

ICEX ESPAÑA EXPORTACIÓN E INVERSIONES, E.P.E.
ECONOMIC & COMMERCIAL OFFICE OF SPAIN IN
DÜSSELDORF

Dirección: Jägerhofstr. 32

E-mail: tenders@icex.es

Date: 3 July 2026

REQUEST FOR PROPOSALS

Submission: tenders@icex.es
Closing: 17 July 2026 15:00 CET

Who is contracting	ICEX España Exportación e Inversiones, E.P.E (ICEX), represented by the Economic & Commercial Office of Spain in Düsseldorf
Contract number	X027-16-2026
Proposal's request	The object of this contract is the provision of integrated communication, public relations and event production services in Germany for a temporary cultural and architectural installation at Instituto Cervantes Frankfurt within the World Design Capital Frankfurt 2026 programme. The contract includes the design, implementation, monitoring and evaluation of communication and audience engagement actions, as well as the organisation and execution of one institutional closing event and several complementary cultural activities. The services shall ensure media visibility, stakeholder engagement, audience attendance, and full consistency with the Spanish Design Pavilion strategy.
Timing, dates and number possible of renewals	Signed date until 30 October 2026, with no possibility of extension
Max. budget for contract excluding renewals	two hundred and sixty thousand euros (260.000 €), tax excluded
Contract value including renewals	two hundred and sixty thousand euros (260.000 €) Total term, tax excluded
Qualifying prerequisites	- Financial solvency: financial accounts for the best of the last three (3) years and minimum of 300.000 euros. - Technical solvency: proven track record in related to architecture, design, and the creative industries during the past three (3) years. - Team requirements: a minimum of three (3) staff members and a designated primary contact person
Points to be assigned based on evaluation of your proposal	Price (30), Team (10) and Technical (60)
Documents to be submitted separately, which together are the proposal	- The proposal: Consists of three (3) separate submissions that all together represent the proposal. Each individual submission needs to be emailed to this address only: tenders@icex.es by 17 July 2026 15:00 CET. All files should not exceed 4MB in size if sent as attachment. For larger files please use a file transfer service. - The three submissions: 1. Document 1: Documentation demonstrating qualifying prerequisites, and administrative requisites. 2. Document 2: Technical offer (the work proposal / scope of work/) 3. Document 3: Financial offer (price) and Team (Annex III)
Contact for questions	Only written questions by email before 15 July 2026 at 10:00 CET to tenders@icex.es

ICEX España Exportación e Inversiones, E.P.E. (hereinafter, ICEX), represented by the Economic & Commercial Office of Spain in Düsseldorf, invites companies to submit proposals for the provision of communication, public relations, and dissemination services in Germany for a temporary cultural and architectural installation organized by ICEX at Instituto Cervantes Frankfurt (Germany). The project is part of the Frankfurt region's World Design Capital 2026 program and commemorates the centenary of Antoni Gaudí's death.

The contract shall cover the design, planning, implementation, monitoring, and evaluation of all communication and promotional activities, including the organization and execution of the inaugural event and the additional complementary cultural activities, to ensure effective promotion, visibility, and audience engagement of the project throughout the exhibition period.

ICEX (www.icex.es) is a Spanish public organization, established in 1982, whose main purpose it to promote the internationalization of the Spanish economy. ICEX depends on the Ministry of Economy, Commerce and Business of the Government of Spain (www.mineco.gob.es), whose international economic policy it implements. However, ICEX does not make part of the State administration and has some extent of budgetary and operational autonomy. For the fulfillment of its mission, ICEX counts on a network of professionals specialized in business internationalization. These professionals work at ICEX headquarters in Madrid, at the 30 Territorial and Provincial Trade Offices established at different Spanish cities, and more than 100 **Economic & Commercial Offices** located in Spanish embassies and consulates all over the world.

1. PROJECT DESCRIPTION

1.1. Object of the contract

This contract covers communication and public relations activities., as well as the organisation and execution of six (6) promotional and cultural activities, in connection with a temporary architectural and design installation hosted at Instituto Cervantes Frankfurt within the World Design Capital Frankfurt 2026 programme.

All communication activities must ensure full consistency with the existing [Spanish Design Pavilion](#) strategy — including visual identity, narrative and positioning — and include invitation management and audience registration tools for each activity, allowing for audience targeting, registration control and attendance tracking. The scope also includes media coordination, content updates, monitoring and reporting throughout the contract period.

Each activity, as well as the installation itself, is supported by individual Spanish brands, whose visibility must be appropriately integrated across all communication, PR and dissemination actions.

- One (1) **Institutional Event** — 16 September 2026 Institutional event marking the conclusion of the Spanish Design Pavilion in Frankfurt. It will bring together partners, stakeholders and invited guests — including, as part of the target profile, the Mayor of Frankfurt — to reflect on achievements, celebrate collaborations, and formally close the initiative as a gesture of appreciation to the City of Frankfurt for its support throughout the programme.
- One (1) **Architectural and Building materials Networking Event** — 17 September 2026 High-level professional event centred on "The Future of Collective Space: Urban Life & Contemporary Infrastructure", combining curated dialogue between leading international architecture studios with a dedicated exhibition and networking area. Speakers: José

Ramón Tramoyeres (GGLAB), Paulo Flores (Zaha Hadid Architects), Deniz Manisali (UNStudio) and Astrid Wuttke (Schneider + Schumacher). Target audience: minimum 150 architects, designers, contractors and industry stakeholders — previous editions in the same venue reached up to 200 professional attendees. The format is deliberately limited in capacity to ensure meaningful networking and direct interaction between participating companies and prescribers.

- Two (2) Concerts — **Sounds from Spain** — Dates TBC Production and delivery of two concerts by AVENIDA and Marisa Valle Roso, including performance fees (cachet), technical production, fulfilment of all technical riders, venue logistics, catering and hospitality services, invitation and registration management, on-site coordination, and travel, accommodation and per diem for artists and accompanying personnel. The number of artists and accompanying personnel to be covered will be specified in the corresponding Letter of Commitment provided by ICEX.
- One (1) Publication – Editorial and **layout production of a book** for the architectural and design community examining how DRAC can be interpreted as a form of temporary cultural infrastructure and as a platform for collective urban engagement, while documenting and compiling the Spanish Design Pavilion installation, its programme of activities, participating brands, and key outcomes. This includes editorial coordination, design, editing, layout, pre-press production, and the printing of a minimum of 1,000 copies of a high-quality publication intended for dissemination and institutional use. The publication will serve as a consolidated record of the project and will be aligned with the overall visual identity and communication strategy of the Spanish Design Pavilion. *The deadline for submission to print shall be 14 September 2026 (final print-ready files).*
- **One (1) Open Proposal — Business-Oriented Activity — Format and date to be proposed (preferably second half of October) by the agency.** In addition to the activities detailed above, agencies are invited to submit one (1) additional proposal of their own design, aimed at reinforcing the business and commercial dimension of the Spanish Design Pavilion. This activity should be conceived to generate direct value for participating Spanish companies and foster meaningful B2B connections within the local ecosystem in Frankfurt. The format is open and may include business matchmaking, corporate meetings, sector networking sessions, brand presentations, buyer engagement activities, or any other approach the agency considers strategically relevant to facilitate commercial opportunities. The proposal should include a clear rationale, target audience, expected outcomes in terms of business generation and/or brand visibility, and an estimated budget. This activity will be evaluated as part of the overall creative and strategic quality of the tender submission.

1.2. Nature, Location and duration of the contract

This contract is a **service contract** for the provision of integrated communication, public relations, and promotional services, including the organization and execution of cultural activities. It is of a temporary and non-employment nature.

The communication, promotional, and cultural activities covered by this contract, shall take place at [Instituto Cervantes Frankfurt](#)¹, located at *Staufenstraße 1, 60323 Frankfurt am Main*,

¹ The Instituto Cervantes is Spain's official public institution dedicated to promoting the Spanish language and the cultures of Spain worldwide. It operates in a similar capacity to the Goethe-Institut of Germany, serving as Spain's international cultural network through educational, cultural, and diplomatic programming. [Start. Instituto Cervantes Frankfurt](#).

Germany, and shall be carried out in coordination with the host Spanish institution (Instituto Cervantes) and the contracting authority (ICEX).

The duration of the contract shall run from the date of signature of the agreement, which is currently estimated to take place in September 2026, until 30 October 2026.

1.3. Target Audience and Stakeholders

Target Audience	Stakeholders
The activities covered by this contract are directed towards German and international audiences with an interest in design, architecture, and culture, including: - Architects, designers, and urban planners - Cultural influencers and curators - Specialized media in architecture, urban developers, design, music, and cultural sectors. - Visitors and the general international audience	The agency shall coordinate with the following stakeholders throughout the execution of the project: - ICEX, represented by the Economic & Commercial Office in Düsseldorf (contracting authority) - Instituto Cervantes Frankfurt (host institution) - World Design Capital Frankfurt 2026 organizers - Cultural institutions and organizations in architecture, design, fashion, music, film, and creative industries - Media representatives (press, online media, bloggers) - Professional associations, networks, and cultural influencers

2. WHAT WE DEMAND – PROPOSALS SHALL INCLUDE

The company will be in charge of:

2.1. Description of Agency's Services (Included in the Budget):

The selected agency shall be responsible for providing all services required to achieve the objectives of this contract, covering both the communication and public relations scope and the full production and execution of six (6) promotional and cultural activities linked to the Spanish Design Pavilion at Instituto Cervantes Frankfurt.

On the communication side, the agency shall develop and implement a communication plan and timeline for each activity, including the preparation and adaptation of all communication materials (event descriptions, invitations, press materials, newsletters, digital content and promotional assets) in coordination with ICEX and in full alignment with the visual identity, narrative and positioning already established for the Spanish Design Pavilion.

This includes public relations and media outreach targeting specialised media, cultural journalists, design and architecture publications and other relevant stakeholders, as well as the identification, segmentation and invitation of target audiences for each event.

The agency shall also provide and manage an **online registration** platform covering attendee registration, confirmation, attendance tracking and RSVP management, and shall deliver post-event communication and attendance reports including key performance indicators (KPIs).

On the production side, the agency shall be responsible for the comprehensive design, planning, production, execution and on-site coordination of the following six (6) activities:

The **Closing Event** (16 September 2026) will mark the formal conclusion of the Spanish Design Pavilion in Frankfurt. The agency will manage all aspects of the event, including invitations, guest lists and accreditation for VIPs, stakeholders, media and influencers, with a focus on specialised Spanish and German press and institutional representatives linked to the World Design Capital programme and the city's cultural ecosystem. The event will feature a live performance by Spanish artist Lorena Nogal; the agency will not be responsible for the artist's contract or remuneration, but shall coordinate all technical requirements, including professional sound and lighting, stage setup, backline and a grand piano with tuning.

The **Architectural and Building Materials Networking Event** (17 September 2026) will be a high-level professional gathering centred on "The Future of Collective Space: Urban Life & Contemporary Infrastructure", combining curated dialogue between leading international architecture studios — José Ramón Tramoyeres (GGLAB), Paulo Flores (Zaha Hadid Architects), Deniz Manisali (UNStudio) and Astrid Wuttke (Schneider + Schumacher) — with a dedicated exhibition and networking area.

This event will also showcase the products and solutions of up to 10 Spanish manufacturers and facilitate their networking with the professional attendees.

The agency shall ensure the organisation and full production of the event, targeting a minimum of 150 architects, designers, contractors and industry stakeholders.

The **two (2) Concerts** will feature Spanish bands AVENIDA (September, 30th) and Marisa Valle Roso (September, 25th) within the Sounds from Spain framework. The agency shall be responsible for performance fees (cachet), full technical production, compliance with all technical riders, venue logistics, catering and hospitality, invitation and registration management, on-site coordination, and travel, accommodation and per diem for artists and accompanying personnel. The number of artists and accompanying personnel to be covered will be specified in the corresponding Letter of Commitment provided by ICEX. For reference, the cachet for the artists is around 10.000 Euros per artist.

The Commemorative Publication shall consist of the editorial development, design, layout, pre-press preparation, and printing of a minimum of 1.000 copies of a high-quality book documenting the Spanish Design Pavilion, its architectural installation, programme of activities, participating brands, institutional partners and key outcomes.

The agency shall be responsible for editorial coordination, content structuring, graphic design, copy-editing, layout, image selection and rights coordination (where applicable), proofreading, preparation of print-ready files, and supervision of the printing process. The publication shall be fully aligned with the established visual identity and communication strategy of the Spanish Design Pavilion. The deadline for submission of final print-ready files to the printing house shall be 14 September 2026.

ICEX and the Spanish Economic and Commercial Office in Düsseldorf shall provide the institutional content, texts and materials required for the publication. The agency shall integrate

these materials into a coherent editorial product suitable for dissemination among institutional, professional, and cultural stakeholders.

The Business-Oriented Activity shall be proposed and developed by the agency as an additional activity aimed at reinforcing the commercial dimension of the Spanish Design Pavilion and fostering B2B connections between participating Spanish companies and relevant stakeholders in the Frankfurt business ecosystem.

The agency shall submit a full proposal defining the format, target audience, rationale and expected outcomes in terms of business generation and brand visibility. The activity may include business matchmaking, corporate buyer engagement, sector networking sessions, brand presentations, professional meetings or any other format considered strategically relevant to facilitate commercial opportunities.

Once approved by ICEX and the Spanish Economic and Commercial Office in Düsseldorf, the agency shall be responsible for the comprehensive design, planning, production, execution and on-site coordination of the activity, under the same production standards applied to the rest of the programme.

For all activities, the agency shall provide full event production and logistics management, technical production including sound, lighting, stage equipment and backline where required, qualified on-site coordination and technical staff, setup, operation and dismantling of all equipment, catering services featuring Spanish food and beverages (flying buffet), media coordination support in collaboration with the Spanish Economic and Commercial Office in Düsseldorf, and post-event reporting including KPIs and recommendations.

The agency shall also facilitate professional networking, cultural exchange and interaction with stakeholders across all activities, supporting the promotional and educational components of each event to maximise cultural and media impact. The Spanish Economic and Commercial Office in Düsseldorf will assist in contacting and coordinating Spanish participants and stakeholders involved in the programme.

All costs related to the events and the commemorative publication— including communications, professional fees, technical production, venue logistics, catering, travel expenses and any additional operational costs — shall be included in the budget. The contractor shall provide a detailed budget specifying all anticipated costs, resources and staffing required to deliver the services as proposed for each activity.

2.2. Bids that do not include all the activities / tasks requested in the briefing will be automatically excluded.

3. TERM AND DURATION OF THE AGREEMENT

3.1. Term. The services described in the contract will run from the date the agreement is signed by both parties until **30 October 2026**. No extension of the contract is planned.

4. BUDGET

4.1. Maximum Budget (all tax excluded): the maximum budget for the execution of the project will be **two hundred and sixty thousand euros (260.000 €)**. Bids will be made in **euros excluding taxes**.

However, the bidders must specify in their bids, as an independent item, the prices offered for the services, and also the taxes that will be applicable, if any.

- 4.2. Estimated contract value:** The estimated total contract includes the value of the contract and the value of its possible extensions of its modifications, excluding any applicable taxes. According to the latter, the total estimated total contract value of this contract is a maximum of **two hundred and sixty thousand euros (260.000 €), excluding** taxes.

Should any of the planned activities be carried out, the budget allocated to the respective activities/ies will be deducted from the overall budget.

5. PAYMENTS AND INVOICES

- 5.1. Contract Amount.** Only the activities, budgets and procedures included in the Contract will be binding for the Parties. No expense on behalf of ICEX can be incurred by the company before the date of signature of the corresponding contract and prior approval of ICEX, as represented by the Economic & Commercial Office of Spain in Düsseldorf.
- 5.2. Payment currency.** Payments to the company will be made in the currency of the Contract, which is **euro**. Any currency exchange costs will be borne by the bidder.

Services provided by Germany-based Agencies are subject to the reverse charge and will not attract VAT, provided that our EEC VAT-exemption reference number (ESQ-2891001F) is quoted on their invoices. It falls under the B2B rule for supplies of services that states the supply is made where the customer belongs. ICEX España Exportación e Inversiones, E.P.E. belongs to Spain, which is outside the scope of Germany VAT.

- 5.3. Payment schedule.** ICEX will ensure that payments are made as follows:

The Contractor shall issue an invoice for the specific amount assigned for each activity in the financial proposal (including professional services and communications). Payment shall be made upon completion of the activity and its formal validation by ICEX. Such validation shall be based on the satisfactory delivery of the corresponding outputs and compliance with the technical specifications defined in the tender documents.

Each payment shall be conditional upon the proper execution of the relevant activity and its formal acceptance by ICEX.

The remaining balance of the contract, if any, shall be paid no later than the end of the duration of the contract upon final acceptance of all deliverables and the formal closure of the project.

- 5.4. Invoice details.** All the invoices should be addressed to:

ICEX España Exportación e Inversiones, E.P.E.
Paseo de la Castellana 278, 28046 Madrid, Spain
VAT Number: ES-Q2891001F

But **dispatched to:**

Spanish Economic and Commercial Office
Industrial Sector
Jägerhofstr. 32
40479 Düsseldorf (Germany)

The Agency invoice will contain the following elements:

Company letterhead / logo
Address
Date
Invoice number
VAT number
Description of the item/s
Total amount due
Third party invoices related to technical costs.

6. REQUIREMENTS

- 6.1 Financial solvency requirements.** All competing companies will be required to provide a solvency report including financial accounts for the last three (3) years. The minimum turnover requirement is 300.000 euros, on the best of the past three (3) years.
- 6.2 Technical solvency requirements.** The company must have a strong and proven track record in cultural communication, public relations, and the organization of events related to architecture, design, and the creative industries. The technical solvency of the company shall be demonstrated by submitting similar activities carried out during the past three (3) years in Germany.
- 6.3 Team requirements.** The role of each team member assigned to this project shall be specified in the tender. In addition, their curriculum vitae (anonymized) must be included in the proposal (Annex III). The company must designate a primary contact person that is informed of all aspects of the contract, including administrative matters, and has direct continuous communication with ICEX, represented by the Economic and Commercial Office.

A minimum of three (3) staff members assigned to this project is expected.

The Agency shall detail in its proposal the role of each team member assigned to the various activities of the campaign programme. In addition, their detailed CVs shall be included.

- One (1) Team Leader: The Agency shall appoint a Team Leader responsible for the overall planning, coordination, and management the communication, PR, and promotional activities for the installation and associated events. This member must have at least five (5) years of verifiable experience in cultural communication, public relations, or event management.
- Two (2) Team Technicians: The Agency shall appoint two Team Technicians, one for the communication, public relations and dissemination services (main focus A) and the second technician for the organization and execution of the promotional activities (main focus B). Each member must have at least two (2) years of proven experience in the fields related to the focus appointed.

- **One (1) Contact Person:** The Agency shall appoint a single contact person, who may be either the Team Leader, the Team Technicians, or a fourth member. The contact person must be informed of all aspects of the project, including administrative and contractual matters, and shall communicate directly with ICEX. This member must have at least two (2) years of proven experience in managing projects of the same or similar cultural and communication nature.

The company will notify the Economic and Commercial Office of any changes to the team that may have an impact on the development of the project. Any member leaving the team will have to be replaced with a person that meets the requirements of this briefing. The individual appointed to replace the departing team member must possess experience equivalent to, or greater than, that of the member being replaced, such that the newly appointed member would have obtained the same score as the departing member.

The company team will regularly hold meetings with the team of the Economic and Commercial Office in Düsseldorf to monitor the development of the project. These meetings can be held via videoconference.

6.4 **Assignment.** The assignment of the contract is not allowed.

7. EVALUATION CRITERIA

- 7.1. **Evaluation criteria.** All proposals will be evaluated and compared on equal terms using the following criteria and weighting:

EVALUATION CRITERIA		Scores (Max.)
I. Price competitiveness of the tender (to be included in Document 3)		30
The offer with the lowest budget will receive the highest score of the item, and the rest will obtain the proportional score. Most economical offer = maximum score. Rest of the offers will have the following formula applied: points per offer = (price of the most economical offer / price of offer) X maximum score per criteria. Financial Proposals that exceed the maximum available contract budget will not be considered.		
II. Technical Proposal (to be included in Document 2)		60
ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the events, assigning points to each of the components of the Technical Proposal, as described below. <u>Technical Proposals that do not receive at least 30 points in this section will be automatically excluded.</u>		
<i>Aspects to be Assessed</i>	<i>Evaluation Elements</i>	<i>Maximum Score</i>
A) Communication, Public Relations, and Dissemination of the Activities		30
A.1 Communication Strategy	Clarity, coherence, and strategic alignment of the communication approach with the objectives of the Spanish	15

	Design Pavilion, limited to the communication and dissemination of the programme's activities. Evaluation of target audience definition (institutional, professional, media and general public), key messages, communication channels, timeline, and integration with digital tools (microsite, registration platform and social media channels). Consideration will be given to consistency with the established communication strategy and visual identity, as well as demonstrated experience in communication projects related to the World Design Capital 2026	
A.2 Media and PR Plan	Assessment of the relevance and effectiveness of the proposed media strategy for the communication of the programme's activities. Evaluation of the quality and diversity of targeted media (specialized design, architecture, cultural, lifestyle, national and international press, including German and Spanish outlets) and the capacity to ensure visibility and outreach across activities	10
A.3 Monitoring and Evaluation	Inclusion of KPIs, methodologies for tracking, reporting, and adjustments. Evaluate the ability to measure impact of both communication and PR activities, digital engagement, and overall project visibility and adapt the strategy in real time.	5
B) Organization and Execution of Promotional Activities		30
B.1 Event Planning and Management	Assessment of the coherence and feasibility of the proposed plan for the delivery of the four promotional activities and one editorial publication. Evaluation of planning, logistics and coordination with stakeholders (ICEX, Instituto Cervantes Frankfurt, WDC2026 organizers). Assessment of the capacity to manage service providers (technical production, catering with flying buffet, venue logistics, staffing and on-site execution).	10
B.2 Experience Enhancement and Innovation	Assessment of the ability to enhance and enrich the predefined event formats and programme activities. Evaluation of the proposed approach to storytelling, audience experience design and integration of cultural and communication elements within the established framework. Consideration will be given to the use of innovative formats, digital tools and interactive elements that improve audience engagement and overall event experience, without altering the core structure of the programme.	10
B.3 Audience and Media Impact	Estimated ability to engage target audiences, attract media coverage, and generate social and digital engagement. Evaluate whether the proposal includes clear and realistic strategies to maximize visibility and cultural impact.	10
III. Proposal (to be included in Document 3) Annex IV		10
Team Leader	For having more than 5 years of verifiable experience in cultural communication, public relations, and event management: 1 point per additional year, up to a maximum of 6 points.	6
Team Technicians	For having more than 2 years of verifiable experience in cultural projects, communication, or events related to architecture, design, or creative industries: 1 point per additional year, up to a maximum of 4 points.	4
TOTAL		100

The elements of the technical proposals - other than price and Teams- will be scored as follows:

0% of allocated points	Not enough information
25% of allocated points	Almost adequate
50% of allocated points	Adequate
75% of allocated points	Very good
100% of allocated points	Excellent

8. CONTENTS OF PROPOSALS

8.1. Proposal content. Bidders are expected to present a proposal that includes **three (3) separate documents (Administrative Requirements; Technical Proposal, and Financial Proposal) plus beneficial owner document**, as detailed below. Proposals that miss any of the said documents will be considered incomplete and excluded.

8.2. Document 1: Administrative Requirements (PDF file). All competing companies must present an electronic file in PDF format, comprising the following documents:

- **Acceptance letter.** All bidders are required to provide an acceptance letter, signed by a legal representative of the company, accepting each and every term and condition stipulated in the present briefing.
- **Project References.** The dossier should detail promotional events of similar scale undertaken in the last three (3) years, including **total budgets, dates and clients, public or private sector**, for whom the services and/or work were undertaken. A minimum **experience of three (3) years** in similar projects is required.
- **Financial Solvency.** Bidders must prove an annual turnover of more than **300.000 euros** in the best of the last three (3) years (2025, 2024 and 2023; or 2024, 2023 and 2022 if 2025 accounts are not yet available).
- Bidders must clearly state in their offer if they use any of these options (joint ventures, subcontracting) to meet the requirements providing documentation that legally demonstrates the extent and seriousness of the relationship.

8.3. Document 2: Technical Proposal (PDF file). The technical proposal should not make any reference to price. All competing companies must present a detailed work proposal, that includes:

Communication, Public Relations, Dissemination, and Organisation and Execution of Promotional Activities

The proposal shall provide a comprehensive description of the strategic communication approach and its alignment with the project objectives, the integration of the installation within the World Design Capital Frankfurt 2026 programme and the Gaudí centenary, the identification of target audiences, and the key messages, narrative, channels and timeline.

It shall include a complete media relations and PR plan detailing actions at local, national and international levels, the use of press tools, and the bidder's knowledge of the cultural and design media ecosystem, as well as a digital communication and content strategy covering platforms, formats, digital storytelling and monitoring systems.

The proposal shall also describe the planning, organisation and implementation of the six (6) promotional and cultural activities, addressing the following for each:

- Concept, format, operational plan and allocated resources.

- Coordination of logistics, on-site branding, audiovisuals and ancillary services.
- Sector focus and integration with the main installation, contributing to a multidisciplinary cultural experience.
- Strategies to maximise participation, networking and media coverage, integrating both digital and on-site engagement actions.
- Editorial concept, design approach, layout methodology, and integration of institutional and audiovisual materials into the commemorative publication.
- Rationale, concept and format for the proposed Business-Oriented Activity, including target audience, alignment with the overall Pavilion strategy, and expected outcomes in terms of business generation and brand visibility.

Additionally, the proposal shall include a project management and coordination plan specifying the structure, workflow, stakeholder engagement and mechanisms for coordination with ICEX, the Economic and Commercial Office in Düsseldorf, Instituto Cervantes Frankfurt and the WDC2026 organisers.

Finally, a monitoring, evaluation and reporting framework shall be provided, including indicators, methodologies, procedures for corrective actions during implementation, and metrics to track attendance, engagement and visibility across all activities.

In order to facilitate the understanding and assessment of the technical proposal, bidders are encouraged to organise the document following the structure of the technical proposal criteria set out in Section 7.1, notwithstanding that other issues of value will be included.

The total budget for all services shall not exceed **two hundred and sixty thousand euros (260.000 €)**, VAT excluded.

- 8.4. Document 3: Financial proposal and Team (MS Excel file).** All competing companies must present a financial proposal, including a detailed budget for the project and its breakdown for each area of activity. The contractor shall include a **detailed budget for each activity**, specifying all anticipated costs, resources, and staffing required to deliver the services as proposed.

An official financial proposal template (**Annex III**) in MS Excel format is attached to this briefing. All competing companies must use Annex III when submitting their financial proposal, ensuring that it is duly completed and adapted to their offer.

All competing companies must present a detailed work proposal, that includes the technical proposal including improvements and team assigned to the project, along with an indication of each person's role and detailed CVs (using the anonymized CV template included in **Annex III**).

The price contained in the economic offer must ONLY be included in Document 3. Shall it be included in Documents 1 or 2; the offer would be excluded from the tender. Proposals exceeding the maximum available budget of 260.000 EUR, excluding taxes, will not be considered.

ICEX is a Spanish institution based in Spain for all purposes.

8.4.1. Taxes. ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes. Therefore, the proposals should include a breakdown with the price offered, where taxes are clearly separated.

8.4.2. Currency. The proposal will be drafted in **euros**.

9. SUBMISSION OF PROPOSALS

- 9.1. Invitation to tender.** ICEX, represented by the Economic & Commercial Office of Spain in Düsseldorf, will send this briefing to different companies. The briefing will also be published on the website of the Economic & Commercial Office of Spain in Düsseldorf and on ICEX's webpage.
- 9.2. Submission of proposals.** The companies wishing to participate in the tender must send the documentation exclusively in digital format (PDF), **ONLY to the e-mail tenders@icex.es before 17 July 2026 15:00 CET.** Proposals not submitted within the deadline will be automatically excluded.
- 9.2.1. Electronic files.** All files should be in digital (PDF and MS Excel) format only. Neither e-mails nor individual files sent as attachment should exceed 4MB in size. Should files be larger, the competing companies should use a file transfer service, which they have previously verified (e.g. WeTransfer, Dropbox, or other).
- 9.2.2. Expenditures.** Please note that any expenditure incurred by competing companies in the preparation of the proposals, presentations and quotes will be at the expense of the said companies. Submission of the offer will not generate any fees or reimbursement of any type of expenses from ICEX.
- 9.2.3. Language.** The proposal will be drafted and presented in English.
- 9.2.4. Acceptance of terms.** Submission of a proposal and participation in this tender implies the express acceptance by the competing companies of all the clauses contained in this brief.
- 9.3. Amendment of proposals.** Once competing companies have submitted their proposals, ICEX will not accept the submission of any amendments, additions or corrections, unless the latter result from a clarification requested by ICEX.
- 9.4. Clarification of proposals.** Competing companies meeting the administrative requirements of the present brief may be invited by ICEX to clarify specific aspects of their technical or financial proposals, which will be done in written.
- 9.5. Compliance of proposals.** All competing companies submitting a proposal should be aware that the Legal Services of ICEX will review the documentation submitted by each company, to ensure compliance with every requirement set in this brief. Non-compliance with any of the requirements established in the present brief will result in the automatic disqualification of the company concerned.
- 9.6. Assessment of proposals.** After verifying the beneficial owner document, the document 1 (Administrative Requirements) will be the first to be opened and assessed. Once and only if the competing company has been verified to comply with every requirement set in this brief, will the document 2 (Technical Proposal) be opened, assessed and assigned evaluation scores. Finally, the document 3 (Financial Proposal and Team-Excel File) will be opened, assessed and evaluated. Thus, the price contained in the financial proposal offer will not be known until that moment.
- 9.7. Selection of company.** A decision will be made as soon as possible from the published proposal due date. The decision will be notified via e-mail to all competing companies, in order to enable the selected company to begin work promptly.
- 9.8. Contact person.** Questions related to this briefing might be addressed in written form until 15 **July 2026 at 10:00 CET** only through the e-mail tenders@icex.es. In the interest of

fairness, any questions by competing companies, as well as the corresponding answers by ICEX, might be shared with all other companies.

10. PROCUREMENT BOARD

10.1. Appointed members of the Procurement Board for purposes of this tender will be:

President	José María Cases	Head of the Capital Goods Department at ICEX, Economic and Commercial Office of Spain in Düsseldorf
Substitute	Luis Mayoral Gabaldón	Director of Creative Industries at ICEX
Member	Paula Cantero	Sector Manager at ICEX, Department for Construction and Tourism Solutions
Substitute	Susana Velilla	Head of the Fashion Department at ICEX, Economic and Commercial Office of Spain in Düsseldorf
Member	Raul Saez	Deputy Head of Department at ICEX, Economic and Commercial Office of Spain in Düsseldorf
Substitute	Antonio Martínez	Head of the Habitat Department at ICEX, Economic and Commercial Office of Spain in Düsseldorf
Member	Carolina Fernández	Sector Manager at ICEX, Department for Construction and Tourism Solutions
Substitute	Eva Pulido Rodríguez	Creative Industries Deputy Director. ICEX Headquarters
Secretary	Pedro Patiño	Deputy Director of Procurement at ICEX
Substitute	Isabel Arias	Procurement Officer at ICEX

In Düsseldorf, on the date recorded in the electronic signature

ICEX's Board of Directors
By Delegation (Resolution of 5 March 2025
BOE [Official State Gazette] nº. 67 of 19 March 2025

Manuel Ledesma Sánchez
Chief Economic and Commercial Counsellor
 Economic and Commercial Office of Spain in Düsseldorf

The referenced annexes

- Annex III: **Financial Proposal Template and Team Members proposal**: Official MS Excel template to be used by all competing companies for submitting their financial proposals, including a detailed budget for each activity, with costs, resources, and staffing clearly specified. The template ensures consistent formatting and facilitates efficient comparison of all offers.

ADMINISTRATIVE CLAUSES

1. FINANCIAL PROPOSAL CALIFICATIONS

Disproportionate or anomalous bid. Financial proposals will be evaluated to determine whether they can be considered disproportionate or anomalous. Bids will be considered disproportionate or anomalous when:

- The financial proposal is 20% below the maximum budget, in case there are fewer than three bidders.
- The financial proposal is 10% under the arithmetic mean of the bids submitted, in case there are three or more bidders. Notwithstanding, the most expensive bid will be excluded, when calculating the arithmetic mean.

Whenever a bid is considered disproportionate or anomalous, the interested party will be requested to justify their proposal, its terms and conditions, within the 72 hours following its notification. Having received the plea or the aforesaid time limit having expired, ICEX will decide, upon technical advice if necessary, on considering the bid disproportionate or anomalous, excluding it accordingly.

Tiebreaker Criteria. In the event of a tie in the score obtained by two or more bidders, it will be resolved by applying the social criteria stated below, in order and referred to at the end of the deadline for submission of proposals. The supporting documentation for the tiebreaker criteria referred to in this clause will be provided by the bidders at the time the tie occurs, and not previously.

- Higher percentage of workers with disabilities or in a situation of social exclusion in the workforce of each of the companies, giving priority in case of equality, to the largest number of permanent workers with disabilities in the workforce, or the largest number of workers in inclusion in the workforce.
- Lower percentage of temporary contracts in the workforce of each of the companies.
- Higher percentage of women employed in the workforce of each of the companies.
- The draw, if the application of the above criteria had not resulted in a tiebreaker.

2. OBLIGATIONS

- a. **Technical Quality.** The company awardee shall be responsible for the technical quality of the work and services it may carry out during this contract. It shall also be responsible for any consequences arising for ICEX, or for third parties, from errors, omissions, inappropriate methods, or incorrect conclusions in the performance of the contract. In particular, the company awardee shall be responsible for:
- Ensuring that both the development and the result of the services and work which has been contracted to carry out comply with the quality specifications required by ICEX.
 - Compliance with the time-limits agreed with ICEX in each case.
 - Omissions, errors, incorrect conclusions, or inappropriate methods that it may recommend and implement during the term of this contract.
 - The personnel forming part of the project team assigned to the development and performance of the Contract, with the company bearing sole liability in employment matters for the conduct and operation of the above-mentioned team.
 - The processing of any information and data made available to it.
- b. **Copyright and information rights.** The intellectual or industrial property rights for all works created by the company, as well as all the information gathered by the latter on behalf of ICEX in connection with this contract shall belong to ICEX, at no extra cost, upon payment of all relevant consultancy fees and expenditure herein agreed. This includes the right to use, reproduce, modify, distribute publicly and via online media. Said rights will be on a global basis and throughout the maximum period of copyright protection, for all the file types, in any format or language, and with all the effects determined by the law.
- i. All materials produced are the property of ICEX, including any intellectual property, printed materials, photography, website, videos and other offline and online publications.
 - ii. The company awardee will ensure that all vector files of materials produced, in any medium or format, are delivered to ICEX. This includes all original and edited photography, video, and social media files, which the company guarantees have been produced for ICEX and are not owned by third parties.
 - iii. The company shall, at its own expense, defend any claim or threatened claim brought by third parties against ICEX, insofar as the said claim is based on the allegation that the work carried out by the company within the framework of this contract infringes intellectual or industrial property rights of third parties or constitutes an undue appropriation of trade or industrial secrets belonging to third parties.
- c. **Confidentiality.** The company awardee is obliged to maintain professional confidentiality with regard to the information and documentation provided by ICEX for the performance of the services. This obligation shall remain in force both during and after the end of the activities to which the contract related, until the said information comes into the public domain or, for any other legitimate reasons, loses its confidential status. This clause shall not apply to information that is (i) in the public domain, (ii) already known to the party receiving it, (iii) disclosed in compliance with court orders or under legal obligations.
- i. The company shall only permit access to the confidential information to those persons who have a need to know it for the purposes of carrying out the activities and services under the contract. The company shall be responsible for ensuring

compliance with the confidentiality obligations by the personnel in its employ and by any persons or entities working in collaboration with the company or subcontracted by it.

- ii. The company also undertakes not to use any confidential information belonging to ICEX to which it may have access for its own or private purposes or for any other purposes.
- iii. Failure to comply with the obligations indicated above shall entitle ICEX to bring civil or even criminal actions against the company for any liability that might be applicable.

3. CANCELLATIONS

- a. **Termination.** ICEX reserves the right to unilaterally terminate the contract if the services are not performed by the company in accordance with the instructions received from ICEX, if any of the deadlines applicable to the company are not met, or if there is any failure to fulfil the obligations established in the contract. All of the above is without prejudice to any claims for damages that might arise.
- b. **Cancellation, postponement or modifications of actions.**
 - i. **Cancellation.** In the event of cancellation of an event, ICEX shall solely satisfy the expenses incurred by the company from the date of the contract (and in connection with the same) until the date of a formal notice of the cancellation by ICEX. To be reimbursed, the company must submit all documentary invoices of the expenses incurred up to that date.
 - ii. **Postponement.** In the event that the said action is postponed due to sanitary conditions and the subsequent National, Provincial or Local restrictions in place, the parties will try to reach an agreement in good faith that benefits their respective interests as much as possible, in order to postpone the events to the nearest possible date. More precisely, a formal or informal governmental provision applicable to the city of celebration of the event that limits the number of expected visitors to half of the required, constitute grounds for postponement of the events. Additionally, the placement of cumbersome sanitary requirements to visitors and exhibitors (quarantines, sanitary tests, etc.), that could limit the attendance to the events, constitute grounds for their postponement.
 - iii. **Modifications.** In the event that the sanitary or travel restrictions in place limit or impede the celebration of one of the events at a suitable date the parties will try to reach an agreement in good faith to modify the scope or place of the activity.

4. CONTRACT AND JURISDICTION

To solve any dispute, disagreement, issue or claim which may arise from the performance of the Agreement executed with the Awardee of this tender, the matter will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in any dispute shall be Spanish. Spanish legislation shall be applicable to the contents of this Tender.

5. DATA PROTECTION

The parties hereby undertake to respect the current regulations on data protection (General Data Protection Regulation 679/2016 and Organic Law 3/2018 on Data Protection and guarantee of digital rights). The personal data of the contacts of both parties, including data related to the signatories of the agreement and related to the personnel of the Parties that must necessarily be contacted, will be processed by each of the Parties for the purpose of managing the relationship based on the execution of the contract that legitimizes the processing. The retention period for this data will be the duration of the contractual relationship and as long as they are necessary, or responsibilities may arise in accordance with the applicable regulations or as required by the authorities.

The affected interested parties may exercise their rights of access, rectification, deletion, opposition, limitation of processing, portability by contacting Parties. In case you consider that your data protection rights have been violated, you can contact the Authority on Data Protection.

6. EUROPEAN FUNDING

European Regional Development Fund (ERDF). This project can be subject to financing of the European Union through the European Regional Development Fund. The successful tenderer will be obliged to comply with the information and advertising obligations set out in Annex XII, section 2.2. of Regulation (EU) 1303/2013 of the European Parliament and of the Council of 17 December 2013^[1], and, in particular, the following:

- In the working documents, as well as in the reports and in any type of medium which is used in the actions necessary for the subject of the contract, the EU emblem will appear in an obvious and noticeable way, in making explicit reference to the European Union and the European Regional Development Fund.
- In any public dissemination or reference to the actions provided for in the contract, whatever the means chosen (brochures, posters, etc.), the following elements must be included in a noticeable manner: emblem of the Union European in accordance with established graphic standards, as well as the reference to the European Union and the European Regional Development Fund, including the motto “A way of making Europe”.

^[1] Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006. <http://data.europa.eu/eli/reg/2013/1303/2020-12-29>