



# CEREMONIES AND TORCH RELAYS

TENDER BRIEF  
*General Introduction*

07.08.2023



# TABLE OF CONTENTS

**01** MC26 BRAND  
PERSONALITY

**02** TENDER  
CONTENTS

---

CEREMONIES

---

TORCH RELAYS

**03** TENDER  
APPLICATION  
REQUIREMENTS

**04** TENDER  
APPLICATION  
REQUIREMENTS

**05** INSIGHTS

---

CEREMONIES



# MC26 BRAND PERSONALITY



*Looking for  
Uniqueness*





## Our Manifesto

Our spirit is vibrant and dynamic. It is innovative, full of talent, determination and resilience. A shared spirit that comes from our roots, fuels younger generations and defines what our country is: a land of creativity, beauty and genius, in which strength and passion unite to make us evolve and grow.

**A Spirit that looks to the future with sensitivity and enthusiasm, to inspire people through sport. This will be our most important legacy.**

A Spirit that clearly expresses our will to uphold and showcase the values of the Games. A Spirit that will shine in the exceptional performances of the athletes, in the flame of the Torch, in the snow of the mountains, in the lights of the cities, in the emotions that only sport can give.

**And will shine in the eyes of all of us,  
coming together in an unforgettable,  
vibrant, unique moment in life.**



## The 4 Pillars

of our Brand

# *The Italian Spirit is*

### Timeless and Contemporary

**It is ageless.**

A state of mind regardless of age - a new creative energy which, starting from our roots, acts in the present and, through the values of sport, can become the foundation for future change.

### Young and Resilient

**It is ingenious.**

The proactive mindset characteristic of the younger generation's attitude in overcoming obstacles. A reflection of our core qualities- creativity, inventiveness and problem-solving skills- all essential in meeting future challenges.

### Positive and Equitable

**It is about community.**

It is a sense of belonging that enables us to embrace innovation and progress. To sensitively and respectfully shape a brighter, happier and more sustainable world for future generations.

### Warm and Passionate

**It is a response to the desire for authenticity, beauty and Italianness**

that demonstrates our affinity and sensitivity for diversity, with the aim of shining a new light on the Olympic and Paralympic values.

## *Why we exist*

To nurture the vibrant and dynamic Italian Spirit through Sport.

## *Vision*

To celebrate the Olympic and Paralympic values with the energy of Italian contemporary culture and its unique Spirit.  
To shape a healthier, brighter and more sustainable future - together.

## *Mission*

To deliver pioneering Games inspired by a new vibrant and dynamic Italian Spirit, that will offer precious opportunities to young generations through Sport.

## *Personality*

Milano Cortina 2026 is:  
Young, Vibrant and Dynamic,  
Human, Inspirational, Resilient,  
Creative

# Tone of Voice

## Young and Open

We speak to everyone, but the younger generations are the focus of our efforts. We strive to address our audience with simplicity, conciseness and clarity. We aim for effective and open communication.

**We do not deliver speeches,  
we start conversations**

## Energetic and Expressive

We talk about sport, about our passions, about life. The words we choose are crucial for conveying our identity. We are vibrant, welcoming and warm people.

**We do not merely provide information;  
we speak from the heart.**

## Kind and Sensitive

More than anything else, sport is capable of bringing people together. Let us celebrate differences and recognise the value they bring.

Let us be open to one another, to everybody. Let us speak in a welcoming way and acknowledge everyone's individuality.

**We are not all the same;  
we are wonderfully different**

## Exciting and Engaging

Sport is about commitment and performance, but above all, it is about emotion. Our communication must be compelling and engaging.

**We are not self-referential;  
we are enthusiastic and inclusive.**

## Light and Adaptable

We need to be effective and memorable without being rhetorical or overpowering. We know with certainty who we are, and this guides us, time after time, in the right direction

**We have a solid identity,  
but we never stop evolving.**

## Creative and Original

We love beauty, design and innovation. We are proud of our history but embrace contemporaneity. We are constantly moving forward.

**We respect the past,  
but we want to write our future.**





# TENDER CONTENTS





# CEREMONIES





## CEREMONIES

The geographical spread and the context of the Winter Games Milano Cortina 2026 will offer a **new scenario** from any previous editions. The **experience** of the **athletes** and all other clients will be quite different considering the extensive length of their door-to-door journey to reach the Ceremony locations.

This challenge has to be faced because it is important that the athletes experience both the **Opening** and **Closing Ceremonies**, which are significant moments of their Games experience.

To ensure the **strategic success** of the Ceremonies, it is crucial to consider and evaluate any **creative solutions** that enable **involving** all the different clusters.

We have the chance to be “**Game Changers**”, offering a totally new show approach.

[See Ceremonies Masterplan in Insights Section](#)





## CEREMONIES TENDER CONTENTS

### Participants will be requested to provide:

- an initial presentation of the general creative approach and vision for the relevant Ceremonies, aligned with the visual identity and vision of the Games
- references for Artistic Direction and Ceremony Creative Team
- protocol elements complying with the order and the description provided in the creative concept
- project team references and expertise
- a master plan including a breakdown of the production budget allocation
- high-level production schedules and staff/production plans
- solutions to engage athletes in the Games clusters so that they experience the event to the fullest and are part of the ceremonies

### The creative approach shall:

- be complemented by a storyboard, a video and ideally references for artists, with cost estimates included in the proposed budget, as well as choice of technologies
- consider the availability of the venues in terms of timing and space





## CEREMONIES BUDGET ALLOCATIONS

The participants will be requested to present a breakdown of the budget estimates for each Ceremony, splitting them at the very least by:

ARTISTIC PRODUCTION

CREATIVITY

TECHNOLOGY

OPERATIONS

ADMINISTRATION

WORKFORCE

TAXES

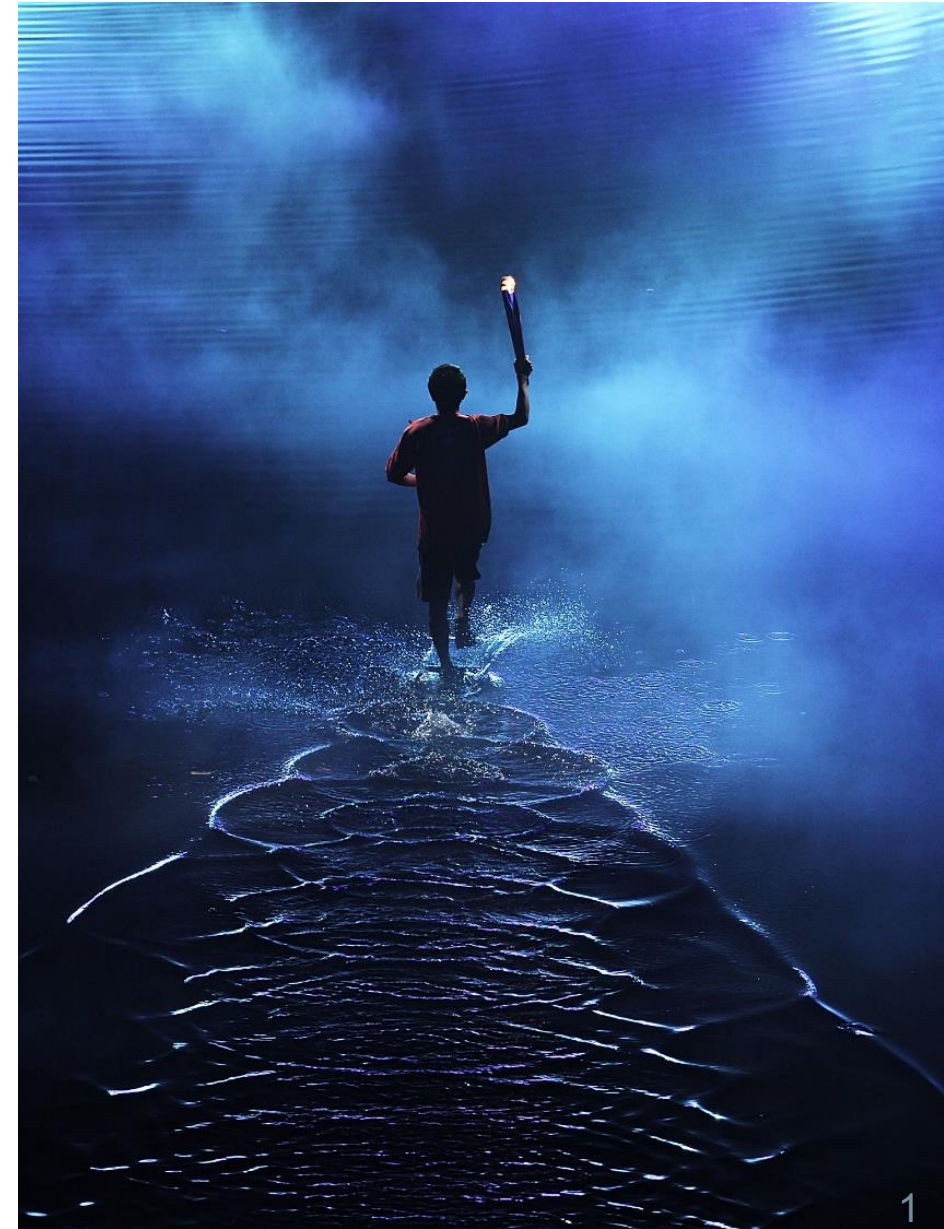


# TORCH RELAYS



## TORCH RELAYS INTRODUCTION

- The Olympic Torch Relay (OTR) is a unique part of the Olympic Games and plays a key role in expressing the Olympic ideals of peace, unity and friendship through the highly recognised and regarded symbol of the Olympic flame. It is also particularly valuable in sharing the Olympic Games throughout the host country and developing a sense of excitement and anticipation for the forthcoming Games.
- The Paralympic Torch Relay (PTR) is a unique part of the Paralympic Games. The PTR is one of the most important communication tools to promote the Paralympic spirit and values, putting the population in touch with the Paralympic Games and keeping the momentum during the transition period from the Olympic Games.





## TORCH RELAYS PILLARS

- Outside of the Games themselves, the torch relays are the premier property of the Olympic and Paralympic Games
- They are the climax of the Public Engagement Strategy for the Games
- They bring the Games to the entire host country and spread the sense of ownership
- For the key lead-up period, they represent the Games
- They link each edition of the Games to a unique, millennia-long heritage







## TORCH RELAYS TENDER CONTENTS

### The participants will be requested to submit:

- The OTR/PTR vision and creative concept, including an overall OTR/PTR sustainability strategy consistent with that of the Games
- The OTR/PTR route plan proposal to enhance the Games and provide value back to the host country by covering strategic cities/landmarks
- Community involvement and evening celebration concepts
- Activity plan to engage local audiences
- Project team references and expertise
- Breakdown of production budget allocation





# TENDER APPLICATION REQUIREMENTS



# APPLICATION REQUIREMENTS



## ITEMS OPEN TO TENDER

- a) Olympic Games Opening Ceremony  
San Siro Stadium
- b) Olympic Games Closing Ceremony and Paralympic Games Opening Ceremony  
Arena di Verona
- c) Paralympic Games Closing Ceremony  
Cortina d'Ampezzo
- d) Olympic Torch Relay
- e) Paralympic Torch Relay

Each possible candidate can bid for more than one of the five listed programmes

A maximum of 3 out of the 5 lots listed can be awarded to one contractor

## MINIMUM REQUIREMENTS (only candidates that meet the min. requirements will be considered)

- For **(a)** and **(b)**, consolidated experience in planning, organising and staging Olympic Games Ceremonies (at least in two different editions or two ceremonies in one edition);
- For **(c)**, consolidated experience in planning, organising and staging large sport event ceremonies;
- For **(d)**, consolidated experience in planning, organising and staging major sport and roadshow/itinerary events (preferably Olympic Torch Relay);
- For **(e)**, consolidated experience in planning, organising and staging roadshow/itinerary events.

**According to each type of service, the possible candidates will be requested to provide proof of requirements.**



The participants must submit a distinct proposal for each programme they are bidding for as relates to one or more of the services outlined in this document. If more than one proposal submitted by different participants is valid, Fondazione Milano Cortina 2026 may decide to award the contractors separately.

This consultation does not bind Fondazione in any way to proceed with the selection of a Selected Contractor or the conclusion of the contract. Fondazione, at its sole discretion, may modify all or part of the terms and conditions at any time up to the possible stipulation of the contract, without incurring any pre-contractual or extra-contractual liability in general, and without the participants being able to make any claim, demand, expectation, compensation, indemnity or request whatsoever. Fondazione may also proceed for the award of some of the Programmes and decide not to award other Programmes

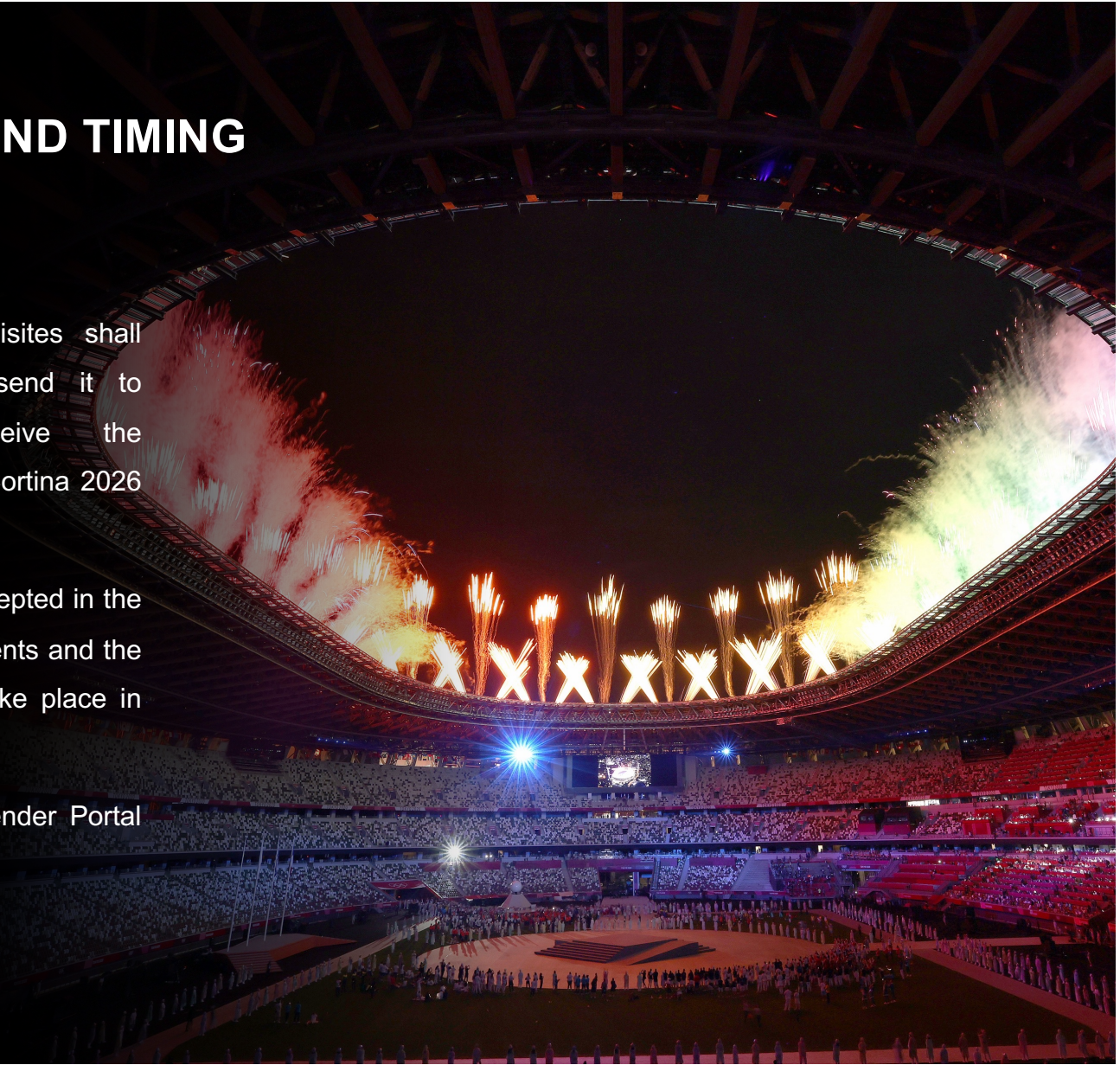


# TENDER ACCREDITATION PROCESS



# ACCREDITATION PROCESS AND TIMING

- All companies that meet the tender pre-requisites shall download the contact form, complete and send it to [procurement@milanocortina2026.org](mailto:procurement@milanocortina2026.org) to receive the credentials to access to the Fondazione Milano Cortina 2026 Procurement Portal.
- This application procedure is mandatory to be accepted in the Tender Process and receive the full set of documents and the invitation to a live briefing session, which will take place in Milan in September 2023.
- The deadline to submit an application on the Tender Portal is **28 August 2023**.





INSIGHTS

# CEREMONIES



# CEREMONIES MASTERPLAN



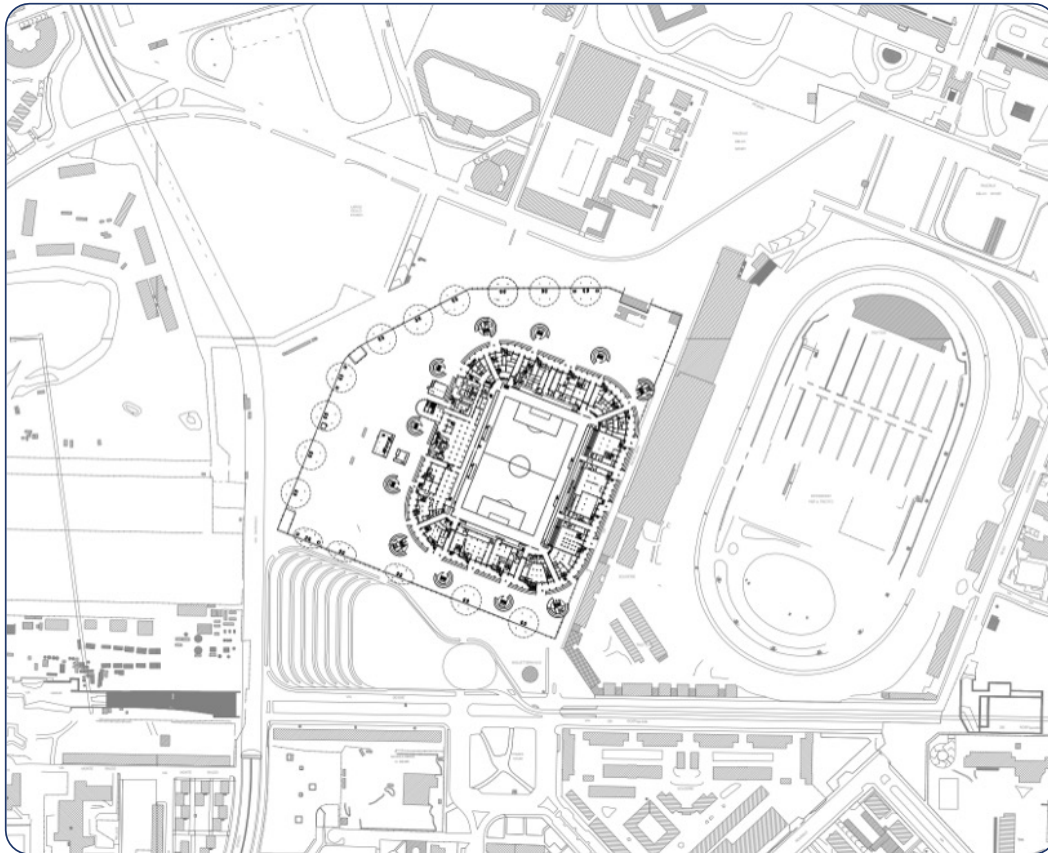
- Olympic ●
- Paralympic ●





# Olympic Opening Ceremony (OOC)

## SAN SIRO STADIUM



**OOC – 6 February 2026**

### **Availability Period**

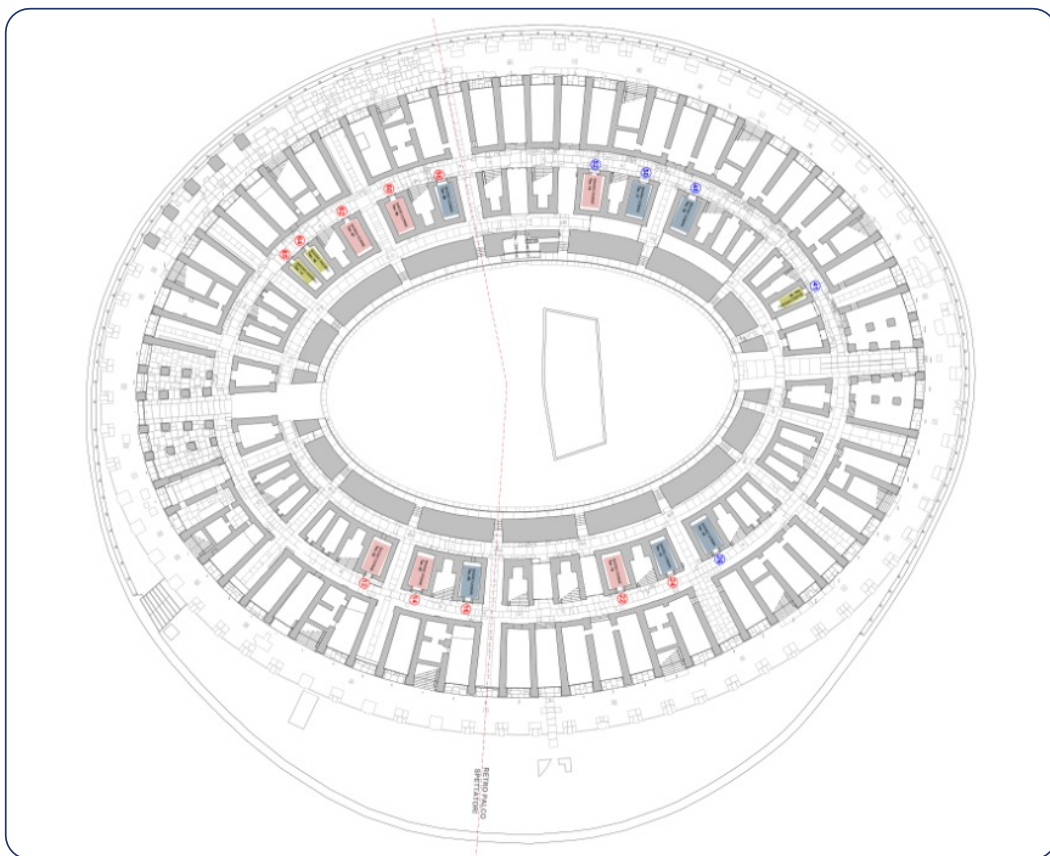
**Stadium Internal Areas**

**Load-in from Jan, 10th 2026**

**Load-out by Feb, 8th 2026**

# Olympic Closing Ceremony (OCC) – Paralympic Opening Ceremony (POC)

ARENA DI VERONA



**OCC – 22 February 2026**

**POC – 6 March 2026**

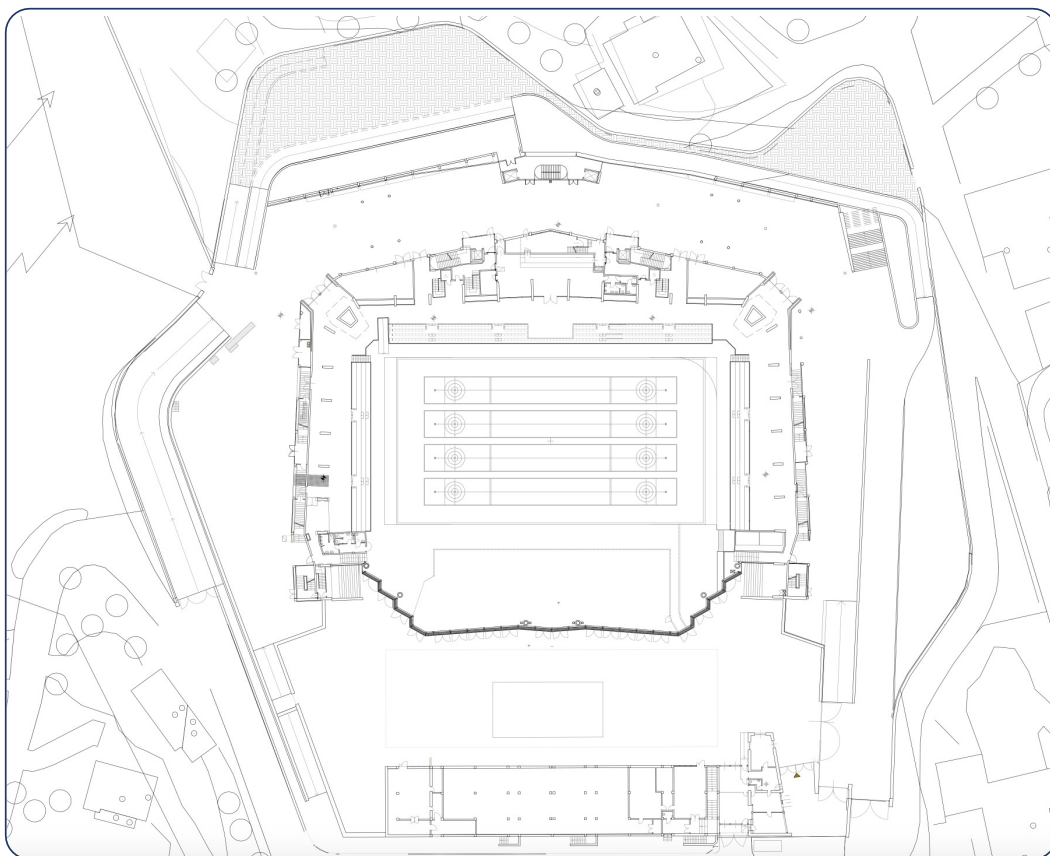
**Availability Period**

**Arena Internal Areas**

**Load-in and load-out timeline based on project needs**

# Paralympic Closing Ceremony (PCC)

## CORTINA OLYMPIC STADIUM



**PCC – 15 March 2026**

### **Availability Period**

*Stadium Internal Areas*

**Load-in** start based on Competition Schedule  
(No more than 24 hours, TBC)

**Load-out** timeline based on project needs

# GAMES MASTERPLAN



# VILLAGES MASTERPLAN





**Thank you**

