



REQUEST FOR PROPOSALS

**MATCH DAY SPORTAINMENT
&
SPONSOR ACTIVATION MANAGEMENT SERVICES
FOR THE
ICC WORLD TWENTY20 2016 INDIA**

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& SPONSOR ACTIVATION MANAGEMENT SERVICES

1. INTRODUCTION

ICC Business Corporation FZ LLC ("**IBC**"), a wholly-owned subsidiary company of the ICC, is incorporated under the regulations of the Dubai Creative Clusters Authority in the United Arab Emirates. IBC shall exploit the commercial rights to ICC events in the period from 2015 to 2023, including the ICC World Twenty20 2016 India and is responsible for the organisation and management of that tournament.

The Board of Control for Cricket in India ("**BCCI**") is the governing body for cricket in India and is a Full Member of the ICC. The BCCI has been appointed as the Host of the ICC World Twenty20 2016 tournament which is scheduled to be held between 10 March and 3 April 2016 (inclusive, but excluding official warm-up matches) ("**Tournament**").

IBC wishes to appoint a company to provide match day sportainment and sponsor activation management services in connection with the Tournament as described below. Further details of the services sought to be provided are set out in Appendix B of this RFP.

Unless otherwise defined elsewhere, capitalised terms used in this RFP have the meanings set out in Appendix A.

2. OBJECTIVES

2.1 The purpose of this RFP is to invite interested and qualified Applicants to submit Proposals for the right to provide the Services to IBC and the Host in respect of the Tournament, as described in the overview of Services set out in Appendix B and on the terms and subject to the conditions set out in this RFP.

2.2 This RFP invites Proposals from Applicants with:

- (a) extensive proven experience in providing services similar to the Services;
- (b) a strong financial background;
- (c) sufficient resources (in particular staffing) to provide the Services; and
- (d) trained personnel (including in particular, but without limitation, experienced management personnel).

2.3 In this RFP, each Applicant is invited to submit its Proposal for the right to provide the Services in respect of the Tournament and each Applicant must:

- (a) complete, sign and return the form as set out in Appendix E, together with its detailed Proposal, by the applicable date specified in the Timetable;

- (b) provide adequate and detailed answers and information to meet the requirements of the Criteria (as set out in Appendix C); and
 - (c) provide a full, detailed breakdown of costs in relation to the Tournament within the Price Quotation (as set out in Appendix F).
- 2.5 In submitting its Proposal, each Applicant will have to establish that it satisfies (or will satisfy in a timely fashion) the Criteria and the Requirements. IBC will evaluate the Proposals based on the extent to which they reveal that such conditions and requirements have been or will be satisfied.
- 2.6 Each Applicant should provide satisfactory evidence to IBC in its Proposal of its financial standing and of its ability to meet the commitments it makes in its Proposal. IBC reserves its right to require appropriate bank guarantees and/or parent company performance guarantees.
- 2.7 IBC may, in its absolute discretion, waive any of the conditions and/or requirements set out in this RFP in respect of any or all of the Applicants. Each Applicant will be evaluated on the overall merits of its Proposal and the Successful Applicant may not have satisfied all conditions and requirements and may not necessarily be the one which offers the most competitive financial terms.

3. ENQUIRIES

- 3.1 IBC will, where possible, answer questions or provide additional information reasonably requested by Applicants at any time during the Selection Procedure with respect to the contents of this RFP or the means by which the Successful Applicant shall be appointed.
- 3.2 Queries should be addressed in an e-mail with the subject line "**ICC WT20 2016 - Sportainment Management Services - Query**" to:
- E-mail: wt20.sportainment@icc-cricket.com
- 3.3 IBC will attempt to respond to all queries in as expeditious a manner as possible and in such a form as IBC considers appropriate. IBC reserves the right to make its response to any query from any Applicant available to all relevant Applicants without revealing the identity of the initial enquiring party.
- 3.4 IBC may not be able to provide responses and/or additional information to all queries and it shall definitely not be able to do so if such requests are sent less than 5 (five) business days before the due date for receipt of Proposals as set out in the Timetable.

4. SELECTION PROCEDURE OVERVIEW

- 4.1 Each Applicant must submit to IBC its Proposal documents, in English, by email by no later than the due date prescribed in the Timetable to the following:
- E-mail: wt20.sportainment@icc-cricket.com

- 4.2 Each Applicant must attach all applicable documents in support of its Proposal in accordance with the requirements set out in clause 2.3 of this RFP as well as any other relevant materials, photographs and/or attachments. IBC may issue supplementary requests for information which, once issued, will form part of this RFP. IBC may also ask any Applicant for such further information, guarantees and/or documents as IBC deems necessary in connection with any Proposal at any time and any such further information, guarantee and/or document may be used at any point in the Selection Procedure by IBC to evaluate a Proposal.
- 4.3.1 Each Proposal, once submitted, constitutes a binding and irrevocable offer to provide the Services on the terms set out in the Proposal, which offer cannot be amended or withdrawn after its date of submission (in either case unless requested by IBC).
- 4.4 IBC is not obliged to accept or consider any Proposal in full or in part or any responses or submissions in relation thereto and IBC may reject any Proposal, responses or submissions. IBC reserves the right to appoint the Applicant(s) whose Proposal (in the absolute discretion of IBC) most successfully conforms to the Criteria and the Requirements in accordance with the terms and conditions described in this RFP or to make alternative arrangements for the provision of the Services, including (without limitation) issuing a revised or different RFP or providing the Services itself.
- 4.5 IBC shall conduct the Selection Procedure in accordance with the Timetable set out in Appendix D. Each Applicant is and shall be required to comply fully with the applicable deadlines in the Timetable as well as such other deadlines as are imposed by IBC throughout the Selection Procedure (unless otherwise approved by IBC on a case-by-case basis).
- 4.6 The Selection Procedure shall consist of:
- (a) a technical evaluation of each Proposal examining each Applicant's ability to provide the Services in accordance with the Requirements;
 - (b) a financial evaluation of each Proposal examining each Applicant's ability to secure or offer the best possible prices in connection with the Services; and
 - (c) an evaluation of each Applicant's suitability, experience and qualifications, including (without limitation) its compliance with the Criteria as well as the organisational structure and infrastructure proposed by the Applicant to provide the Services.
- 4.7 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Proposals. However, IBC intends to prepare a short list of Applicants in accordance with the Timetable, following which each of the short-listed Applicants may (if invited by IBC at its discretion) be given the opportunity to present its detailed Proposal to IBC in person (attendance at any such presentation shall be at the sole cost of the Applicant in each case).
- 4.8 IBC may, for any reason and at any time during the Selection Procedure, request any Applicant to supply further information and/or documentation. Each Applicant shall

supply such further information and/or documentation requested within 7 (seven) calendar days (or such other period of time as may be required by IBC) following receipt of the written request for that information and/or documentation. Any and all costs and/or expenses associated with the provision of the additional information and/or documentation shall be borne by the Applicant.

- 4.9 After careful consideration and thorough examination of the Proposals, IBC shall, in its absolute discretion, select the Applicant whose Proposal most closely satisfies the Criteria and the Requirements. The relative competitiveness of the financial terms offered may not necessarily be a decisive factor in choosing between Proposals. IBC reserves the right to make the appointment of the Successful Applicant subject to such further terms and conditions as it considers appropriate in relation to this RFP process and/or the provision of the Services. Applicants who have not been selected shall be informed accordingly in writing. IBC shall not be obliged to give any reason(s) for the selection and/or rejection of any Proposal or any part thereof.
- 4.10 The appointment of the Successful Applicant is subject to the conclusion of the Agreement between IBC and the Successful Applicant governing all rights and obligations related to the Services. The Agreement shall be prepared by IBC to include such terms and conditions commonly included in agreements of such nature, together with any other terms and conditions which are required by IBC (whether arising from the specifications of the Proposal of the Successful Applicant or otherwise). It is intended that the Agreement shall be concluded and signed following good faith negotiations within 30 (thirty) days following the date of submission of the draft Agreement by IBC to the Successful Applicant. Each Applicant agrees and acknowledges that IBC shall have the absolute right to determine at its absolute discretion whether or not negotiations shall be conducted on an exclusive basis.
- 4.11 IBC reserves the right, at any time and in its absolute discretion, to accept or reject Proposals (or to permit any Applicant to resubmit its Proposal in the event that such Proposal fails to meet any or all of the Criteria and/or the Requirements), to pursue negotiations with any number of Applicants, to withdraw from negotiations with any Applicant at any time and to suspend, discontinue, modify and/or terminate this RFP process at any time.

5. LEGAL PROVISIONS

In participating in this RFP process, responding to this RFP and/or submitting a Proposal, each Applicant accepts and agrees to be bound by and to comply with the terms of this RFP generally, including (without limitation) the following terms and conditions (which apply in each case equally to all Applicants):

- 5.1 Nothing in this RFP, or in any communication made by IBC or the Host or their officers, employees, representatives, agents and/or advisers shall constitute an offer of a contract or a binding contract between IBC, the Host and any Applicant, nor shall it be taken as constituting any representation that rights or licences will be granted in accordance with this RFP and/or the Selection Procedure.
- 5.2 IBC reserves the right, at any time during the Selection Procedure, to change any aspect of this RFP, to issue any separate amendment or addendum to this RFP (which will

become part of this RFP upon issue) or to issue an amended RFP in place of this RFP, to refuse to consider any Applicants or to withdraw this RFP. Applicants acknowledge that IBC may decide to organise the Services on its own or without appointing any third party.

- 5.3 IBC has taken all reasonable care to ensure that this RFP is accurate in all material respects. This RFP is provided by way of explanation of the Services required and neither IBC, nor any of its officers, employees, representatives, agents and/or advisers make any representation or warranty or accept any responsibility for the accuracy or completeness of the information contained in this RFP or in any subsequent correspondence by IBC in relation to this RFP, nor shall they be liable for any loss or damage suffered by any Applicant or any other third party in reliance on this RFP or any subsequent communication with IBC.
- 5.4 Without prejudice to clause 5.3 above, this RFP does not contain any representation upon which any Applicant or other recipient may be entitled to rely at any point in time in order to bring any claim, action or proceedings against IBC and/or its associated entities and/or any of their respective officers, employees, representatives, agents and/or advisers (whether for misrepresentation or otherwise). This RFP is incapable of creating any liability for IBC and/or its associated entities and each Applicant hereby irrevocably and unconditionally waives any and all rights it may have, now or at any time in the future, to bring any claim in any court of competent jurisdiction in relation to the appointment or manner of appointment of any Applicant, the Selection Procedure or otherwise in relation to the RFP process.
- 5.5 Each Applicant represents, warrants and undertakes to IBC that any and all information contained in its Proposal and/or submitted in connection with its Proposal, and any and all representations made by or on its behalf to IBC, during the course of the Selection Procedure shall not be false, inaccurate or misleading in any respect (including, without limitation, by the omission of any material, information or facts) and that if, after submitting its Proposal there is any change in the Applicant's circumstances or any other event occurs which may adversely affect and/or impact such information and/or representations and/or the manner in which they may be interpreted by IBC, the Applicant shall promptly notify IBC in writing setting out the relevant details in full. IBC is and shall be fully able to rely on the accuracy and authenticity of any and all information contained in any Proposal and/or submitted in connection with any Proposal in assessing any Applicant's ability to perform and deliver the Services.
- 5.6 Each Applicant agrees to keep confidential at all times, whether during or after the Selection Procedure, all Confidential Information and to take all necessary steps to preserve the strict confidentiality of such Confidential Information, including (without limitation) by disclosing relevant material to its officers, employees, representative, agents and/or advisers only on a strictly "need to know" basis and only for the purpose of this Selection Procedure.
- 5.7 Each Applicant agrees that it will not discuss any part of this RFP, any Proposal it is considering or which it has submitted and/or any other aspect of the Selection Procedure with any other Applicant at any time for any reason. Any breach of this obligation by an Applicant may result in its immediate elimination from the Selection Procedure.

- 5.8 No Applicant is entitled to make any announcement relating directly or indirectly to this RFP, the Selection Procedure and/or its Proposal. Each Applicant acknowledges and agrees that IBC shall have the absolute right to make any announcement in connection with this RFP and/or the whole or any aspect of the Selection Procedure.
- 5.9 Each Applicant is responsible for any and all costs, expenses and liabilities incurred (directly or indirectly) by or on its behalf in the preparation and submission of its Proposal and/or otherwise in relation to the Selection Procedure and/or any negotiations with IBC following receipt by IBC of its Proposal (whether or not an Agreement is entered into with such Applicant). Under no circumstances will IBC and/or its associated entities and/or any of its respective officers, employees, representatives, agents or advisers be responsible for any costs of any Applicant associated in any way (whether directly or indirectly) with the Selection Procedure.
- 5.10 Each Applicant acknowledges that any and all intellectual property rights of IBC (including, without limitation, to the name, logo and trophy for the Tournament) remain the exclusive property of IBC. Furthermore, any materials provided by IBC to any Applicant shall belong and/or accrue exclusively to IBC. No Applicant shall claim ownership over any rights including (without limitation) intellectual property rights, in relation to the ideas, concepts, material or any other rights contained in this RFP.
- 5.11 In consideration of IBC receiving and reviewing its Proposal, each Applicant confirms and warrants that it has read, understood and accepted the terms and conditions set out in this RFP, which take precedence over any provisions contained in any other communications between the Applicant and IBC. Each Applicant further acknowledges that, except as set out in the Proposal and in the Agreements, there is no existing agreement, arrangement or understanding in place (whether in writing or oral) between IBC and the Applicant in relation to this RFP, its subject matter and/or the provision of the Services.
- 5.12 Each Applicant acknowledges that, save as set out in the Agreements, all rights and opportunities in and in relation to the Tournament shall be exclusively reserved by IBC.
- 5.13 IBC shall be able to rely on any and all representations made by each Applicant in its Proposal and/or in connection therewith.
- 5.14 No terms seeking to restrict in any way the discretion of IBC in the Selection Procedure will be accepted.
- 5.15 This RFP, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Proposal), any non-contractual obligations and any agreement entered into between IBC or any of its affiliates and any Applicant or prospective Applicant shall be governed by and interpreted in accordance with English law and any dispute arising from or in relation to the same shall be subject to the exclusive jurisdiction of the English courts.

APPENDIX A

DEFINITIONS

"Agreement"	means the long-form written agreement to be entered into between IBC and the Successful Applicant governing the provision by the Successful Applicant of the Services.
"Applicant"	means any party which is considering whether or not to submit or which submits from time to time a Proposal in response to this RFP.
"Confidential Information"	means any and all aspects of this RFP, the Selection Procedure, the Tournament and/or the business and/or affairs of the ICC and/or IBC and/or the Host which is or which comes into an Applicant's possession (except where such information is generally available to the public).
"Criteria"	means the list of criteria to be addressed by each Applicant in its Proposal as set out in Appendix C.
"Host"	means Board of Control for Cricket in India.
"ICC"	means the International Cricket Council, the international governing body for the sport of cricket, which has its administrative office at Street 69, Dubai Sports City, Sheikh Mohammad Bin Zayed Road, P.O. Box 500070, Dubai, United Arab Emirates.
"Match"	means any official cricket match played as part of the Tournament, including warm-up matches, as set out in the Match Schedule which may be amended by IBC from time to time.
"Match Schedule"	means the schedule of Matches set out at Appendix G.
"Proposal"	means all documents and information submitted by an Applicant supporting its bid to provide the Services to IBC, as required under this RFP, including the Price Quotation as set out at Appendix F.
"Requirements"	means the guidelines, directions, requirements, instructions and requests of IBC issued to any Applicant with respect to the Selection Procedure and/or the Services from time to time.
"RFP"	means this Request for Proposals, including all of its appendices and as amended, supplemented or replaced from time to time.
"Selection Procedure"	means the entire procedure conducted by IBC to select and appoint the Successful Applicant for the provision of the Services pursuant to the RFP process and the subsequent negotiation, finalisation and execution of the Agreements.

- "Services"** means the services in respect of the Tournament set out in Appendix B.
- "Successful Applicant"** means the Applicant selected by IBC to provide the Services pursuant to the Selection Procedure.
- "Timetable"** means the timetable for the Selection Procedure as set out in Appendix D.
- "Venue"** means the premises of any stadium, ground or place at which any Match is scheduled to be played and/or any other stadium or ground that may be selected by IBC for any training or practice facilities.

APPENDIX B

SERVICES

The Successful Applicant shall be required to provide the services listed below in connection with the Tournament, such services to be delivered by the Successful Applicant always in accordance with any instructions issued by or on behalf of IBC from time to time.

Background

To enhance the spectator experience at Matches, IBC is seeking to appoint an organisation to produce a creative plan for event presentation within stadia, and to manage and implement the agreed plan throughout the Tournament.

There will be a total of 35 men's matches plus up to 18 warm up matches in the men's event and 23 matches and 10 warm up matches in the women's event. The match schedule will be announced in due course. All matches of the men's event will be televised and at least 10 matches of the women's event will be televised.

The following Venues will be used for the Event:

City	Venue	Approx. Venue Capacity
India		
Kolkata	Eden Gardens	66,349
Bangalore	M. Chinnaswamy Stadium	40,000
Mumbai	Wankhede Stadium	32,000
Chennai	M. A. Chidambaram Stadium	38,000
Dharamshala	HPCA Stadium	23,000
Delhi	Feroz Shah Kotla Ground	40,715
Mohali	PCA-I.S Bindra Stadium	26,950
Nagpur	VCA Stadium (Jamtha)	45,000

It is not currently anticipated that sportainment activities will be implemented at warm up venues unless it is deemed necessary to enable sufficient testing opportunities.

ICC Sportainment Activity Background:

- Sportainment describes the seamless integration of sports and entertainment through Match day activities for an enhanced spectator experience
- The ICC first implemented a formal sportainment programme at the ICC World Twenty20 2007 in South Africa and all ICC events since have included some element of entertainment integrated within the match day programme
- The ICC has tried to ensure that local culture has been showcased through the performers and entertainment at the ground, for example at the ICC Champions Trophy 2009 in South Africa there were African drummers and dancers; the ICC WT20 2010 in the Caribbean had Soca Dancers and a steel band; during the ICC CWC 2011 in India, Sri Lanka and Bangladesh performers and drummers were from different regions of these countries ensuring a local look, feel and spectator experience, and during the ICC Champions Trophy

2013 in England there were Coldstream Guard themed drummers. The recently completed ICC CWC 2015 in Australia and New Zealand featured modern drummers.

Objectives:

- The Activity needs to reflect the ICC World Twenty20 brand and to be distinctive and different from other cricket events in India (**e.g.: IPL and Bilateral series**).
- The Activity must ensure an enhanced Match day experience for spectators at the ground.
- The Activity has to be creative and attractive enough to be picked up by the broadcaster.
- The co-ordination of any sponsor activations forming part of the sportainment programme must be seamless and should ensure obligations to IBC sponsors are fulfilled at each Match.
- The Activity captures the unique identity of cricket, the host nation and the Tournament and shares this with the entire world.
- To engage spectators and the wider public to participate in the Tournament and make the match day experience as entertaining as possible.
- To be a unifying symbol for all stakeholders to associate themselves with the Tournament.

Brand Value:

- High excitement, energetic, fun, entertaining, innovative and reflective of contemporary culture of the Host environment
- A globalizing format of the game which is helping drive the aim to be the world's favourite sport
- The ultimate nation v nation T20 competition
- Inclusive Tournament – wider participation, incorporation of the women's event and accessible to new audiences
- Driver of interest in new markets

Services

The Successful Applicant will need to work with Venues, the Host, IBC, its partners and stakeholders to deliver the Activity successfully. The following list of services is for illustrative purposes only and is non-exhaustive. IBC reserves the right to amend the scope of the Services at any time prior to execution of the Agreement by the Successful Applicant. IBC also reserves the right to appoint multiple providers to meet the scope, although the preference is for a single provider.

NOTE: Applicants should ensure that the re-use of any materials across all Venues is maximised in order to provide cost efficiencies wherever possible.

SCOPE OF WORK

The Successful Applicant will create, plan and implement the event presentation programme at all Venues, including the elements outlined below.

Match Day Sportainment & Sponsor Activation Management

I. Sponsor Activations

- Planning and integration of sponsor activations at all Matches.
- Coordinate with ICC sponsors' representatives in ensuring participants are present for activation at all Matches.
- Coordinate with IBC, replay screen director, in-venue camera operators etc. to organise and carry out on-ground activations before, during and after play.
- The Tournament will have approximately eight (8) ICC sponsors. With the number of sponsors on board, the time available before match, during match and mid-innings break is limited, therefore activations, and the expectations of sponsors will be required to be managed.

Examples of sponsor activations that have formed part of the Match day operations are as follows:

- Nominated sponsor has rights to brand a mascot who is present at the coin toss;
- Nominated sponsor has the right to brand and activate around the children who walk in with the teams for the national anthems;
- Nominated sponsor has the right to brand and activate around the children who walk in with the flags for the national anthems;
- Nominated sponsor has the right to display two (2) cars at each Venue;
- DJ booth – production and branding of a suitable structure
- Creation of on field/podium performers concept to perform at 4&6s, fall of wickets and start of every innings for fan engagement and attract broadcast coverage.

II. National Anthems

- Anthems - either sung live (performers sourced by the provider) or use of pre-recorded tracks (which would be provided by IBC).
- Coordination and movement between Venues of ground flags – teams, ICC and ICC Corporate Social Responsibility programme flag.
- Coordination of the anthem ceremony (flag walk out, team line-up, cues etc.).
- Training of flag bearer children and Anthem children for anthem ceremony, including Match day management.
- Provide any technical equipment required for live performance of anthems (microphones on field, sound monitors etc.) if required.

III. Pyrotechnics (if considered as part of the entertainment package)

- Provision of creative concept for pyro which would work during the day or night.
- Sourcing all necessary pyrotechnics and managing implementation at each Venue.

IV. Announcers/Presentation Team

- A PA announcer should be provided by the Venue where contracted as part of their general operations (general housekeeping announcements and cricket related update). Where an announcer is not provided, Successful Applicant shall source an appropriate PA announcer in conjunction with the Host. The Successful Applicant shall be required to provide Match day management and coordination into Match day team.
- In consultation with IBC and the Host, source a DJ for each Match to manage the playlist; music played pre-Match, during the overs (4s, 6s etc.) and in between innings.
- In consultation with IBC and the Host, source a Match presenter for each Match to present the activations on field or around the Venue and work in tandem with the DJ. Ideally the Match presenter may be an experienced live TV presenter.
- Successful Applicant to supply all technologies required to support the DJ including where required, audio equipment, mixers, speakers, laptops etc.

V. Audio & Visual

- Host will ensure the provision of a big screen(s) at each Venue. Where control equipment is not currently in place, the Host will work with the Successful Applicant to source control equipment in line with that ordinarily used at each Venue, (which would be at the cost of the Host and not the sportainment budget).
- Develop fan engagement content for the replay screen in conjunction with the replay screen graphics provider.
- Work with appointed replay screen directors as part of management of the integrated match presentation programme, and where necessary, engage with the replay screen directors, IBC, Host and Venues where necessary.

- Provision and management of in-Venue camera(s) and operator(s) at each Venue.
- Host will ensure the provision of a base level of audio infrastructure suitable for public announcements and anthems for use and management by the applicant at each Venue. The Successful Applicant will be responsible for audio testing at each Venue and the recommendation of any uplift of audio to IBC that it deems necessary.
- Supply any necessary music production equipment or technologies required for the Services if none are in-situ currently.
- The Successful Applicant will be required to undertake their own audit of facilities once appointed.
- Radio (PMR) communications will be provided by the Venue or the Host; the Successful Applicant is required to supply all other communications equipment required to deliver operations including (but not limited to) any wired or wireless communication equipment needed to deliver the Activity. The Successful Applicant is expected to work with the Host to make use of any available existing communication services within the Venue.
- Define the required broadcast feeds for delivering their operations (including camera feeds required, graphics feeds, DRS feeds etc.), define the termination types relevant to their control equipment, and to liaise with the Host broadcaster on-Venue to deliver, install and test these feeds prior to the commencement of the Tournament (and participate in any Host broadcast rehearsal for this purpose).
- Undertake all required planning for the operational set-up of sportainment rooms / spaces i.e. – to undertake venue audits and identify any necessary facilities (e.g. power or overlay) required for delivering their operations.
- Supply all necessary information required for IBC/Host to support the delivery of the Services in the agreed timeframes i.e. – storage requirements, contracting accreditation requirements etc.
- In consultation with IBC and Host, develop all necessary operational scripts, run-sheets etc.

VI. Off-field Activation

- Creation and co-ordination in the concourse or other suitable space at each Venue. Consider the use of social media, photography, photo booth, Tournament #hashtag, families and U21s. IBC will encourage the ICC sponsors to activate off the field before the match, during the break between innings and during the match day, although they may elect not to. Low cost high impact solutions are more likely to be feasible.
- Ensure the provision of any technology services required to facilitate activation in the concourse at each Venue including associated costs, procurement, management, implementation and support.
- Creation and inclusion of any off-field activations including immediate venue precinct and points of entry.

VII. General Management

- Provide turnkey solution for sportainment management. Propose how the programme will be managed in the lead up to the Tournament to ensure the programme is integrated into the Host/ IBC operating model.
- Deliver the Services in accordance with the approval and directions on creative concepts as amended from time to time.
- Provide a sportainment manager and staff where required at each Match who will manage:
 - the implementation of the overall Match day sportainment plan
 - pyro technicians
 - sponsor activations
 - on site staffing, including but not limited to cameramen, runners
 - management of the delivery of the fully integrated match day presentation run order
 - communication between the announcers, IBC and the replay screen
 - coordination with TV broadcast director
- Ensure sufficiently qualified and experienced staff to deliver across multiple Venues accounting for travel and necessary set up lead times and identifying appropriate contingency plans.
- Arrange all necessary travel and accommodation requirements to deliver the sportainment programme.
- Ensure requisite permissions and clearances required on Match day have been sourced and confirm the extent of coverage.
- Coordination with IBC and local bodies to ensure worldwide rights clearance for any music has been obtained.
- Be responsible for meeting all Occupational Health and Safety requirements required by any relevant law or regulation in place at the relevant venue.
- Comply with all requirements imposed by the Host and / or the Venue in relation to Health and Safety including signing any relevant documentation prior to access to a Venue, providing evidence of insurance acceptable to Host and/or the Venue, and undertaking any induction required prior to access to the Venue.
- Be responsible for any breach and any damage caused by the Successful Applicant in fulfilling the Services including without limitation damage to any person or property.
- Ensure compliance with all local laws, including obtaining any necessary permits required by laws in relation to the delivery of the Services in any venue.
- Ensure no additional costs other than set out in the Agreement are incurred without written approval of IBC.

VIII. Reporting

- Detailed Activity report to be submitted to IBC within 30 days of the final Match of the Tournament.
- Report to include operational learnings and suggestions for going forward.
- Supporting documents for costs and expenses incurred during the Tournament to be submitted within 30 days of the final Match of the Tournament.

APPENDIX C

CRITERIA

Each Proposal must include information to allow IBC to evaluate the Relevant Experience, Organisational Criteria, Operational Criteria and Financial Criteria about the Applicant (together the "**Criteria**") set out below. Proposals may, where appropriate, include the provision of documentary evidence in support of the relevant Criteria and Applicants are requested to address as fully as possible the questions set out below in respect of each of the Criteria.

IBC reserves the right to evaluate Proposals by reference to the below evaluation criteria and any other criteria in its absolute discretion.

Relevant Experience

1. What relevant experience does the Applicant have in relation to the international cricket market?
2. What relevant experience does the Applicant have within India?
3. How will your experience and expertise in providing services of a similar nature to the Services in relation to previous global sporting events (large stadia and multi city events or an equivalent) enable the Applicant to deliver the scope of the Services required for the Tournament?
4. What innovations, concepts, products or processes has the Applicant previously introduced in the delivery of a match day sportainment and sponsor activation management project? How will the Applicant apply any of the foregoing to the Services?
5. What other events would your organisation be charged with delivering during the time of the Tournament?

Organisational Criteria

6. Please include a detailed staffing plan of how the Applicant intends to operate before and during the Tournament (including an organisation chart, the size and composition of the proposed team, respective responsibilities and escalation paths) and how the Applicant believes each team member's experience makes them suitable for these roles.

Within the staffing plan indicate whom the Applicant proposes to act as its Account Director/Manager and how the Applicant believes their experience makes them suitable for this role. Please indicate staff that will be available in Dubai and India for face to face meetings.

7. How will the structure, composition and experience of the Applicant's project team ensure consistent service levels across India?

8. Will the Applicant have the capability to change staffing rapidly during the Tournament as required? Does the Applicant propose to sub-contract any aspect of the Services? If so, please provide full details about proposed sub-contractors and any other material information.

Operational Criteria

9. Please provide an in depth “reverse brief” in which the Applicant details its understanding of the Services delivery requirements and strategies, highlighting cost effective solutions.
10. How will the Applicant manage its resources to meet the Services requirements? Provide an overall project summary which sets out a proposed detailed project timeline, highlighting the key dates and milestones in the planning and implementation process.
11. Provide suggestions on other in-Venue activations (on and off field) with a focus on spectator interaction.
12. What are the Applicant’s processes for concluding and managing contracts as well as maintaining relationships with clients?
13. Is the Applicant able to demonstrate any established connections within the sports events industry across India?
14. Advise if the Applicant has access to a celebrity database.
15. How will the Applicant report progress, both formally and informally, during each phase of Tournament planning (details should include formats, frequency and project team members involved)?
16. What are the Applicant’s plans for the implementation and use of information technology to streamline the Services?
17. Please provide the following information:
 - a. a concept of the proposed presentation of Match day activations;
 - b. the software and hardware requirements for the operational delivery (that will be provided by the Applicant);
 - c. a full list of all exclusions or dependencies expected to be provided by or on behalf of IBC for the delivery of the Activity;
18. Please identify any material risks in the provision of the Services and how the Applicant will manage any risks associated with the delivery of the Services.
19. Identify how match day safety, risk and disaster management are planned within your delivery model.

20. What are the Applicant's current levels of insurance in relation to Professional Indemnity, Public Liability and Directors' and Officers' E&O insurance? Would the Applicant propose to make any changes in relation to the Tournament?
21. How does the Applicant manage compliance with particular laws and regulations?

Financial Criteria

22. Please detail the total cost of the Proposal in US Dollars (inclusive of all applicable taxes (e.g. service tax, VAT or GST), clearly identifying inclusions and exclusions and pricing separately each part of the scope of Services set out in Appendix B. The Applicant's detailed budget should include a line-by-line breakdown of expenses. Full assumptions and specific costs should be provided to support how the pricing has been structured.
23. Please specify details of any other commercial terms the Applicant would expect.
24. Please provide supporting details on all categories of labour costs, all additional allowances, payments, and on costs used in the pricing of the labour component of the Best Cost Price.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

Occasion	Date
Deadline for receipt by IBC of Proposals from Applicants	Friday 30 October 2015
Short-list of Applicants	Friday 6 November 2015
Selection and appointment by IBC of the Successful Applicant	Friday 13 November 2015
Provision of draft Agreement to Successful Applicant	Friday 27 November 2015
Signature of Agreement	Friday 4 December 2015

* Applicants are reminded that these dates may be amended by IBC, in its absolute discretion, for whatever reason and at any time.

Short-listed Applicants may be asked to make a formal presentation in Dubai or Mumbai.

A detailed, cost effective and itemised budget for the Services in respect of the Tournament is to be provided.

APPENDIX E

DETAILS OF APPLICANT

IBC shall treat the following information as confidential:

1. Full name of Applicant: _____
2. Type of business activity: _____
3. Address and headquarters: _____

4. Phone number: _____
5. Fax number: _____
6. Internet address: _____
7. Contact person, position in company and contact details: _____

8. Trade register entry and legal status: _____

9. Composition of board of directors and management, including total number employees: _____
10. Summary (in table form) of key personnel, including name, position, summary of skillset, estimated time commitment to implementing the sportainment programme as a percentage of their overall time: _____
11. Parent company and/or holding structure and substantial _____

shareholdings in other companies (> 25%):

12. Details (including supporting documents) of the Applicant's financial status including, but not limited to, details of the most recent audited reports and accounts (last 2 years), Copy of the trade licence, general financial performance and any applicable credit ratings.):

13. References (previous business involvement in sport events and other major events); please indicate name, title/function, phone, email:

14. Community of interests (joint ventures, contracts of cooperation and similar) with sports organisations and/or other organisers of major events:

15. Years of experience in the current business:

By submitting a Proposal, I confirm for and on behalf of my organisation that I have read and understood the terms and conditions of the RFP issued by IBC for the appointment of an organisation to provide the Services in connection with the Tournament, and I agree for and on behalf of my organisation that the organisation which I represent is and shall remain bound by such terms and conditions.

Signature: _____
Name: _____
Title: _____
Organisation: _____
Place: _____
Date: _____

APPENDIX F

PRICE QUOTATION

Tournament	Price Quotation (US \$) (To be completed by Applicant)
ICC WORLD TWENTY20 2016 INDIA	_____

Total: _____

A fully itemised unit breakdown of costs should be provided against the table in Appendix B. Management fees and other costs must be clearly stated and must be **inclusive** of any and all taxes that may be chargeable thereon. Applicants are requested to note the following:

- (a) All travel, accommodation and subsistence/per diem costs must be detailed within the breakdown of the management fee;
- (b) IBC's preferred payment schedule is 40% on signature; 35% of the costs on IBC's approval of designs / concepts and on production / shipping of the relevant materials to the relevant Venues ; and 25% of the costs on completion of the Tournament; The management fee should be shown separately and will be paid 100 % on completion of the Tournament;
- (c) All costs detailed in the price quotation must be in United States dollars and all invoices shall be issued and paid in United States dollars; and
- (d) The cost budget and the Management Fee shall be deemed to be inclusive of any and all Taxes (including Sales Tax) and, further, shall be subject to any deduction or liability for Withholding Tax as may be applicable, provided that in such circumstances IBC shall deliver to the Successful Applicant evidence that Withholding Taxes have been deducted and deposited with or paid to the relevant taxing authority and shall provide a certificate to the Successful Applicant in accordance with the provisions of the relevant law.

APPENDIX G

MATCH SCHEDULE - ICC WORLD TWENTY20 2016 INDIA

Intentionally left blank – Match schedule to be advised in due course

LOCATION MAP - ICC WORLD TWENTY20 2016 INDIA

