



International Cricket Council

REQUEST FOR PROPOSALS

**PRODUCTION AND PUBLISHING OF
ICC DIGITAL & SOCIAL CONTENT**

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1. INTRODUCTION

- 1.1 The International Cricket Council Limited (the "ICC"), acting through its wholly-owned subsidiary company, ICC Business Corporation FZ LLC ("IBC"), which is incorporated under the regulations of the Dubai Development Authority in the United Arab Emirates, and was incorporated by the ICC and is sanctioned by the ICC to organise ICC events and to exploit all commercial rights pertaining to ICC events throughout the world.
- 1.2 IBC wishes to appoint a company to provide the production and publishing of social & digital content including, without limitation, the services set out in Appendix B (the "Services").
- 1.3 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, 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 position;
 - (c) sufficient resources (in particular staffing) to provide the Services; and
 - (d) trained personnel.
- 2.3 In submitting a Proposal for the right to provide the Services 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 creating the full list of deliverables required as part of the Services within the Price Quotation (as detailed in Appendix F).
- 2.4 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 satisfy such conditions and requirements.

- 2.5 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.
- 2.6 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(s) 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 shall, 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(s) shall be appointed.
- 3.2 Queries should be addressed in an e-mail with the subject line "**Content RFP - Query**" to the following addresses:

alistair.hogg@icc-cricket.com

- 3.3 IBC shall 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 addresses:

alistair.hogg@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 paragraph 2.3 of this RFP as well as any other relevant materials, weblinks, 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 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 (or any part thereof) and, in its sole discretion, may refuse to award any business in connection with this RFP. Without prejudice to the foregoing, 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, including evaluation of the examples provided;
 - (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 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.
- 4.8 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.
- 4.9 After careful consideration and thorough examination of the Proposals and, if applicable, the presentations, IBC shall, in its absolute discretion, confirm which Applicant(s) (if any) it proposes to appoint as the Successful Applicant(s). 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(s) 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(s) is subject to the conclusion of Agreement(s) between IBC and the Successful Applicant(s) governing all rights and obligations related to the Services. The Agreement(s) 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(s) or otherwise). 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 Notwithstanding any other provision of this RFP, 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, to pursue negotiations in respect of some or all of the Services and to suspend, discontinue, modify and/or terminate this RFP process (or any part thereof) 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 its officers, employees, representatives, agents and/or advisers shall constitute an offer of a contract or a binding contract between IBC 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 and that IBC may increase, decrease, suspend, discontinue and/or modify its requirement for the Services.
- 5.3 Following consideration of the desirable contractual structure for the Services in light of the location and identity of the Successful Applicant, IBC may (at any time prior to execution of the Agreement) elect for the contracting party to be the host of an ICC event or other appropriate entity rather than IBC.
- 5.4 Whilst IBC has taken all reasonable care to ensure that this RFP is accurate in all material respects at the date of its issue, 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.
- 5.5 Without prejudice to paragraph 5.4 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.
- 5.6 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.

- 5.7 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.
- 5.8 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.
- 5.9 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.
- 5.10 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 ECB following receipt by IBC of its Proposal (whether or not an Agreement(s) 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.
- 5.11 Each Applicant acknowledges that any and all intellectual property rights of IBC and the ICC remain the exclusive property of IBC or the ICC (as appropriate). 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, including the examples provided as part of this RFP which shall be owned by IBC.
- 5.12 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 Agreement(s), 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.
- 5.13 Each Applicant acknowledges that, save as set out in the Agreement(s), all rights and opportunities in and in relation to ICC events or the Services shall be exclusively reserved by IBC and/or the ICC (as appropriate).
- 5.14 IBC shall be able to rely on any and all representations made by each Applicant in its Proposal and/or in connection therewith.
- 5.15 No terms seeking to restrict in any way the discretion of IBC in the Selection Procedure will be accepted.
- 5.16 This RFP, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Proposal), any non-contractual obligations and any Agreement(s) (or other agreements) 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.

6. CONFLICTS AND COLLUSIVE BEHAVIOUR

- 6.1 A conflict of interest arises when an Applicant's integrity, objectivity or fairness in performing the Services is at risk due to a personal interest or conflicting business arrangement of the Applicant, or a person or organisation associated with the Applicant.
- 6.2 An Applicant must accordingly disclose in their Proposal any potential or actual conflicts of interest that they may have or may be perceived to have in respect of their responsibilities to IBC and other parties in the course of delivering the Services, should they be selected as the Successful Applicant. Applicants with such conflict or perception of conflicts must specify within their Proposal how they will manage the conflict or perception of conflict to provide assurance that it will not adversely impact the performance of any Services.
- 6.3 The Applicant and any person or organisation associated with the Applicant must not directly or indirectly provide any form of inducement or reward to any employee, member or shareholder of IBC, the ICC or any affiliates or associated concerns or any of their respective representatives in relation to the Selection Procedure under this RFP.
- 6.4 Without prejudice to any criminal liability an Applicant may attract and any other remedies available to IBC or the ICC, each Applicant hereby undertakes that it shall not:
- (a) fix or adjust the costs of its Proposal by or in accordance with any agreement or arrangement with any other party;
 - (b) communicate to any party the costs or approximate costs of its proposed Proposal or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Proposal or insurance or any necessary security);
 - (c) enter into any agreement or arrangement with any other party that such other party shall refrain from submitting a Proposal;
 - (d) enter into any agreement or arrangement with any other party as to the costs of any Proposal submitted; and/or
 - (e) collaborate or collude with any third party with a view to unfairly influencing the outcome of the Selection Procedure under this RFP or otherwise misleading or concealing information from IBC.

7. OTHER OBLIGATIONS

- 7.1 The engagement of the Successful Applicant(s) pursuant to this RFP is subject to the conclusion of the Agreement(s) between IBC (which shall for the purposes of this paragraph 7 be deemed to include such other ICC entities as IBC nominates) and the Successful Applicants, governing all rights and obligations related to the Services to be provided by the Successful Applicant(s). The Agreement(s) 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 accepted Proposal or otherwise). Some key principles in relation to the Agreement(s) are set out below:

Subject	Principle
<i>Payment Schedule</i>	All monetary consideration to be payable in United States dollars by IBC which will be inclusive of all taxes, deductions, withholdings etc. IBC shall make payments accordingly (subject only to any deduction for withholding tax that IBC may be obliged at law to make, if applicable).
<i>Assignment and sub-contracting</i>	The Successful Applicant(s) will only be able to assign/ sub-contract any or all of its rights and obligations under the Agreement(s) with the express written permission of IBC. However, the Successful Applicant(s) shall at all times remain primarily liable for the performance of all of its obligations under the Agreement(s) notwithstanding any such sub-contract.
<i>Intellectual Property Rights</i>	IBC shall own and retain ownership of all of intellectual property rights which it provides to the Successful Applicant or which arise as a result of the Services from creation. The Agreement(s) will require assignment by the Successful Applicant(s) for any intellectual property rights that may be created or become vested in the Successful Applicant(s) (or any sub-contractor) in the course of the performance of Service(s) from creation and a full indemnity for any intellectual property rights infringement.
<i>No Partnership</i>	Nothing in the Agreement(s) and no action taken by the parties pursuant to it shall constitute, or be deemed to constitute, the parties as a partnership, association, joint venture or other co-operative entity.
<i>Liability</i>	IBC shall not be liable to the Successful Applicant(s) under the Agreement(s) for any indirect or consequential loss arising out of or in connection with the performance of its obligations under the same or any breach thereof even if it was advised in advance of the possibility of such loss or damage.
<i>Termination</i>	The Agreement(s) will detail termination events which will entitle the parties to terminate the Agreement(s).

APPENDIX A

DEFINITIONS

"Agreement(s)"	means each long-form written agreement to be entered into between IBC and the Successful Applicant(s) governing the provision by the Successful Applicant(s) of the Services (or any part of them).
"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, and/or the business and/or affairs of the ICC and/or IBC 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.
"ICC"	means the International Cricket Council Limited, the international governing body for the sport of cricket.
"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(s) for the provision of the Services pursuant to the RFP process and the subsequent negotiation, finalisation and execution of the Agreement(s).
"Services"	means the services set out in Appendix B.
"Successful Applicant(s)"	means the Applicant(s) 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.

APPENDIX B

SERVICES

The Successful Applicant shall be required to provide the services listed below, 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:

- Editorial Production & Website Management (Appendix G);
- Social Media Publishing & Channel Management (Appendix H); and
- Creative Services (Appendix I)

These three components form the mandatory core of this RFP. Applicants may outline how they can meet each component and may include potential sub-contractors in their Proposal if it is felt that such an approach will best support their capacity to deliver the Services (noting the stipulations in Section 6 in relation to Conflicts and Collusive Behaviour).

Furthermore, we ask respondents to quote the relevant day rates for staff delivering additional services during ICC events, for which more information is included in Appendix J. IBC will work with the successful respondent to allocate resources for these events through the term.

The ICC's digital channels have grown in recent years to be some of the most followed and engaged channels in world sport. As the global governing body, we have a duty as custodians of the game to be balanced, impartial and non-controversial, but we also recognise the fun and conversational nature of digital/social media. Where appropriate, we want to talk to fans on their level in an engaging, informal manner. From match reports to memes, fixtures to thumbs – we want to be at the forefront!

Our digital platforms are vital to the ongoing growth of the game, engaging new and existing fans with compelling editorial, social and multimedia content while also delivering new commercial returns for IBC.

IBC is seeking to appoint a partner who – in collaboration with our team – will not only run the day-to-day publishing and “hygiene” aspects of our platforms, but will also be responsible for ideation, copy generation, content optimisation and delivery of new and exiting graphic and video content.

IBC aims to continue raising the profile of the ICC's digital properties and make the website, app and social platforms an essential destination for cricket fans around the world, whether they want a quick score, a rankings update, a compelling feature or a simple meme to make them laugh.

We seek a highly-credentialed, passionate and creative team that has a proven ability to bring content to life across channels (ours of which are listed below) and be equally happy working on a thrilling global campaign as you are uploading a PDF to the legal page of our website upon request.

You will find more specific information on each component on the ensuing pages.

Assets		
Platform	URL	Followers/Users
Website	www.icc-cricket.com	To be disclosed to Successful Applicant
App - iOS	http://bit.ly/ICC-ios	To be disclosed to Successful Applicant
App - Android	http://bit.ly/ICC-Android	To be disclosed to Successful Applicant
Facebook	www.facebook.com/icc	27.4 million
Facebook	www.facebook.com/cricketworldcup	10.6 million
Facebook	www.facebook.com/t20worldcup	0.9 million
Instagram	www.instagram.com/icc	14.3 million
Instagram	www.instagram.com/cricketworldcup	2 million
Instagram	www.instagram.com/t20worldcup	0.6 million
Snapchat	icc	Currently dormant
Pinterest	www.pinterest.com/OfficialICC	Currently dormant
Twitter	www.twitter.com/icc	10.9 million
Twitter	www.twitter.com/iccmediacomms	0.4 million
Twitter	www.twitter.com/cricketworldcup	1.2 million
Twitter	www.twitter.com/t20worldcup	0.3 million
TikTok	https://www.tiktok.com/@icc?lang=en	1.5 million
YouTube	www.youtube.com/icc	7 million

**IBC may add to, or amend its digital product suite at any time*

***Correct as of 12 October 2020*

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 sport market? Please highlight any specific cricket experience that the Applicant has and provide a visual portfolio of your work in sport.
2. What outcomes have you delivered for clients, with a specific focus on audience engagement growth, new market/audience development and revenue growth. Please provide detailed metrics to support your examples.
3. How will your experience and expertise in providing services of a similar nature to the Services in relation to previous global sporting events enable the Applicant to deliver the scope of the Services required?
4. What innovations, concepts, products or processes has the Applicant previously introduced in the delivery of digital and social content? How did they serve your client's strategy?
5. Detail emerging trends in digital media technology and consumption that you think are relevant to the ICC's ambitions and how you propose to address them.

Organisational Criteria

6. Please include a detailed staffing plan of how the Applicant intends to deliver of the Services in line with the required timescales (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 for the Services and how the Applicant believes their experience makes them suitable for this or these role(s). Please indicate staff that will be available for video conference interviews.

Please provide a sample roster of staff to indicate coverage and allocation of resources.

7. How will the structure, composition and experience of the Applicant's project team ensure delivery of the Services in line with the required timescales?
8. Will the Applicant have the capability to change staffing rapidly 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. In addition to the staffing plan, please 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. Please provide a full list of all exclusions or dependencies expected to be provided by or on behalf of IBC for the delivery of the Services.
12. 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.
13. 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 Services?

Financial Criteria

14. Please detail the total cost of the Proposal as detailed in Appendix F. The budget shall be provided in United States dollars (inclusive of all applicable taxes (e.g. service tax or VAT), 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.

Style Criteria

15. Please provide a range of examples of the Applicant’s editorial projects, including various tones and genres used across their clients. Also include the targets for each and what they achieved. Please provide links to social media channels that the Applicant has run 24/7, 365 and the outcomes of your strategy in those cases.
16. Furthermore, (if applicable), please describe how the Applicant has previously devised a social media strategy around an event or competition, highlighting increased engagement and emphasis on video.
17. Please provide examples of sports multimedia content produced by the Applicant such as podcasts, vlogs, infographics, illustration etc.

In addition to the above, as part of your pitch, we ask that you provide:

18. A basic review of the ICC’s social media output across @ICC, @CricketWorldCup and @T20WorldCup – what you like, what you don’t and how you could elevate these channels if appointed. Format is at your discretion, but please aim to keep to a couple of pages/slides.
19. Three things the ICC could be doing differently to increase engagement on digital platforms.
20. A brief overview of what you think will be the hottest social platform in 2021 and why.
21. Do you pronounce it GIF (hard ‘G’) or JIF (soft ‘G’)?
22. Your interpretation of how you can assist the ICC in growing the game – specifically in relation to a non-sport audience and content aimed at non-traditional markets and platforms. Please include relevant examples you have done for other rights holders.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

	Date *
RFP published on ICC website and sent to potential Applicants	12 October 2020
Deadline for receipt of enquiries, requests for information or clarification from Applicants	12 October 2020
Deadline for receipt by IBC of Proposals from Applicants	2 November 2020
Selection and appointment by IBC of the Successful Applicant	November 2020
Signature of Agreement	November/December 2020

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

APPENDIX E

DETAILS OF APPLICANT

IBC shall treat the following information as confidential:

1	Type of business activity:	
2	Address and headquarters:	
3	Phone number:	
4	Fax number:	
5	Email address:	
6	Website:	
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 Services 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	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, 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

Applicants should provide as part of the Proposal a fully itemised unit breakdown of costs for the Services.

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) IBC's preferred payment schedule is monthly in arrears;
- (b) 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
- (c) The cost budget and any management fees shall be deemed to be inclusive of any and all taxes (including sales tax and VAT) 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(s) 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(s) in accordance with the provisions of the relevant law.

It is IBC's intention that the Successful Applicant will be appointed until 31 December 2022, with a subsequent one-year option that may be exercised by IBC, by notification to the Successful Applicant no later than 31 October 2022. As such, please provide a price quotation for the two-year term, and the 12-month optional extension.

The ICC events taking place during the term and one-year option period are set out in Appendix J. Any travel and associated costs to cover these events will be borne by the Successful Applicant.

APPENDIX G

EDITORIAL PRODUCTION & WEBSITE MANAGEMENT

The Successful Applicant will be responsible for ensuring the ICC website and ICC event websites are up to date with new, creative and compelling content relating to international bi-lateral cricket including the CWC Super League and pathway events), which may include:

- Team/tour selection news;
- Match previews & match reports (plus end of each day report for Tests);
- Post-match and stat based features incl. player interviews;
- Ghost writing/editing of columns;
- ICC Rankings articles;
- Social media wraps;
- Photo galleries (photos provided by agency);
- Colour pieces on topics of interest;
- Opinion columns, with guidance from IBC;
- Other miscellaneous editorial as required and directed by IBC;
- Event history and memorable moments;
- Player and match official profile bios;
- Reports from mixed zones at ICC events;
- Quote-based stories from interviews/press conferences;
- Team and Player of the Tournament features for ICC events; and
- Post-event team reports.

In addition to content provision, the Successful Applicant will handle day to day management of the websites and apps, ensuring:

- Articles and videos are current, relevant and up to date;
- Headlines are catchy, succinct and optimised for SEO;
- Widgets are displaying correctly and all data is up to date;
- Thumbnail design/uploading;
- Article and video tagging;
- Updating and general maintenance of the Online Media Zone (OMZ) where required;
- Uploading of video and other multimedia content where required;
- Homepage take-overs are activated and deactivated as required; and
- Appropriate general upkeep, as directed by IBC.

The Successful Applicant shall have regular editorial meetings with IBC in order to determine content plans and review analytics.

The technology to power the website and content management system (CMS) will be provided by IBC, in conjunction with a third-party supplier. This includes training and support. The Successful Applicant will be granted full access to the CMS and will be required to undertake full digital management of the copy including uploading, formatting, embedding of relevant content, tagging, SEO, publishing and reviewing. The Successful Applicant will also be expected to keep up with digital trends, industry best practice and new technologies.

While 24 x 7 coverage and accessibility is not a requirement of this RFP, it will be looked upon favourably – as will the capability to have staff available in multiple countries with relevance to cricket, specifically the Indian subcontinent.

Furthermore, while multilingual coverage is not a pre-requisite, it will be looked upon very favourably if you can offer this service (with a specific focus on Hindi, Bengali, Urdu, Sinhalese and Pashto). Multilingual coverage might include article translations, bespoke social copy to target to fans that speak these languages, video subtitles etc. Please provide an overview and rate card if you can offer any of these services that will help us reach more fans and importantly, speak their language.

APPENDIX H

SOCIAL MEDIA PUBLISHING & CHANNEL MANAGEMENT

The Successful Applicant will be chiefly responsible for executing IBC's social media publishing strategy across ICC and ICC event channels (as defined in Appendix B). This will include:

- Publishing (and re-publishing) of editorial to social media at strategic times;
- Input into the ICC's tone of voice and social identity;
- Maintenance of a robust shared content calendar;
- Triaging of inbound queries as we develop a two-way social strategy;
- Shrewd social editorial judgment and steadfast commitment to accuracy;
- Selection of appropriate multimedia assets including images, video, gifs and emoji;
- Lead on creation of infographic content for use across all channels (see Appendix I);
- Monitoring of channels for critical issues or strong third-party content;
- Moderate all properties, removing offensive or commercial sensitive posts and/or as advised;
- Sharing/re-publishing of relevant third-party content;
- Back end tagging of content in publishing platform to ensure effective monitoring;
- Optimization of content such as the design and application of thumbnails, keywords, tags etc.;
- Drafting and publishing of push notifications;
- Rolling coverage of ICC event and bi-lateral matches;
- Work closely with IBC's digital team in monitoring trends and cricket news of relevance to the ICC, suggest reactive posts to grow engagement at appropriate times and post as directed.

APPENDIX I

CREATIVE SERVICES

IBC is also looking for a partner with significant creative expertise.

We can only achieve so much with basic imagery and templated graphics.

As such, the Successful Applicant should have a proven capacity to generate a broad range of creative content on request, including;

- Bespoke/unique infographics (example [1](#) and [2](#))
- Illustrations (example [1](#) and [2](#))
- Fun, quirky video edits (example [1](#) and [2](#))
- Assets for channel branding (banners, avatars thumbnails etc.)

While many of these can be planned in advance (such as player birthdays or anniversaries), we want to be far more responsive to events. For example, if a player takes an incredible diving catch in an event such as IPL or an international bi-lateral match, we'd ideally like to have the capacity to produce some vivid and eye-catching creative ASAP. [Here's a non-cricket example of Cody Bellinger robbing a home run in the MLB playoffs](#). That freeze frame of the player up against the fence will become historic. A few ideas for what the team/league could be doing in the wake of the game:

- A new avatar playing on the 'Air Jordan' logo;
- A '[Shooting Stars](#)' meme video;
- Downloadable wallpapers for fans in different ratios;
- Subject to having the rights, dubbing the radio commentary over the vision in multiple languages – people would love watching this in Spanish, even if they don't understand it!
- [Pop culture memes](#) (basically, look at the replies to any tweet from a team/league and you will see fan content that teams and leagues SHOULD be making themselves!)
- Re-design [his card](#) in the MLB video game to max fielding stats;
- An illustration with a Superman cape flowing behind him

This kind of content needs to be done quickly, else it's forgotten the next day. This is something we are not currently provisioned to handle in-house and will be looking for creative, responsive support from the Successful Applicant.

Please detail the creative capability in your organisation and how it will engage with the wider team on a regular basis.

Please also provide a rate card featuring all of your graphic, video and creative design services (including examples of each) and a price per unit (plus any further info, such as price breaks for greater quantities).

We will also be asking this partner to execute the ongoing monthly themed content pillars as part of our social strategy ([you can view more detail on that here](#)).

APPENDIX J

EVENTS

The major ICC events scheduled to take place during the term and the one-year optional extension are as follows:

Year	Event	Month/s	Host	Matches
2021	ICC World Test Championship Final	TBC	England	1 Test
2021	ICC Men's T20 World Cup	October/November	India	45
2022	ICC U19 Men's Cricket World Cup	January/February	West Indies	
2022	ICC Women's Cricket World Cup	February/March	New Zealand	31
2022	ICC Women's U19 Cricket World Cup	TBC	TBC	TBC
2022	ICC Men's T20 World Cup	TBC	Australia	TBC
2022	ICC Women's T20 World Cup	November/December	South Africa	TBC

These events, locations and dates may be amended by IBC, in its absolute discretion, for whatever reason at any time.

The following events will also take place within the cycle, but dates and venues will be dependent on competing nations and the global pandemic.

- ICC Women's U19 Cricket World Cup – 2021 (inaugural event)
- ICC Women's Cricket World Cup Qualifier - 2021
- ICC Women's T20 World Cup Qualifier - 2022
- ICC Men's T20 World Cup Qualifier – 2022

IBC will engage separately in relation to increased staffing levels for these events, but Applicants should provide a rate card for roles that would be required both on the ground and in the office for these events.