

PRASAR BHARATI

(India's Public Service Broadcaster)

OTT Services, Central Archives

Akashvani Bhawan, Sansad Marg, New Delhi -110001

No. PBCA/OTT/2025

08/09/2025

Subject: Request for Proposal(RFP) for Project Management Unit(PMU) supporting Prasar Bharati OTT- seeking Industry feedback and budgetary offers regarding

The draft specifications towards framing the scope of work and specifications for the RFP for onboarding of the Project Management Unit (PMU) to support Prasar Bharati to achieve its objectives for the OTT Platform, 'WAVES' are hereby circulated in order to seek industry feedback and budgetary offers.

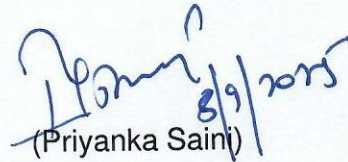
The Inputs and budgetary offers from prospective bidders/consulting firms are hereby solicited, in a time bound manner, to frame the RFP/tender document incorporating relevant feedback.

The feedback/quote is required to be furnished by 30/09/2025 through email at following ID:

To: archives@prasarbharati.gov.in

Cc: priyankasaini@prasarbharati.gov.in

Encl: Draft Specifications/scope of work

  
(Priyanka Saini)

Programme Executive

To,

The prospective bidders/ Consulting firms, through Prasar Bharati public website

Copy to,

- PS to CEO
- OTT Head
- Director(PBNS), with a request to publish on the website: [prasarbharati.gov.in](http://prasarbharati.gov.in)

# Engagement of PMU for OTT Platform: Scope of Work

## 1. Background & Objective

WAVES, the OTT platform developed by Prasar Bharati, has achieved strong early traction with **over 3.8 million downloads and 2.3 million registered users** since its launch in November 2024.

With the ambition of positioning WAVES among the **leading global OTT platforms** and making it the **most preferred digital platform of the nation**, Prasar Bharati proposes to onboard a **Project Management Unit (PMU)**. This expert-led unit will provide **comprehensive strategic, operational, and analytical support** across content, technology, marketing, user acquisition, distribution, and revenue domains.

The primary objective is to establish a **lean, high-capability PMU** that will ensure the sustained and scalable growth of WAVES by:

- **Scaling Users:** Supporting teams to drive consistent year-on-year growth in registered users.
- **Revenue & Sustainability:** Enabling diversified monetization avenues (advertising, subscription, syndication, partnerships) to build a **financially sustainable revenue model within two years**.
- **Strategic Support:** Guiding content, distribution, marketing, and monetization decisions to maximize reach and impact.
- **Analytics & Knowledge:** Driving data-backed interventions and institutional knowledge retention.

## 2. Detailed Scope of Work

### A. Content Strategy & Advisory

- Evaluate incoming content proposals for OTT worthiness, compliance and engagement potential.
- Curate a monthly content calendar aligned to analytics and emerging user trends.
- Recommend content onboarding models (e.g., co-productions, revenue-sharing, licensing).
- Identify content gaps by genre, language, demographic and suggest acquisition priorities.
- Review content performance post-launch and provide feedback for optimization.
- Study and recommend global best practices from top OTT platforms for content curation, genre diversification and metadata optimization.

### B. Distribution, Alliances & Monetization

- Identify and suggest potential partnerships for app bundling, telco alliances and smart TV integrations.
- Formulate and optimize monetization strategies including SVOD, AVOD, freemium and hybrid models.
- Support negotiations for app-in-app integrations, global content partnerships and syndication.
- Recommend ad pricing models, ad inventory structuring and third-party ad tech tools.
- Provide support for evolving revenue strategies based on market feedback and OTT analytics.

### **C. Marketing & User Growth**

- Guide and assist marketing agencies and creative partners in developing a comprehensive promotional strategy spanning mass media, community outreach and digital platforms including influencer partnerships, festive campaigns, and event-led activations.
- Track and analyze campaign performance through key KPIs like CAC, DAU/MAU, engagement rate.
- Recommend audience engagement strategies such as gamification, loyalty programs and user referrals.
- Evaluate and review performance of marketing agencies and creative partners.
- Assist in refining key performance indicators and reporting dashboards for consistent tracking.

### **D. Analytics, UI/UX & Platform Intelligence**

- Track performance KPIs including user acquisition, retention, completion rate, churn as well as qualitative feedback and user sentiment.
- Generate recommendations for homepage design, content discoverability, and personalization.
- Support A/B testing of content placement, feature changes and UI enhancements.
- Analyze App Store/Play Store feedback and identify user experience bottlenecks.
- Support continuous improvement in tech stack alignment, recommendation engine efficiency and platform responsiveness.

### **E. Governance & Program Oversight**

- Coordinate with internal teams (Tech, Content, Distribution, Marketing).
- Prepare periodic executive briefs, dashboards, and progress summaries for CEO/Board/MIB.

- Maintain detailed documentation and SOPs for knowledge transfer and institutional continuity.
- Facilitate issue-resolution, inter-agency coordination and capacity building workshops.
- Recommend improved reporting standards and internal review mechanisms across functions.

### 3. Key Deliverables

Frequency	Deliverable
Bi-Weekly	Platform Progress Tracker, Campaign Analytics, Content Performance Snapshot
Monthly	User Growth & Retention Report, Revenue Dashboard, Partner Performance Review
Quarterly	Strategic Review with Distribution & Monetization Scorecard
Ongoing	UX/Analytics Insights, Content Evaluation Notes, Partnership Opportunity Logs
Ad-hoc	Flagship Event Briefs, Presentations for CEO/MIB/Board

### 4. Output Goals

Support Prasar Bharati teams and partners in guiding strategy, oversight and decision making to achieve output goals for WAVES OTT to:

- Achieve user growth of 10 million+ registered users within one year of onboarding, through strategic content planning, marketing outreach and platform partnerships.
- Sustain long-term user growth, ensuring continued expansion of the user base beyond the first year through retention-focused initiatives, personalized content delivery and referral-based acquisition models.
- Maintain a minimum of 70% Monthly Active Users (MAU) as a share of total registered users, driven by consistent engagement strategies and regular content refresh.
- Deliver 5x growth in advertisement revenue in the first year, with continuous quarter-on-quarter improvement thereafter through better ad inventory utilization and targeted monetization models.
- Ensure 80% of newly onboarded content meets or exceeds engagement benchmarks, based on watch time, likes, shares and user feedback metrics.
- Establish operational and financial sustainability within two years, by optimizing resource utilization, streamlining content pipelines and diversifying revenue streams including AVOD, SVOD, syndication and partnerships.
- Strengthen platform brand recognition and visibility, resulting in measurable uplift in organic traffic, app store ratings and share of voice in media.
- Implement data-driven decision-making processes, with robust analytics

dashboards and periodic performance reviews across content, marketing and user acquisition funnels.

- Foster high-impact strategic alliances, including telecom bundling, international collaborations, and government outreach programs to expand the platform footprint.
- Promote inclusivity and regional diversity, ensuring representation of multi-language and culturally diverse content that enhances national digital reach.

## 5. PMU Resource Plan

Role	No. of Consultants	Qualification	Experience	Key Responsibilities
Project Director	1	MBA/PGDM from Tier 1 institution	20+ years	PMU leadership, strategy, stakeholder coordination
Content Strategy Lead	1	PG in Media/Journalism	10+ years	Content evaluation, scheduling, genre analysis
Monetization & Partnerships Lead	1	MBA/PGDM in Media Business / Tech	10+ years	Distribution deals, monetization models
Marketing & Growth Advisor	1	MBA in Marketing/Digital	10+ years	Campaign oversight, influencer & user engagement strategy
Project coordinator & Support Executive	1	Graduate/PGDM	5+ years	Inter-agency coordination support and documentation
Analytics & KPI monitoring	1	Btech/PG	3+ years	Analysing metrics from multiple partner Dashboards, KPI monitoring, A/B testing, UI/UX recommendations

## 6. Deployment & Duration

- Deployment: The PMU will function in a hybrid mode, with on-site presence at Prasar Bharati as required and as determined by Prasar Bharati.
- Duration: The engagement will be for an initial period of two years, extendable by **one additional year** based on performance review and evolving organizational requirements.

## 7. (A) Prequalification and Technical criteria

The evaluation of bids shall be carried out in **two stages**, in line with the standard procurement policy of **Prasar Bharati** and further details specified under the relevant clauses of this bid document.

### Stage 1: Prequalification (Essential Eligibility Evaluation)

Bidders will be assessed against essential eligibility requirements, including legal status, financial capacity, technical experience and capability and integrity conditions.

**Stage 2: Technical Evaluation**

Bidders who qualify under Stage 1 will be evaluated for technical capability as per the criteria outlined below. This evaluation shall follow the Quality and Cost-Based Selection (QCBS) methodology as specified in the bid document under the relevant clauses.

**7.(A).1 Essential Eligibility Criteria**

Bidders must fulfil all mandatory eligibility requirements as specified in the Bid Document. These include, but are not limited to:

- Registration under Indian law (Companies Act, 1956/2013 or LLP Act, 2008)
- Valid GST registration
- Positive net worth and minimum average turnover as defined in the bid document.
- Absence of blacklisting by any Central or State Government or public sector entity.

**Supporting Documents Required:**

- Certificate of Incorporation / Registration
- GST Registration Certificate
- Audited Financial Statements and Certificate from the Statutory Auditor
- Self-declaration of non-blacklisting (on non-judicial stamp paper)

Only those bidders who meet all essential eligibility conditions shall be considered for Stage 2 – Technical Evaluation.

**7.(A).2 Technical Experience and Capability Criteria**

In addition to meeting the essential eligibility criteria, and other relevant criteria defined under the bid document, bidders must demonstrate the following technical and domain-specific capabilities to qualify for the technical evaluation stage:

- The bidder must have executed large-scale consulting engagements in the media and entertainment sector in India, with the following minimum criteria:
  - One order of at least 80% of the estimated cost of the tender; OR
  - Two orders each of at least 60% of the estimated cost of the tender; OR
  - Three orders each of at least 40% of the estimated cost of the tender.
- At least one of these engagements must be a comprehensive consulting project in the OTT domain, covering overall strategy, operations, and technology.
- The bidder should have completed at least one consulting project in the media and entertainment sector with Central or State Government clients in India.
- The bidder must also demonstrate experience in the consulting or implementation of at least one large-scale IT project for Central or State Governments, with an order value of at least 40% of the estimated cost of the tender, executed within the last three financial years.

**Supporting Documents Required:**

- Copies of Contracts / Agreements / Purchase Orders / Work Orders issued by the respective clients, clearly indicating the scope and value of work

**7.(B) Bid Evaluation:****Preliminary Examination of Pre-qualification/Eligibility Criteria documents:**

The Pre-qualification document will be examined to determine whether the bidder meets the eligibility criteria specified in 7.(A).1 and under the relevant clauses of bid document, whether the proposal is complete in all respects, whether the documents have been properly signed and whether the bids are generally in order. Any bids found to be non-responsive for any reason or not meeting the minimum levels of the performance or eligibility criteria specified in various sections of this Tender Document will be rejected and will not be considered further.

**Evaluation of document:**

A detailed evaluation of the bids shall be carried out in order to determine whether the bidders are competent enough and whether the technical aspects are substantially responsive to the requirements set forth in the Tender Document. Bids received would be assigned scores based on the parameters defined in the table below in 7(C) Technical Evaluation

All supporting documents submitted in support of the Eligibility and Technical Evaluation matrix should comply with the following:

- Soft copies of supporting documents to be submitted on online portal, however Prasar Bharati may request hard copies in quality print as and when required
- Supporting documents should clearly indicate value of the completed project and scope of work/ services should be clearly highlighted
- For the projects that have been completed, the Completion certificate should clearly indicate the value and duration of the project.
- Incomplete order copy submitted by the bidder will not be considered for evaluation
- In the case of projects where order for recurring /Extension and subsequent order has been placed on the Bidder only the mentioned order value will be considered for evaluation.

Bidders failing to comply with any of the above then the Bid will be summarily rejected

**7.(C) Technical Evaluation:**

Proposals will be evaluated as per the technical evaluation criteria given below. Bidders securing 70 marks or above will only be considered technically qualified, and the Financial bids shall be opened only for those bidders who will be able to score at least 70 marks in technical scoring. The technically qualified bidders will be ranked T1 to Tn based on the scores obtained as per technical evaluation criteria. T1 shall be the bidder, which gets the highest marks and similarly bidders would be arranged in descending

order of technical scores obtained. Financial bids of T1 to Tn shall be opened for further processing.

Technical Scoring Matrix:

S. No.	Criteria	Evaluation Parameters	Documents Required	Max Marks
1	<b>Consulting Project Experience</b>	Large-scale consulting projects in India & International (last 5 yrs): • 3-5 projects – 5 marks • 5-10 projects – 10 marks • 10+ projects – 15 marks	Work Orders / Completion Certificates	15
2	<b>OTT &amp; Digital Media Experience</b>	Relevant consulting in OTT / Digital Media / AVGC sector: • 2–3 projects – 10 marks • 4–5 projects – 15 marks • 5+ projects – 20 marks	Work Orders / Completion Certificates	20
3	<b>Financial Standing</b>	Average annual turnover (last 3 audited FYs): • ₹10-20 Cr – 5 marks • ₹20–50Cr – 8 marks • > ₹50 Cr – 10 marks	Audited Financial Statements / Auditor's Certificate	10
4	<b>Proposed Core Team</b>	Evaluation of proposed team: • Project Director (20+ yrs Exp including 3 years Digital/ OTT exp) : 3 marks (overall exp) + 3 marks (OTT/digital exp) = 6 • Content Strategy Lead (10+ yrs Exp including 2 years in OTT/Digital Content Platforms) : 3 marks (overall exp) + 2 marks (OTT/digital exp) = 5 • Monetization/Partnership Lead (10+ yrs Exp including 2 years in OTT/Digital Distribution/Ad-Tech): 3 marks (overall exp) + 2 marks (OTT/digital exp) = 5 • Marketing/Growth Lead (10+ yrs Exp including 2 years in OTT/Digital Media Marketing) : 3 marks (overall exp) + 2 marks (OTT/digital exp) = 5 • Analytics/KPI Lead (5+ yrs Exp including 1 year in OTT/Digital Analytics) 3 marks (overall exp) + 1 marks (OTT/digital exp) = 4	CVs signed by HR / Authorized Signatory	25
5	<b>Approach &amp; Methodology</b>	Written Methodology 10 Technical Presentation 10 Case Studies / Past Experience Demonstration 5 Innovation & Future-readiness 5	Technical Proposal + Presentation	30



## Evaluation Criteria:

- The Tender Evaluation Committee shall evaluate the responses to the RFP and all supporting documents / documentary evidence. Inability to submit requisite supporting documents / documentary evidence, may lead to rejection.
  - The decision of the Tender Evaluation Committee shall be final.
  - Prasar Bharati reserves the right to reject any or all proposals on the basis of any deviations/inadequate documents.
  - The bids will be evaluated and selected on Quality cum Cost Based System (QCBS) with 80:20 ratio where 80% weightage will be given to Technical Bid and 20% weightage to Financial Bid. The overall evaluation of bids shall be as follows:
    - i. The bidders would have to fully meet the minimum eligibility criteria.
    - ii. The technical evaluation of the bidders who meet the minimum eligibility criteria would be done as per the technical criteria mentioned in the RFP those bidders who scores at least 70 marks shall be considered as Technically qualified. The technical scores shall be allocated to all technically qualified bidders as detailed above
    - iii. The Financial bids of the technically qualified bidders shall be opened; the bidders shall be allocated financial scores based on the lowest to highest financial quote.
- The proposals will be ranked based on their combined score received in technical and financial bid evaluation, formula for determining combine score is:-

$$CS = (St \times 80\%) + (Sf \times 20\%)$$

Where:

- **CS** = Combined Score of the bidder
- **St** =  $(T / T1) \times 100$ 
  - *T* = Technical score of the bidder
  - *T1* = Highest technical score among all bidders
- **Sf** =  $(F1 / F) \times 100$ 
  - *F* = Price quoted by the bidder under consideration
  - *F1* = Lowest price quoted among all bidders

**The bidder who scores the maximum combined score will be considered for award of the work.**

- Any conditional bid submitted by bidder would be rejected.
- **Errors & Rectification:** Arithmetical errors will be rectified on the following basis:  
“If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total

price shall be corrected. If there is a discrepancy between words and figures, the amount in words will prevail”.