Creative marketing agency for the ICC Champions Trophy and the ICC Women’s World Cup

Request for Proposals
1. Introduction

In 2017 England and Wales will host two ICC Global Events:

**ICC Champions Trophy 1 - 18 June**

**ICC Women’s World Cup 27 June – 23 July**

Tickets for the ICC Champions Trophy and the final of the ICC Women’s World Cup (together “the Events”) are due to go on sale through separate ballots (owing to separate ticketing platforms) in September this year, with the remaining ballot tickets and all other Women’s World Cup fixtures to then go on sale from October/November.

This Request for Proposals (“RFP”) is being issued, subject to the terms and conditions set out herein, by the England and Wales Cricket Board Limited (the “ECB”) in the connection with the proposed award of creative briefs for the ticket marketing campaigns of each Event (the “Campaign”).

It is envisaged that only one marketing agency will be used across both the ICC Champions Trophy and the ICC Women’s World Cup. However, as individual brands will be built around each Event, it is expected that a separate creative brief will be required for the marketing campaigns of each Event.

The purpose of this RFP and the process governed hereby (the “RFP Process”) is to invite those agencies (each, an “Interested Party”) that ECB believes may have the necessary experience and resources to submit detailed proposals (each a “Proposal”) to assist ECB in relation to the following:

(a) a creative marketing campaign for the ICC Champions Trophy (“Champions Trophy Services”); and

(b) a creative marketing campaign for the ICC Women’s World Cup (“Women’s World Cup Services”).

To assist Interested Parties in deciding whether to submit a Proposal, we set out below further information about each Event.

2. ICC Champions Trophy

2.1 Introduction

The ICC is the official organiser of the ICC Champions trophy and also the ultimate owner of the commercial rights and host rights to the Event.

The ICC Champions Trophy 2017 will be the eighth version of the tournament, with teams split into two groups of four, with the top two teams in each group progressing to the semi-finals. The 15-match tournament will take place between 1 – 18 June, 2017.

The ICC Champions Trophy was previously held in 2013, also in England and Wales, in what was to be believed as its final appearance. India won the competition, beating England by five runs in the final after overcoming South Africa, the West Indies and Pakistan in the group stage and then a semi-final victory over Sri Lanka.

The match venues for 2017 are the same as in 2013:

- The Oval, London (Capacity 24,500)
- Edgbaston, Birmingham (Capacity 25,000)
- SWALEC Stadium, Cardiff (Capacity 16,000)

2.2 Brief

Overview

For the ICC Champions Trophy there are two elements to the brief:

(a) ticket sales; and
(b) tournament time,

(together, the “elements”.)

The major objective of the Campaign is to maximize attendance (especially ticket sales) and audience (broadcast, online) for the tournament. To maximize attendance and audience, the successful agency will work with the ECB Local Organising Committee ("LOC") to create and deliver a compelling, integrated marketing and communications campaign, using multiple platforms over a number of distinct phases to target the local cricket fans plus selected international markets. This campaign will reflect the values and aspirations of the tournament vision and objectives.

Direct marketing will be a major factor, utilizing existing databases and networks such as the standalone database from the 2013 Champions Trophy of 70,000 ticket purchasers. There are also databases to be utilised through the ECB’s Twelfth Man e-newsletter and Ticketmaster’s e-newsletter.

The other key strategic consideration will be around the use of digital media to inform the public, enable them to share information and ideas and ultimately motivate ticket purchases. It is critical that the campaign strikes the most effective balance between old media and new media, traditional above the line advertising and direct, digitally based interactive communications.

The proposed ticket ballot in 2016 will coincide with the end of the Olympic Games, the start of the new Premier League Season and the lead into the US Open (tennis). All three will dominate print with the Premier League likely to see heavy OOH and print presence through Sky Sports and BT Sport. Therefore, strategic marketing will be key to a successful campaign.

In 2017 the ICC Champions Trophy will compete against a congested sporting calendar in the UK with the UEFA Champions League final in Cardiff on 3 June 2017 (in the event that Real
Madrid make the final we should expect Welsh media to be fully focused on football) and the British & Irish Lions Tour dominating UK column inches from New Zealand. On the cricketer front, the England ODIs against the West Indies and South Africa will be played prior to the ICC Champions Trophy in May 2017. In addition, the England v South Africa summer series shall run throughout August 2017 and concludes with a T20 match on 7 September 2017 at Old Trafford. Therefore, to ensure cut-through, the tournament-time marketing and PR will be key.

With the teams and venues already confirmed, the brief can target key audiences, both regionally specific to venues and demographically specific to teams.

**Specific Marketing Objectives**

With specific reference to Marketing objectives, the Event is seeking to achieve the following:

- Ticket sales and attendance targets are achieved or surpassed (95% attendance across the Event);
- International audience targets are achieved or surpassed;
- The event brand and its values are protected and promoted;
- Positive media coverage targets are achieved or surpassed;
- Opportunities for commercial partners to integrate in the Event Promotional Plan; and
- The Event has created a legacy for cricket;

**Tournament Vision**

The vision for the Event is: ‘Every match counts’. This is our sense of purpose and our statement for intent to deliver the tournament. It’s both an internal deliverable as well as a front-facing promise to the fans.

The ICC Champions Trophy is about providing and celebrating a premium experience to a wider audience. It is about building excitement and anticipation ahead of the ICC World Cup 2019. The mission that underpins the vision is:

‘Fill the stadiums, excite cricket fans all over the world and pave the way for ICC World Cup 2019’.

2.3 Background Information

Organisational Structure
Ticket Availability

A percentage of seats for each venue will be made available to the international market via the ICC’s international travel package partner STH but the majority in most cases will go on general sale with host city residents likely to be the largest group of purchasers in most instances.

Ticketing Strategy

The target ticket sales figures is to achieve 95% sales across a 289,000 total capacity with the final at The Oval sold out. This also includes doubling the existing global events database by the end of the ballot, with this database forming an important base for the ICC Cricket World Cup 2019. The campaign should drive people to join the ballot. The data insights have shown that a ballot best behaviour should result in 11 out of the 15 matches being sold out.

The proposed 2016 ticket timeline will be as follows:

(a) 1 September 2016: Ballot opens;
(b) 30 September 2016: Ballot closes;
(c) October 2016: tickets open on a first-come-first served basis and remain open;
(d) May/June 2017: tournament time marketing.

Marketing Host Strategy

The Marketing and Communications Strategy for the ICC Champions Trophy in England and Wales is simple: identify the individuals and groups most likely to attend, understand their attitudes and aspirations around the tournament, create ticketing products that meet their needs and expectations, educate and excite them through the most effective channels and then persuade them to purchase tickets – so far as possible in advance of the Event. Once the Event is underway, the ECB must be tactically nimble to execute the campaign in each specific host city markets as required.

The campaign itself shall integrate all of the elements of the marketing and communications including brand, market research, creative, advertising, promotions, digital, media buying, media management, public relations, direct marketing and database management.

The campaign will be planned as a whole and implemented in phases with each subsequent phase altered as required to reflect outcomes/learnings.

Audience insights

Based on the 2013 data, the audience insights are as follows:

(a) at least 47% of purchasers were not England fans;
(b) 50% of Pakistani purchasers were aged between 18 – 34;
(c) the lowest selling fixture in 2013 was Australia v New Zealand at Edgbaston, with two of the five fixtures in Cardiff also low selling;
(d) mid-week fixtures had lower attendances than Fridays or weekends;
(e) with Ramadan between 27 May – 25 June, this will likely affect some fixtures;
(f) based on 2013 data the fixtures to focus on for 2017 are:
   - Sri Lanka v Pakistan (Cardiff)
   - Pakistan v South Africa (Edgbaston)
   - Bangladesh v NZ (Cardiff)
   - Sri Lanka v South Africa (Oval)
   - Australia v New Zealand (Edgbaston);
(g) Southern Hemisphere and England fans are more likely to purchase a neutral ticket; and
(h) an average of 4 tickets were purchased per person in 2013.

CRM

The Global Events team has a standalone database from the 2013 Champions Trophy of 70,000 ticket purchasers. This database can be used to market tickets to. There are also databases to be utilised through the ECB’s Twelfth-Man e-newsletter and Ticketmaster’s e-newsletter.

Two Circles are the current data and insights agency and Ticketmaster is the ticket provider.

3. ICC Women’s World Cup

3.1 Introduction

The ICC is the official organiser of the ICC Women’s World Cup and also the ultimate owner of the commercial rights and host rights to the Event.

The England and Wales Cricket Board will host the ICC Women’s World Cup for the first time since 1993, when the home side beat New Zealand in the final at Lord’s which was a re-run of their triumph in 1973 in the first ever ICC Women’s World Cup final against Australia.

Starting on 27 June and ending on 23 July, the eleventh ICC Women’s World Cup will see 31 matches played across 28 days and 5 venues. Eight sides will take part in a single-league format with each side playing the other once. The top four sides will then progress to the semi-finals with the final once again taking place at Lord’s.

The top four sides from the ICC Women’s Championship 2016 will qualify automatically for the ICC Women’s World Cup and theses nations will be known by the end of October 2016. The remaining four sides will confirm their places through the 10-team qualifier in early 2017.

The match venues are:

County Ground  Derby
Bristol  Gloucester
3.2 Brief

For the ICC Women’s World Cup there are two elements to the brief:

1. Ticket sales
2. Tournament time

The ICC Women’s World Cup 2017 will go head-to-head with one of the leading global sports event for women - Wimbledon - so come tournament time marketing strategy will need to either leverage or carve out a clear space. There will also be a congested cricket calendar with the men’s series against South Africa and the ICC Champions Trophy finishing nine days prior.

With the venues confirmed, strategic marketing can be undertaken to drive ticket sales but all eight teams will not be confirmed until March 2017.

The creative approach should showcase the tournament as the pinnacle of the women’s game, with the ICC Women’s World Cup being the primary message and any campaign messaging sitting secondary. The approach should find a clear point of difference to the men’s tournament, establishing its own tone which reflects the competitive yet accessible and inclusive nature of the event.

While the tone of the campaign may undertake a subliminal lean towards the England team – and should most definitely be clear and proud that England is the host country – England should not be the outright focus, especially as they have yet to qualify.

With the campaign set to be used both ATL in print and OOH as well as BTL within clubs and schools, flexibility with the creative is important.

The logo, marks and brand have all been developed and while the event logo must be incorporated, the use of the overall look and feel is your creative prerogative.

3.3 Background Information

Ticketing Strategy

The ticketing structure is as follows:

September: Ballot for the final at Lord’s
November: Group stage and semi-final tickets on sale

The target for the ICC Women’s World Cup is to:

(a) sell-out the final at Lord’s;
(b) sell-out all England matches; and
(c) sell out key matches.

The Campaign should drive people to join the ballot for the Final, the pinnacle of women’s cricket. This ballot database should then act as a platform for group stage and semi-final tickets when they are released on sale from November onwards.

Audience Insight

(a) cricket fans (male and female) feel a sense of ownership that women’s cricket is supported in England;
(b) in 2015, the Women’s Super League One (football) attendance were up 48% on 2014 so there is an increased appetite to attend women’s sports events;
(c) in 2015, the Women’s Ashes saw a 22% increase in attendance compared to 2013;
(d) Women’s cricket attracts similar interest levels to netball and Women’s rugby in the UK, however tennis, golf and football still lead the way with regards to global women’s sports events;
(e) accessibility to tickets, players and understanding the game are cited as key driving factors; and
(f) individual players are not key drivers for purchase.

CRM

The Global Events team has a standalone database of 80,000 which includes ticket purchasers from the 2009 WT20 and the 2013 Champions Trophy. This database can be used to market tickets to. There are also databases to be utilised through the ECB’s Twelfth Man e-newsletter.

Two Circles are the current data and insights agency and Sky Tickets are the ticket providers. Sky Inventory will be made available as part of the ticketing agreement.

4. Scope of Work:

The following scope of services delivery is for illustrative purposes only and is non-exhaustive (Interested Parties are encouraged to recommend other marketing initiatives or media recommendations in respect of the event).

Development of an integrated above and below the line campaign strategy and implementation plan focused on England and Wales.

Creative approach
Creative treatment – “Big idea” For communication
Creative execution

Advertising
Advertising strategy and plan (in conjunction with a separately appointed media buyer)
Advertising production

Ambassadors
Select International players

Digital
Digital media strategy and executions, including use of social media, will be led by the media agency, with assets designed to suit "Below the Line"

Provide Below the Line Promotional and Tactical advice and support where appropriate;

- School programme
- Community engagement
- Host City Trophy Tour
- Ambassador programme
- Cricket For Good (ICC CSR programme) and UNICEF partnership

"Public Relations"

Developed in conjunction with the ICC and LOC, a detailed public relations plan for the key events and periods in the overall campaign

Generation of positive media coverage for the ICC WWC 2017

Please note that media buying (including press, television and radio airtime, mobile, online and poster sites) is not included in the Scope.

5. "RFP Process"

The RFP Process will be governed by, and undertaken by ECB in accordance with, this RFP and the terms and conditions and procedures set out herein. By submitting a Proposal an Interested Party accepts and agrees to be bound by these terms, conditions and procedures.

<table>
<thead>
<tr>
<th>RFP Process Step</th>
<th>Date/Deadline</th>
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<td>Submission of RFP</td>
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<tr>
<td>Deadline for receipt of Proposals from Applicants</td>
<td>13 June 2016</td>
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<tr>
<td>ECB and ICC to create shortlist of three Applicants</td>
<td>15 June 2016</td>
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<tr>
<td>Shortlisted Applicants Pitch</td>
<td>24 June 2016</td>
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<tr>
<td>ECB and ICC to appoint the successful Applicant</td>
<td>27 June 2016</td>
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Please be reminded that the ECB reserves the right to amend the dates/deadlines above for any reason in its absolute discretion.

6. "Proposals"

6.1 "General"

ECB seeks to appoint an agency (or agencies) (the, or a, “Selected Party”) that can demonstrate that it:

(a) has acted, and continues to act, in accordance with the highest ethical principles and practices in the conduct of all its business activities including, in particular, in relation to bribery and corruption and would otherwise be a fit and proper partner for ECB;
(b) has the necessary experience, know-how and personnel in order to help ECB achieve its objectives though its performance of the relevant services; and
(c) has realistic business plans, projections and processes that will enable ECB to achieve its objectives, including maximizing ticket sales to both Events and its financial returns in the short and long terms.
Accordingly, all Proposals must fully comply with the terms, conditions, timelines and procedures required under this RFP and the RFP Process, which are designed to ensure that the Selected Agency will be the Interested Party that ECB considers most appropriate to help it achieve its objectives.

6.2 General Proposal Requirements

All Proposals must include:

(a) the following information with respect to the Interested Party (and if different the proposed contracting party):
   - corporate name;
   - organizational form;
   - jurisdiction of incorporation;
   - jurisdiction of tax residence;
   - company number;
   - registered address;
   - contact person and details;
   - corporate ownership diagram showing ultimate parent company and other direct and indirect shareholders and shareholdings; and

(b) details of the Interested Party’s recent experience in relation to the type of services to which the Proposal(s) relates;

(c) a list of the Interested Party’s current engagements in relation to creative marketing campaigns and ticketing campaigns in particular;

(d) details of any on-going, threatened or pending litigation involving the Interested parties or any of its affiliates and any of ECB’s stakeholders (including but not limited to ECB’s members, commercial partners and clubs that participate in ECB competitions (and any of their respective affiliates, directors, officers or employees);

6.3 Specific Proposal Requirements

Each Proposal must also contain the following specific information, as appropriate.

(a) a project plan including detailed timelines and milestones as well as a list of deliverables;
(b) details of key personnel who would be involved in the provision of the Services (including the extent of their involvement and an outline of their relevant experience);
(c) the proposed fees and additional costs and/or expenses payable by ECB; and
(d) any other information that is necessary for ECB to fully evaluate the Proposal(s).

7. RFP Process and Procedure

7.1 Clarifications

Following receipt of Proposals and/or ECB’s analysis thereof, Interested Parties may be required to provide clarification and/or further information in respect of their Proposals.
7.2 Evaluation

ECB will establish a panel to consider, evaluate and assess each validly submitted Proposal on its perceived merits.

The consideration, evaluation and acceptance of any Proposal will be at ECBs absolute discretion.

7.3 Presentation and Pitch

Pitches should last a maximum of 60 minutes with an additional 15 minutes for Q&A. In attendance will be the relevant personnel from the ICC and ECB. We recommend that the presentation includes:

- a short overview of your experience and best campaigns, including, where relevant, sport/major event experience and your passion for cricket;
- creative campaign idea which can be utilised for the ballot, on-sale and then marketing for each Event;
- proposed production costs for the whole campaign as well as agency fees; and
- proposed plan to service the account.

7.4 ECB’s Response to Proposals

ECB reserves the right to respond to Proposals in such manner and at such times and stages as it deems appropriate and, without limitation, may, in its discretion:

(a) request further information or clarification from any Interested Party;
(b) invite new, revised or amended Proposals from some or all of the Interested Parties and/or other third parties (including in relation to additional and/or different services and/or rights);
(c) select a shortlist of Interested Parties to participate in subsequent round(s) of selection;
(d) enter into discussions or negotiations with some or all Interested Parties (including in relation to additional and/or different services and/or rights) and/or withdraw from any discussions or negotiations in respect of any Proposal;
(e) amend, waive and/or revise the terms of this RFP, issue a supplementary or replacement RFP, terminate the RFP Process in whole or in part, and/or launch and conduct a new or revised selection process which may exclude some or all of the Interested Parties;
(f) move directly to appoint one or more Interested Party in relation to some or all of the Services;
(g) elect not to appoint any Interested Party in relation to some or all of the Services and/or elect to appoint another person or other persons in relation thereto;
(h) amend or revise its own evaluation criteria; and/or
(i) issue a draft contract to some or all Interested Parties for negotiation and/or requesting comments thereon.

As a result, although certain of the RFP Process steps and related timings identified in Paragraph 4 above represent ECB’s current expectations for the RFP Process, ECB may, in its sole discretion, hereafter elect to modify such steps and timings.
Each Interested Party accepts that ECB’s decisions relating to the RFP Process will be final and waives any rights it may have to challenge any such decision. ECB is not obliged to give reasons for any of its decisions relating to the RFP Process.

8. **Terms and Conditions**

8.1 **Nature of RFP**

This RFP does not, and is not intended to, create any commitment by ECB in favour of any Interested Party, or an offer by ECB that is in any way capable of acceptance. Nothing in this RFP or in any materials provided by ECB either with this RFP or in connection with the RFP Process (e.g. other than a formal written contract executed by ECB and the relevant Interested Party) shall, by themselves, together or in conjunction with any other course of conduct, be construed as a grant (or an offer, agreement or obligation to grant) by ECB of any rights or an appointment of, or any obligation or agreement to appoint, any Interested Party. Interested Parties should note that the RFP Process may not result in the award of any business. Notwithstanding the foregoing, by submitting any Proposal, each Interested Party confirms that it has read and understood this RFP and accepts, and agrees to be bound by, the terms and conditions set out herein.

8.2 **Compliance with Applicable Laws**

Each Interested Party undertakes to participate in this RFP Process in accordance with all applicable laws, regulations and decrees including all applicable laws, regulations and decrees relating to the prevention of bribery and corruption including the UK Bribery Act 2010.

8.3 **Representations or Warranties**

The information contained in this RFP is subject to change and is necessarily selective. It does not purport to contain all of the information which an Interested Party may require. Each Interested Party is responsible for obtaining (at their own expense) any additional information necessary or advisable for the preparation of their Proposal. No claims of insufficient knowledge will be entertained. While ECB has taken all reasonable steps to ensure, as at the date of this RFP, that the facts which are contained in this RFP are accurate in all material respects, ECB does not make any representation or warranty as to the accuracy, adequacy or completeness or otherwise of this RFP, or the reasonableness of any assumptions on which this RFP may be based. All information supplied by ECB to an Interested Party, including that contained in this RFP or within any subsequent clarifications or communications made as part of the RFP Process or further or supporting materials provided by or on behalf of ECB, is subject to the Interested Party’s own due diligence. Furthermore, ECB accepts no responsibility for any loss, damage, liability or expense that may be suffered or incurred through the use of or any reliance upon, or otherwise in connection with, this RFP, any subsequent clarifications or communications made as part of the RFP Process or any further or supporting materials provided by or on behalf of ECB. All terms, conditions, warranties and representations in any of these regards, whether express or implied (by statute or otherwise) are hereby excluded.

8.4 **Confidentiality and Announcements**
Each Interested Party undertakes to keep confidential the contents of this RFP, its Proposals and any communication and/or negotiations relating to the RFP Process as well as the details of its participation or non-participation in the RFP Process, in each case, both before and after the termination of the RFP Process. Each Interested Party shall take all necessary steps to preserve such confidentiality including, without limitation, by disclosing relevant materials and information to its employees only on a strictly “need to know” basis and within the scope of binding confidentiality obligations from such employees. Without limitation to the foregoing, ECB shall have the sole right (to the exclusion of any Interested Party) to make any announcement in relation to this RFP, the RFP Process and the selection of any Selected Party. This RFP is intended for the internal purposes of the Interested Parties and shall not be distributed externally.

8.5 Own Costs

Each Interested Party enters into the RFP Process at its own cost and risk and, regardless of whether it is appointed as a Selected Party, shall be solely responsible for all costs, expenses and liabilities incurred by it in relation to the preparation and submission of its Proposal, any responses to requests for further information and in any subsequent stage(s) of the RFP Process (including in any negotiations with ECB). ECB shall have no liability or responsibility in any circumstances to any Interested Party in respect of any such costs, expenses or liabilities and the relevant Interested Party will not have any claims against ECB in any circumstances in relation thereto.

8.6 Intellectual property

All rights, title and interests (including but not limited to copyright) in and to this RFP and any materials provided by ECB to any Interested Party in connection with the RFP Process is and shall remain the exclusive property of ECB. Once received by ECB, each Proposal and other materials submitted by Interested Parties specifically in connection with the RFP Process shall become the physical property of ECB. Irrespective of whether any Proposal is successful or not, ECB shall be freely entitled to use (free from any payment or restriction) all ideas, concepts, proposals and recommendations or other materials contained in such Proposals or otherwise communicated to ECB specifically in connection with the RFP Process and each Interested Party waives, and shall not make, any claim against ECB in respect of any such use.

8.7 True and Accurate Information

Each Interested Party represents and warrants to ECB that the information contained in its Proposal and any presentation thereof to ECB is true and accurate in all material respects and is not false or misleading. Each Interested Party undertakes that if, following the submission of its Proposal or any presentation thereof, there is any material change to any such information or change in the Interested Party’s circumstances, then it shall promptly notify ECB in writing setting out the relevant details in full.

8.8 Independent Advice

ECB recommends that all Interested Parties seek independent financial and legal advice in relation to this RFP Process and their Proposals.

8.9 Governing law
This RFP, the RFP Process and any related documentation, correspondence and any agreement entered into between ECB and any Interested Party shall be governed by, and interpreted exclusively in accordance with English law. Any and all disputes arising in relation to this RFP or the RFP Process shall be submitted exclusively to the English Courts. The language of the arbitration will be English.