



**INVITATION TO TENDER FOR PROVISION OF MEDIA
PLANNING AND BUYING SERVICES IN INDIA FOR THE
ICC EVENTS 2025 – 2027**

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PROVISION OF MEDIA PLANNING AND BUYING SERVICES IN INDIA – ICC EVENTS 2025 – 2027

1. INTRODUCTION

- 1.1 IBC, a wholly owned subsidiary of the ICC, is incorporated under the regulations of the Dubai Development Authority in the United Arab Emirates, and is sanctioned by the ICC to organise the ICC Events and to exploit all commercial rights pertaining to the ICC Events throughout the world.
- 1.2 IBC wishes to appoint a company to provide media planning and buying services in India for the ICC Events including, without limitation, the services set out in Appendix B (the “**Services**”) in connection with the ICC Events described under the same Appendix B.
- 1.3 Unless otherwise defined elsewhere, capitalised terms used in this Invitation to Tender (ITT) have the meanings set out in Appendix A.

2. OBJECTIVES

- 2.1 The purpose of this ITT is to invite interested and qualified Applicants to submit Tenders 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 ITT.
- 2.2 This ITT invites Tenders for the right to provide the Services in respect of the ICC Events 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 who are familiar with major international sporting events.
- 2.3 In submitting a Tender for the right to provide the Services in respect of the ICC Events each Applicant must:
- (a) complete, sign and return the form as set out in Appendix E – Details of Applicant, together with its detailed Tender, 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) using the document titled ‘Price Quotation Template’ 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.
- 2.4 In submitting its Tender, 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 Tender based on the extent to which they satisfy such conditions and requirements.
- 2.5 Each Applicant should provide satisfactory evidence to IBC in its Tender of its financial standing and of its ability to meet the commitments it makes in its Tender. 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 ITT in respect of any or all of the Applicants. Each Applicant will be evaluated on the overall merits of its Tender 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 ITT 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 "**ICC Media Planning and Buying Services in India - Query**" to the following address:

MarketingITT@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 Tender as set out in the Timetable.

4. SELECTION PROCEDURE OVERVIEW

- 4.1 This ITT pack consists of:

Document	Instruction
The primary document	To be read
Appendix A - Definitions	To be read
Appendix B – Descriptions of Services	To be read
Appendix C - Criteria	To be returned, with a response to each section
Appendix D – Timetable	To be read
Appendix E – Details of Applicant	To be completed and returned
Appendix F – Price Quotation	To be read
Price Quotation Template	To be completed on the template provided and returned to IBC, along with copies audited financial statements of the last 3 years and confirmation of provision for the required level of insurances should the application be successful.
Appendix G – ICC Events	To be read

- 4.2 Each Applicant must submit to IBC its Tender documents, in English, by email by no later than the due date prescribed in the Timetable to the following address:

MarketingITT@icc-cricket.com

- 4.3 Each Applicant must attach all applicable documents in support of its Tender in accordance with the requirements set out in paragraph 2.3 of this ITT 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 ITT. IBC may also ask any Applicant for such further information, guarantees and/or documents as IBC deems necessary in connection with any Tender 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 Tender.

- 4.4 Each Tender, once submitted, constitutes a binding and irrevocable offer to provide the Services on the terms set out in the Tender, which offer cannot be amended or withdrawn after its date of submission (in either case unless requested by IBC).
- 4.5 IBC is not obliged to accept or consider any Tender in full or in part or any responses or submissions in relation thereto and IBC may reject any Tender, responses or submissions (or any part thereof) and, in its sole discretion, may refuse to award any business in connection with this ITT. Without prejudice to the foregoing, IBC reserves the right to appoint the Applicant(s) whose Tender (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 ITT or to make alternative arrangements for the provision of the Services, including (without limitation) issuing a revised or different ITT or providing the Services itself.
- 4.6 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).
- 4.7 The Selection Procedure shall consist of:
- (a) a technical evaluation of each Tender 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 Tender examining each Applicant's ability to secure or offer the best possible prices in connection with the Services;
 - (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; and
 - (d) the designation of one or more Applicants as the Preferred Supplier for the Services.
- 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 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Tender.
- 4.10 After careful consideration and thorough examination of the Tender 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). Separate Applicants may be appointed for one or more of the different elements of the Services set out in Appendix B. The relative competitiveness of the financial terms offered may not necessarily be a decisive factor in choosing between Tenders. 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 ITT 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 Tender or any part thereof.

- 4.11 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 Tender 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.
- 4.12 Notwithstanding any other provision of this ITT, IBC reserves the right, at any time and in its absolute discretion, to accept or reject Tenders (or to permit any Applicant to resubmit its Tender in the event that such Tender 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, to modify the scope and scale of the Services, and to suspend, discontinue, modify and/or terminate this ITT process (or any part thereof) at any time.

5. LEGAL PROVISIONS

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

- 5.1 Nothing in this ITT, 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 ITT and/or the Selection Procedure.
- 5.2 IBC reserves the right, at any time during the Selection Procedure, to change any aspect of this ITT, to issue any separate amendment or addendum to this ITT (which will become part of this ITT upon issue) or to issue an amended ITT in place of this ITT, to refuse to consider any Applicants or to withdraw this ITT. 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 in respect of the ICC Events or any part thereof.
- 5.3 Following consideration of the desirable contractual structure for the Services and/or in light of the location and identity of the Successful Applicant, IBC may at any time elect for (i) the contracting party to be another ICC entity, the host of the ICC Events, the LOC or other appropriate third party entity rather than IBC; and/or (ii) the Services to be contracted via more than one Agreement at any time prior to the ICC Events.
- 5.4 Whilst IBC has taken all reasonable care to ensure that this ITT 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 ITT or in any subsequent correspondence by IBC in relation to this ITT, nor shall they be liable for any loss or damage suffered by any Applicant or any other third party in reliance on this ITT or any subsequent communication with IBC.
- 5.5 Without prejudice to paragraph 5.4 above, this ITT 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 ITT 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 ITT process.

Each Applicant represents, warrants and undertakes to IBC that any and all information contained in its Tender and/or submitted in connection with its Tender, 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 Tender 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 Tender and/or submitted in connection with any Tender 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. In order to access further information IBC may require the Applicant to sign a Non-Disclosure Agreement.
- 5.7 Each Applicant agrees that it will not discuss any part of this ITT, any Tender 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 ITT, the Selection Procedure and/or its Tender. Each Applicant acknowledges and agrees that IBC shall have the absolute right to make any announcement in connection with this ITT 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 the Applicant or on its behalf in the preparation and submission of its Tender and/or otherwise in relation to the Selection Procedure and/or any negotiations following receipt by IBC of its Tender (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.
- 5.10 Each Applicant acknowledges that any and all intellectual property rights of IBC and the ICC in relation to the ICC Events (including but not limited to the name, logo and trophy of the ICC Events) 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 ITT, including the examples provided as part of this ITT which shall be owned by IBC.
- 5.11 In consideration of IBC receiving and reviewing its Tender, each Applicant confirms and warrants that it has read, understood and accepted the terms and conditions set out in this ITT, 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 Tender 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 ITT, its subject matter and/or the provision of the Services.

- 5.12 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, the LOC and/or the ICC (as appropriate).
- 5.13 IBC shall be able to rely on any and all representations made by each Applicant in its Tender 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 ITT, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Tender), 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 a n 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 Tender 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 Tender 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 ITT.
- 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 Tender 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 Tender 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 Tender 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 Tender;
 - (d) enter into any agreement or arrangement with any other party as to the costs of any Tender 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 ITT or otherwise misleading or concealing information from IBC.

7. OTHER OBLIGATIONS

7.1 The engagement of the Successful Applicant(s) pursuant to this ITT 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 Applicant(s), 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 Tender 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>Committed Costs</i>	In the event of cancellation, relocation, postponement or change of format of the ICC Event(s) for any reason (including Force Majeure (as defined under the Agreement)), IBC shall not be required to make any further payment of the fee for the relevant ICC Event(s) and the Successful Applicant shall promptly refund any fee (or part thereof) paid by IBC prior to the relevant date, except that the Successful Applicant shall be entitled to retain or be reimbursed by IBC for its Committed Costs in respect of the relevant ICC Event(s). Committed Costs means the actual costs directly incurred by the Company in providing the Services (in accordance with the Expenditure Template in the Agreement) prior to the date on which it is notified of the cancellation, abandonment, postponement, relocation or change of format of a Match or the ICC Event(s) (as applicable), which: (i) it cannot avoid, cancel or mitigate (having used its best endeavours to do so); and (ii) are evidenced by the submission of audited accounts.
<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.

<p><i>Insurance</i></p>	<p>The Successful Applicant shall obtain and maintain, at its own expense, comprehensive public liability and product liability insurance (with a reputable insurer acceptable to IBC with a minimum "A" grade S&P, Moody's or similar rating) to protect the Successful Applicant and IBC against any and all claims, actions, losses and damages arising out of the provision of the Services (including, without limitation, coverage for financial loss, efficacy and failure to fulfil function) up to a minimum amount of US\$10,000,000 (ten million United States dollars) for any one claim (or in aggregate in respect of product liability). The Successful Applicant shall promptly provide evidence of such insurance to IBC upon request, and shall immediately notify IBC should any occurrence serve to void such insurance.</p> <p>Additionally, Successful Applicant to take out and maintain, at its own expense, throughout the Term appropriate professional indemnity insurance with a reputable insurer, in an amount not less than US\$5,000,000 (five million United States dollars) for any one claim, to cover any claim that may arise under or in connection with the Services, including but not limited to cover against defamation, negligence, malpractice, breach of duty or any other act or omissions in the performance of the Services. IBC shall be named as an additional insured under this policy and provided with a copy of the policy if requested. The terms of the policy shall not operate to relieve the Successful Applicant of any of its liabilities under the Agreement.</p>
<p><i>Intellectual Property Rights</i></p>	<p>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 and all artwork, designs and materials shall be provided to IBC before the end of the term of the Agreement. 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 uncapped indemnity for any intellectual property rights infringement.</p>

<p><i>No Partnership</i></p>	<p>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.</p>
<p><i>Liability</i></p>	<p>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.</p> <p>The Successful Applicant(s) undertakes and agrees that they will provide uncapped indemnity and hold IBC harmless from and against all costs and expenses (including reasonable legal costs), actions, proceedings, claims, demands and damages arising from a breach of the Successful Applicant's representations, warranties or undertakings contained herein or arising from the acts or omissions of the Successful Applicant.</p>

<p><i>Health and Safety</i></p>	<p>The Successful Applicant(s) (and not IBC) will be responsible for, and will take all necessary steps to assure the health, safety and security of its employees, agents, contractors, volunteers or other persons engaged by or on behalf of the Successful Applicant(s) in connection with the performance of the Services (the Personnel) at all times while they are engaged in the performance of the Services, including (without limitation) while they are travelling to and from the host country of the ICC Event(s) and the location(s) at which the Services will be provided; while they are staying in any hotel or other accommodation during their performance of the Services; and at all other times while they are in the host country, for the duration of the ICC Event(s). Any acts or omissions of IBC (or IBC's representatives) in connection with the Personnel's performance of the Services shall not relieve the Successful Applicant(s) of this responsibility.</p>
<p><i>Disputes and Governing Law</i></p>	<p>The interpretation, construction and effect of the Agreement(s) shall be governed exclusively and in all respects by the laws of England.</p> <p>All disputes in relation to the Agreement(s) shall be referred to and finally resolved by arbitration under the London Court of International Arbitration Rules on the terms set out in the agreement(s).</p>

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 Tender in response to this ITT.
“Confidential Information”	means any and all aspects of this ITT, 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 Tender as set out in Appendix C.
“IBC”	means ICC Business Corporation FZ LLC, which has its registered address at DMC-BLD05-VD-G00-075, Dubai Media City, Dubai, United Arab Emirates and having its administrative office at Street 69, Dubai Sports City, Sheikh Mohammed Bin Zayed Road, PO Box 500070, Dubai, United Arab Emirates.
“ICC”	means the International Cricket Council Limited, the international governing body for the sport of cricket.
“ICC Events”	means the events set out in Schedule G.
“ITT”	means this Invitation to Tender, including all of its appendices and as amended, supplemented or replaced from time to time.
“LOC”	means the local organising committee established by the Member Board appointed to host the relevant ICC Event.
“Match”	means any official cricket played as part of the relevant ICC Event, including warm- up matches.
“Preferred Supplier”	means the Applicant(s) designated as such by IBC following the initial stage of the Selection Procedure.
“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.
“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 ITT 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.
“Tender”	means all documents and information submitted by an Applicant supporting its bid to provide the Services to IBC, as required under this ITT, including the Price Quotation as set out at Appendix F.

"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

IBC seeks a media buying and planning agency to develop and deliver media stratification, planning, implementation, buying and measurement of an integrated media campaign in India for the 2025-2027 events.

Applicants are requested to submit a proposal covering comprehensive four–eight weeks media campaign in India for the following ICC Events

ICC Women's Events (4-6 weeks media campaign)

- ICC Women's Cricket World Cup 2025
- ICC Women's T20 World Cup 2026
- ICC Women's T20 Champions Trophy 2027

ICC Men's Events (6-8 weeks media campaign)

- ICC Men's T20 World Cup 2026
- ICC World Test Championship Final 2027
- ICC Men's Cricket World Cup 2027

IBC will share a central communication and campaign route for each event that should be used across media platforms, keeping innovation, reach and engagement with the audience at the core of our objectives.

The campaign will be spread across multiple touchpoints over the four – eight months of build-up, during the ICC Event and the Finals phase of the ICC Event.

A significant factor in delivering a successful ICC Event will be creating and delivering a compelling, integrated media plan that leverages the rarity of the event and the quality of cricket and players involved, using multiple platforms over a number of distinct phases, targeting the India fans to engage with and drive television and digital viewership of the ICC Event.

This ITT details several proposed key deliverables but deliberately provides flexibility for Applicants to develop innovative and impactful responses that will achieve the desired objectives.

SCOPE OF WORK

Strategy	<ul style="list-style-type: none">• Target ratification / Identifying TG's, Markets / Plan Building / Ideations• Set media objectives in consultation and as approved by IBC• Audience understanding / segmentation• Proactive brand presentations on health of offerings & strategies to improve brand performance• Impact ideas basis comms to solve business purpose / campaign objective• Clutter-breaking innovative media solutions that combine creativity, technology and strategy to make meaningful impact• Business Impact Solution to solve specific Business Brief shared by the Business or Marketing Head. Linked to outcome based KPI incentive
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	<ul style="list-style-type: none"> • Develop Media strategies and plans for the consumer in accordance with the strategies and marketing environment of the Media • Strategic learning from post campaign launch what worked what did not and ratings
TV Media Planning	<ul style="list-style-type: none"> • Media effectiveness conversion-based approach for TV & Digital plan- Going beyond TV & Digital for each campaign- Basic ROI analysis across media. • Customized TG creation & confirmation with client on the TG Size - as per Brief • Cohort wise media planning, targeting specific cohort to achieve the targets • Plan should be optimized based on reach objective after checking past performance like conversion, serviceability of channels and availability of deal at the time of implementation. Not more than 2 working days on a plan's iteration • Print plan with deal rates to be shared within 2 days. Final costs and availability within 7-8 days
Implementation & execution	<ul style="list-style-type: none"> • Spots will be logged as per inventory availability with channels and any spot drops will be make-goods should be taken within the activity week provided visibility on payout for the rest of the week, else within 7 days • Post evals (Pre-Post GRPS/Spot Difference, Value adds), conversions, learnings and insights to be shared. 5 working days for Key tentpoles and 2 working days for non-key tentpole after receiving BARC data • Any Value adds, Impact and integrations execution will be done based on channel timelines
Media Buying	<ul style="list-style-type: none"> • Buying strategy for 2 years vs single campaign buying • CPRP tracing- Entry CPRP & exit CPRP • Opportunity buys • Media - negotiations (going beyond mere FCT) on rates, terms of payment and related matters across Media for providing the Services, subject to prior written approval from ICC. Making relevant bookings on this basis. • Additional Campaign Specific Discounts & Value Adds • Impact Identification and Negotiation
Billing & commission	<ul style="list-style-type: none"> • To be decided by IBC
Digital Media planning	<ul style="list-style-type: none"> • Develop Media strategic inputs and plans for consumer in accordance with the strategies and marketing environment of the Platform. This includes both biddable as well as reserve buys across publishers • Agency should develop, run and manage comprehensive advertising campaign to place ads on third parties like Google, Meta, Snapchat, Glance, etc. • Daily Reports and sharing analysis of media performance for all campaigns run

	<ul style="list-style-type: none"> • Ensure continuous campaign administration/optimization and monitoring including but not limited to checking and confirming that campaign objectives are being met • Moment marketing (DCO)- Real time dynamic ad serving, using free in-house capabilities for major events • Using measurement platforms like DCM and Appsflyer for more effective attribution and planning media splits • Using automation (like Scibids) and working with partners like HockeyCurve, Smartly, etc for optimisation of campaigns and creatives • Using DMPs for better audience planning and segmentation • Deep-dive digital strategy sessions with individual channels outside of campaign planning and execution • Develop actionable points of view, analysis and recommendations on key/emerging topics like GenAI tech etc.
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TARGETS

*Targets are current estimation; we will share the final targets closer to the ICC Events

Year	Tournament	Host	TV Reach opening India Pak	Digital reach
2025	Women's Cricket WC	India TVR% is 0.9 Reach% is 7.4 TSV% is 14		
2026	Men's T20 World Cup	India and Sri Lanka	26.05	236
2026	Women's T20 World Cup	England & Wales		
2027	Women' T20 Champions Trophy	Sri Lanka		
2027	World Test Championship Final	TBC		
2027	Men's Cricket World Cup	South Africa, Zimbabwe, Namibia	31.24	374

GRPs(Launch Day* + sustenance) M 15+AB Ind U	Women's WC			Mens WC		
	2022 ODI	2023 T20	2024 T20	2022 T20	2023 ODI	2024 T20
ICC			392		210	843
Star	140	336	814	3301	4229	3475
Total	140	336	1206	3301	4439	4318
Impressions in Mn ICC					500	1410
Impressions in Mn Star				1250	270	

*Launch Day is the Opening Match of the tournament in the ICC plan and India v Pakistan fixture in the Star plan

MARKETS

P1+
P1

LTV+Mob
Maha, UP
Guj, WB, TN, AP & Karn

CTV
Maha, UP
Guj, WB, AP & Karn

Source (In Mn) Markets	20			SCORE		40			SCORE			
	IPL NV Contri	ODI WC: M & L				T20 WC: M & L	IPL NV Contri	ODI WC: M & L			T20 WC: M & L	
		TV Contribution	Mobile Contribution					TV Contribution				CTV Contribution
Mah / Goa	10%	15%	12%	12.9	P1+	14%	15%	12%	13.0	P1+		
UP/Uttarakhand	20%	6%	10%	10.5	P1+	15%	6%	10%	12.0	P1+		
MP/Chhattisgarh	4%	5%	6%	4.9		5%	5%	5%	5.4			
Guj / D&D / DNH	6%	7%	7%	6.8	P1	5%	7%	7%	6.3	P1		
Bihar/Jharkhand	11%	3%	8%	6.7		6%	3%	6%	6.0			
West Bengal	8%	7%	8%	7.6	P1	5%	7%	8%	6.5	P1		
Rajasthan	9%	3%	6%	5.4		4%	3%	6%	5.2			
Pun/Cha(+Har/HP)	7%	5%	5%	5.6		3%	5%	5%	4.6			
Delhi	3%	3%	7%	4.7		6%	3%	6%	6.1			
Odisha	4%	3%	3%	3.2		5%	3%	3%	4.0			
Assam / NE / Sikkim	2%	4%	2%	2.8		2%	4%	2%	2.2			
Kerala	2%	4%	2%	2.6		4%	4%	2%	2.9			
TN/Pondicherry	5%	9%	6%	7.2	P1	4%	9%	7%	5.6			
AP / Telangana	6%	13%	10%	10.5	P1	7%	13%	10%	9.0	P1		
Karnataka	3%	12%	8%	8.4	P1	11%	12%	8%	9.1	P1		

APPENDIX C

CRITERIA

Each Tender must include information to allow IBC to evaluate the Relevant Experience, Organisational Criteria, Operational Criteria and Financial Criteria in relation to the Applicant (together the “Criteria”) set out below. Tender 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 Tender 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, if any, does the Applicant have within India?
3. How will the Applicant’s experience and expertise in providing services of a similar nature 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 Services of this nature? How will the Applicant apply any of the foregoing to the Services?
5. What other events would your organisation be charged with delivering from June 2025 up to and including the time of the relevant ICC Event?
6. How would your organisation be equipped to respond were the dates and/or Venues for the relevant ICC Event to be amended from those set out in Appendix B?
7. Please provide details of the Applicant’s most recently delivered media strategy, planning and buying project for cricket.

Operational Criteria

8. 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.
9. 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.
10. 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.
11. 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.
12. What are the Applicant’s current levels of insurance in relation to Professional Indemnity, Public Liability and Directors’ and Officers’ E&O insurance? IBC has the right to request the Successful Applicant to take out and maintain throughout the Term appropriate professional indemnity insurance with a reputable insurer, in an amount not less than

US\$5,000,000 (five million United States dollars) for any one claim, to cover any claim that may arise under or in connection with the Services, including but not limited to cover against defamation, negligence, malpractice, breach of duty or any other act or omissions in the performance of the Services. IBC shall be named as an additional insured under this policy and provided with a copy of the policy if requested. The terms of the policy shall not operate to relieve the Successful Applicant of any of its liabilities under the Agreement. In addition, the Successful Applicant would be expected to maintain comprehensive public liability and product liability insurance).

Organisational Criteria

13. 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.
14. 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).
15. How will the structure, composition and experience of the Applicant's project team ensure delivery of the Services in line with the required timescales?
16. 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.

Sustainability and Ethical Business Practices

17. Please provide details of how the Applicant will ensure that: (i) the Services will be delivered safely and in compliance with established government and industry environmental protection policies; and (ii) that the delivery of the Services does not present unnecessary risks to the environment or public. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
18. Please provide details of how the Applicant shall ensure that it maintains a safe, sanitary and healthy work environment for all their employees and contractors engaged in the delivery of the Services. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
19. Please provide any information that the Applicant considers relevant in relation to the provision of the Services from a sustainability perspective, with reference where relevant to appropriate provisions in the Applicant's ESG (Environmental, Social and Governance) policies and practices.
20. Please provide details of how the Applicant ensures that it conducts its business generally and in relation to the provision of the Services in an ethical manner including without limitation in relation to the Applicant's fair trade practices and ethical sourcing. If applicable, this will include the provision of details of the systems and controls in place in order to ensure compliance with the Modern Slavery Act 2015. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.

Financial Criteria

21. Please detail the total cost of the Tender as referenced in Appendix F. The Tender 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 Tender should include a line-by-line breakdown of expenses. Full assumptions and specific costs should include details of all costs budgeted in local currency (if applicable) and translated to United States Dollars) and provided to support how the pricing has been structured and expressing the validity of the pricing structure.

22. Please provide the Applicant's audited financial statements from the last three (3) years.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

Occasion	Date *
ITT published on ICC website and sent to potential Applicants	Friday, 25 April 2025
Deadline for receipt of enquiries, requests for information or clarification from Applicants	Friday, 9 May 2025
Deadline for receipt by IBC of Tenders from Applicants	Friday, 16 May 2025
Short-list of Applicants (which may require the delivery of a presentation).	Wednesday, 21 May & Thursday, 22 May 2025
Successful Applicant notified about the ITT Outcome	Wednesday, 28 May 2025

* 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	Full name of Applicant:	
2	Type of business activity:	
3	Address and headquarters:	
4	Phone number:	
5	Fax number:	
6	Email address:	
7	Website:	
8	Contact person, position in company and contact details:	
9	Trade register entry and legal status	
10	Composition of board of directors and management, including total number employees:	
11	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:	
12	Parent company and/or holding structure and substantial shareholdings in other companies (> 25%):	
13	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	

	3 years), Copy of the trade licence, general financial performance and any applicable credit ratings):	
14	References (previous business involvement in sports events and other major events); please indicate name, title/function, phone, email:	
15	Years of experience in the current business:	

By submitting a Tender, I confirm for and on behalf of my organisation that I have read and understood the terms and conditions of the ITT 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 Tender 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 expected to provide detailed cost breakdowns of their fixed, variable and optional costs in an excel table format as below.

APPENDIX F – PRICE QUOTATION TEMPLATE

	Cost proposal based on specific ITT scope	Description please provide specifics	UNIT	RATE		TOTAL USD
	Items			Local Currency	USD	
1	Scope of service					-
1.1						-
1.2						-
1.3						-
1.4						-
1.5						-
2	Additional Service (as proposed)					-
2.1						-
2.2						-
2.3						-
2.4						-
2.5						-
3	Other costs (if applicable)					-
3.1						-
3.2						-
3.3						-
3.4						-
3.5						-
GRAND TOTAL						-

APPENDIX F - TERMS AND CONDITIONS

Applicants are requested to note the following when completing the excel template tab

Quotation

*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. For the sake of clarity breakdown of costs should include details of all costs budgeted in local currency (if applicable) and translated to United States Dollars; and

*The cost budget and any management fees shall be deemed to be inclusive of any and all taxes (including GST, 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, and

Management Fee/ Margins

* We would appreciate and welcome transparency of Management Fees / Margins which are of course expected

Payment Terms

IBC's preferred payment schedule for the Event shall be determined following a review of the information provided in Appendix F by the Successful Applicant(s).

Formatting

- * Please use the Headings that you use to Formulate your budget submission
- * Please feel free to add or delete headings or sub-headings which are or are not applicable
- * The Template and Example Tables include formulas based on the current layout however, it is expected that the respondent will re-formulate the table to appropriately present the submission.

APPENDIX G

ICC EVENTS

ICC Event	Host	Dates
ICC Women's Cricket World Cup 2025	India	October – November 2025
ICC Men's T20 World Cup 2026	India and Sri Lanka	February – March 2026
ICC Women's T20 World Cup 2026	England and Wales	June 2026
ICC Women's T20 Champions Trophy 2027	Sri Lanka	February 2027
ICC World Test Championship Final 2027	TBC	June 2027
ICC Men's Cricket World Cup 2027	South Africa, Zimbabwe and Namibia	October – November 2027

The dates of and venues for each match shall be notified by IBC prior to the relevant ICC Event.

Applicants acknowledge and accept that IBC may change the venues, host country, format, dates of any ICC Event, date or scheduled start time of any match at any time in its absolute discretion.

ICC Women's Cricket World Cup 2025

In partnership with the host member, The Board of Control for Cricket in India (BCCI) the ICC Women's Cricket World Cup 2025 marks the 13th edition of this prestigious event. It will be the fourth occasion that India has hosted the tournament, following the editions of 1978, 1997, and 2013. Notably, this will be the final instance featuring eight participating teams.

The event positions itself as the pinnacle event in Women's international cricket and should reflect the history and prestige of the women's game in a market which has embraced it in recent years.

Australia, the defending champions securing their seventh title in 2022, will strive to maintain their reign. The ICC Event will adhere to the round-robin and knockout format, promising an exhilarating display of women's cricket on the global stage.

ICC Men's T20 World Cup 2026

The ICC Men's T20 World Cup 2026 will be the tenth edition of the tournament, jointly hosted in India and Sri Lanka in February and March 2026. Featuring 20 teams, including the host nations and the top eight teams from the previous edition, along with two additional teams from the ICC Men's T20I Team Rankings. The remaining eight teams will qualify through regional qualifiers.

The 20 qualifying teams will form four groups of five each. The top two teams from each group will progress to the Super 8 round, where they will compete in two groups of four teams each. The top two teams from each Super 8 group will then move on to the knockout stage, comprising two semi-finals and a final.

ICC Women's T20 World Cup 2026

The ICC Women's T20 World Cup 2026 will take place in place in England and Wales in June, with 12 teams playing 33 games. Participating nations England, Australia, India, New Zealand, South Africa, West Indies,

Pakistan, Sri Lanka will be joined by four other nations determined in a qualifying event in early 2026.



ICC Women's T20 Champions Trophy 2027 (inaugural event) in Sri Lanka TBC

ICC World Test Championship 2027

The ICC World Test Championship Final represents the pinnacle of red-ball cricket, bringing together the top two Test teams from a grueling two-year cycle of intense competition. Since its inception, the Championship has added new meaning to bilateral series, with every match contributing to a bigger goal—reaching the ultimate decider.

In 2025, teams battled across continents, enduring varying conditions, strategic shifts, and standout performances to accumulate crucial points. As the dust settled on the league phase, it was South Africa and Australia who emerged as the most consistent and formidable sides. South Africa, with their fiery pace attack and resilient batting unit, have rediscovered their dominance in the longest format. Australia, the defending champions, showcased depth and experience, continuing their legacy of excellence in Test cricket. Both teams have earned their place through grit, brilliance, and tactical mastery. South Africa and Australia have qualified to play in this edition from 11–15 June.

The ICC World Test Championship Final in 2027 will be the fourth edition of the event. Specific TV and digital reach and viewership objectives will be set later.

ICC Men's Cricket World Cup 2027

In October – November 2027, South Africa, Zimbabwe and Namibia will be hosting the fourteenth edition of the ICC Men's Cricket World Cup.

The tournament will feature fourteen teams and a total of fifty-four matches. Two groups of seven teams will play Round Robin matches followed by Super Six stage, Semi-Finals and the Final match. Ten teams, including Full Member Hosts, will qualify based on Men's ODI rankings while the remainder four teams will qualify through the ICC CWC Qualifier Event.

While specific objectives will be decided later, it is fair to say that CWC27 will be bigger than the previous hugely successful CWC23 in India.

ICC Men's Cricket World Cup 2023 breached the 1 trillion barrier for total viewing minutes on broadcast, which included new technological innovations such as the vertical video feed. The edition witnessed an increase of 38% from the 2011 edition in India and by 17% compared to the previous World Cup in the United Kingdom in 2019.

Along with previous host Cricket South Africa, CWC27 will be hosted by Cricket Zimbabwe and Cricket Namibia. It will be a golden opportunity for hosting governments to work together to provide an unparalleled fan experience across the tournament in the three countries.

BRAND ARCHITECTURE

Overview of T20I cricket and the ICC T20 World Cup (men's and women's)

T20I	Global rivalry, participation, and entertainment
Definition	Fast-paced, thrilling, high-energy, heavy-hitting cricket that entertains. Every single ball counts and brings with it great intensity and vibrancy. Promotes fitness, strength and agility and the development of innovation and new specialist skills.
Role of the format	It is the fastest growing format for new fans and emerging nations. T20 transcends demographics, is multi-generational, attracts new fans (accessible) and drives the growth in popularity of the sport. It can appeal to time-poor society and meets the need for instant gratification.
ICC T20 World Cup – event proposition	It is cricket amplified. Every ball is an event, every big hit a thrill and every player a star, WT20 is an event worth sharing. Fast-paced, high-energy cricket and pulsating adrenalin-rush entertainment. The best T20 cricketers from around the world play for national pride with every team highly competitive. This is the game-changer every two years to move the sport forward and its presentation is reflective of contemporary trend. The ultimate prize in T20 cricket.
Challenges	Lack of depth and historical context, individualistic, threat of domestic T20 events, should be more inclusive with a simplified pathway, needs to be equal to World Cup but doesn't yet have a strong narrative.

Overview of ODI cricket, the ICC Cricket World Cup (men's and women's)

ODI	All that's best about cricket in one day
Definition	ODI cricket showcases all that's best about cricket in one big day out. A perfect combination of the thrill of T20 with the intricacies of Test cricket is everything that is cricket, intensively. Demanding power play, absorbing tactical skill and depth of team makes for drama. Explosive yet disciplined all-round cricket experience.
Role of the format	Promotes the best of both worlds; provides something for everyone and can engage a broad spectrum of fans from traditionalists to mainstream, big eventers to social supporters.
ICC Cricket World Cup – event proposition	A true celebration of the best all-round cricket experience. Taking place once every four years, it is a major event in the global sporting calendar. CWC is a culmination of national pride, memorable moments, cricketing heritage and an occasion to celebrate with others, perfectly packaged into one-day global showcase. Provides an economic legacy and commercially vital for the game
Challenges	Meaningless ODIs with no context, batter's game, relevance is being squeezed, not inclusive, too long with too many early games lacking context, needs four-year narrative and simplified qualification.

Overview of Test cricket and ICC World Test Championship Final

Test	The ultimate Test and challenge of cricket
Definition	<p>Rooted in the tradition of the sport, multi-day international cricket is the ultimate demonstration of cricketing ability.</p> <p>A true test of mental strength, courage, strategy, technique and stamina in different and changing conditions. Anticipation, tension, patience and pressure</p> <p>Test cricket ebbs and flows around an ever-changing narrative. Player versus player contests within the team versus team battle.</p>
Role of the format	<p>Celebrates the history, heritage, traditions and values of the sport. Provides the opportunity for sustained and deep engagement with the game and offers a unique sporting spectrum of mental strength, stamina, technique and strategy. Creates opportunity for a social occasion for people to gather and is often for the sports connoisseur.</p>
ICC World Test Championship - proposition	<p>The ultimate platform to illustrate the complete essence of cricket. The WTC is a focal point for all Test cricket providing an undisputed conclusion to some of the most renowned rivalries in international cricket. The WTC honours the values and heritage of the game and the winners will be celebrated in the context of history, tradition and the greats.</p>
Challenges	<p>Unfashionable, boring in comparison to other formats, time consuming (societal changes / time poor), smaller audience, is WTC a novelty or can you distil 2 years of cricket into one game.</p>

All ICC Events share the following attributes: World-class, inspirational, best v best, national pride, collective celebration, inclusive, diverse, bring people together.