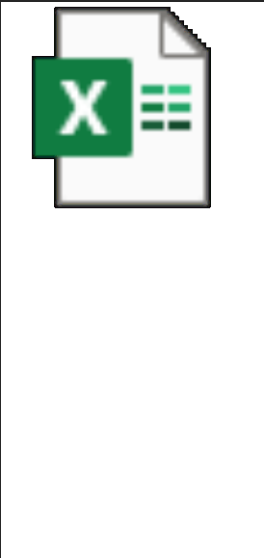
Mid term

- Incredible India mobile app revamp
- Implementation of planning and booking services
- Outbound email campaigns
- VR implementation
- Blogs through influencers
- Content collaboration with States using Adobe
- Personalization and analytics

Long term

- AR implementation
- Push notifications
- Digital discussion forums and communities
- Marketing and advertising
- Online quizzes and contest
- Implementation of on-the-go service

Detailed Implementation Plan



END OF DOCUMENT