

CEREMONIES SERVICES FOR THE:  
UEFA CHAMPIONS LEAGUE™ FINAL 2018, 2019 & 2020  
UEFA EUROPA LEAGUE™ FINAL 2018, 2019 & 2020  
UEFA WOMEN'S CHAMPIONS LEAGUE™ FINAL 2018,  
2019 & 2020  
UEFA SUPER CUP™ 2018 & 2019



## Invitation to Tender

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# 1. GLOSSARY

Standard terms in this document will be as follows:

<b>Agreement</b>	Means the long form agreement which shall be entered into between UEFA and the Successful Applicant to confirm and formalise the appointment of the Successful Applicant, as provided by UEFA upon provisional selection.
<b>Ambassador</b>	means an official personality who may be mandated by UEFA to bring onto the pitch and present the trophy before the Pre-Match Ceremony.
<b>Applicable Law</b>	means all applicable laws, regulations, rules, codes of practice, guidelines, directions, licences, certificates and decrees imposed or issued by law or any competent authority.
<b>Applicant</b>	means any legal entity that submits a Proposal in response to this ITT.
<b>Approved Ceremonies Concept</b>	means the version of each of the ceremonies' concepts approved by UEFA for implementation in accordance with the instruction and guidelines of UEFA, which shall be based upon the Proposal and the on-going development of the concept of each of the Ceremonies.
<b>Artist</b>	means the main performer who may perform as part of each or any of the Ceremonies, who may be provided by the Successful Applicant or any of UEFA's Commercial Partners as confirmed in the relevant Approved Ceremonies Concept.
<b>Budget</b>	means the agreed budget for each of the Ceremonies as detailed in the Scopes, which includes a full breakdown of the maximum costs and expenses to be incurred by the Successful Applicant in the provision of the Services and fulfilment of its obligations under the Agreement. The Budget shall be included in the Agreement, and shall be handled in accordance with procedure outlined in the "Costs provisions" contained in the Deal Principles.

<b>Ceremonies</b>	means each or any of the ceremonies covered by this Tender for each Module, including the Pre-Match Ceremony and the Cup Ceremony for each of the Finals, as further described in Appendix 1.
<b>Commercial Partners</b>	means any persons appointed from time to time by UEFA whether as sponsors, broadcasters, suppliers, licensees or otherwise officially associated with the Competitions, through any designation granted by UEFA or any other persons granted commercial rights in respect of the Competitions, by UEFA.
<b>Competitions</b>	means together the UCL, the UEL, the UWCL and the SCUP.
<b>Confirmed Site(s)</b>	means the Sites for the Finals which are known and have been confirmed as at the time any relevant Agreement is entered into.
<b>Crew</b>	means all of the production and technical staff involved in the set up and implementation of the facilities for the Ceremonies, including, without limitation, any staff of any authorised sub-contractors appointed by the Successful Applicant.
<b>Cup Ceremony</b>	means the official Ceremony which takes place immediately at the conclusion of each Final in order to present the teams with their runners-up or winners' medals, and the trophy for the relevant Competition.
<b>Confidential Information</b>	means any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Competitions, the Finals or any other UEFA's events or activities, or to the identity, business and affairs of the Commercial Partners, suppliers, agents or subcontractors which comes into the possession or knowledge of the Applicant as a consequence of, or in connection with the Services and which UEFA regards, or could reasonably be expected to regard, as confidential, whether or not such information is reduced to a tangible form or marked in writing as "confidential", and any and all information which has been or may be derived or obtained from any such information.
<b>Consents</b>	means all rights, waivers (including but not limited to moral rights waivers), permits, licences, consents and permissions required to provide and in connection with the provision of the Services, the

	implementation of the approved Ceremonies concept and the performance of the Ceremonies at the Stadiums, as more particularly described in the Scopes.
<b>Deal Principle(s)</b>	means the fundamental and non-negotiable provisions listed in Section 8 which shall be included in the Agreement entered into between UEFA and the Successful Applicant, and which the Applicant, by submission of its Proposal and the Statement of Undertaking, confirms that it is capable of complying with.
<b>Final(s)</b>	means each or any of the UCLF, the UELF, the UWCLF and the SCUP, as appropriate.
<b>ITT</b>	means this Invitation to Tender document and all of its appendices.
<b>Intellectual Property</b>	means any and all intellectual property rights of any nature anywhere in the world related to UEFA or any of its competitions, whether registered, registrable or otherwise (including but not limited to patents, trademarks, registered designs and domain names, applications for any of the foregoing, trade names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights and know how).
<b>Match(es)</b>	means the football matches which will be played at the Stadiums as part of the Final(s).
<b>Materials</b>	means any and all printed, audio, visual and/or audio visual materials (including reports and survey findings), artwork and/or data files including the same, that the Successful Applicant or its employees, agents or sub-contractors create, develop and/or use in the course of the provision of the Services exclusively for UEFA and/or which embody Intellectual Property.
<b>Module(s)</b>	means the specific Ceremonies and related services which are required to be provided for each of the Finals, as further described in Appendix 1.
<b>Music</b>	means all music (being musical works with or without accompanying literary works) and any sound effects performed live in the Ceremonies together with all music and sound effects

	embodied in any Recordings played or publicly performed in the Ceremonies.
<b>Performers</b>	means all of the entertainment staff, dancers and/or musicians involved in the actual performance of the Ceremonies including, without limitation, any staff of any sub-contractors appointed by Successful Applicant.
<b>Pre-Match Ceremony</b>	means the ceremony which shall take place immediately prior to the start of the Match at each of the Finals.
<b>Project Timeline</b>	means the timeline for the delivery of the Services to UEFA.
<b>Proposal</b>	means the binding offer made by the Applicant with the documentation submitted by the Applicant in response to this ITT in order to be considered in the Tender.
<b>Recordings</b>	means all audio-only recordings embodying any musical works with or without accompanying literary works and any sound effects which may be used as part of the Ceremonies.
<b>Scopes</b>	means the specifications of each Module, including a description of services which must be provided, the surroundings, budget and constraints, as contained in Appendix 1.
<b>Services</b>	means the services related to the Ceremonies to be provided by the Successful Applicant to UEFA for each of the Finals pursuant to this Tender, and as further described herein.
<b>Site(s)</b>	means each and any of the official venues, or sites where the Successful Applicant may use in the provision of the Services, including the Stadium(s).
<b>Site Visit(s)</b>	means any visit to a Site or a Stadium which takes place in order to prepare for the provision of the Services.
<b>Stadium(s)</b>	means the Stadium(s) at which the Ceremonies shall be performed.
<b>Statement of Undertaking</b>	means the Statement of Undertaking in the form provided in Appendix 3 of this ITT, which shall be signed by the duly authorised representative(s) of each Applicant and submitted with its Proposal.

<b>Successful Applicant</b>	means the Applicant(s) appointed by UEFA for the provision of all or part of the Services pursuant to the Agreement being executed between such Successful Applicant(s) and UEFA.
<b>Tender</b>	means the tendering process for the Services, in accordance with and as set forth in this ITT.
<b>UCL</b>	means the UEFA Champions League™.
<b>UCL Final</b>	means the final match of each season of the UEFA Champions League™ which shall take place during the term of the Agreement, namely in 2018, 2019 and 2020.
<b>UEFA</b>	means the Union des Associations Européennes de Football whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, including, where relevant, any of its subsidiaries.
<b>UEFA Subsidiaries</b>	means any entity which UEFA may create or appoint in order to assist with the staging or organisation of any of the Finals.
<b>Unconfirmed Site(s)</b>	means the Sites for the Finals which are not yet confirmed as at the time any relevant Agreement is entered into, and which shall be communicated by UEFA to the Successful Applicant as soon as identified.
<b>UWCL</b>	means the UEFA Women's Champion's League™.
<b>UWCL Final</b>	means the final match of each season of the UEFA Women's Champion's League™ which shall take place during the term of the Agreement, namely in 2018, 2019 and 2020.
<b>UEL</b>	means the UEFA Europa League™.
<b>UELF</b>	means the final match of each season of the UEFA Europa League™ which shall take place during the term of the Agreement, namely in 2018, 2019 and 2020.
<b>SCUP</b>	means each edition of the match between the UEFA Champions League™ winner vs the UEFA Europa League™ winner which shall take place during the term of the Agreement, namely in 2018 and 2019.



## 2. INTRODUCTION

The purpose of this ITT is to appoint production agencies to plan, organize and implement the Ceremonies for the Finals which take place during the next 3 years.

The UEFA Champions League™ is a European club football competition organised by UEFA since 1955 for the top football clubs in Europe.

It is one of the most **prestigious** sports competitions in the world and the most prestigious club competition in European football. The final match of the UCL in each season is the most watched annual sporting event worldwide, drawing over **300 million television viewers**.

The UEFA Women's Champions League™ is a European club football competition organized by UEFA since 2001/2002.

The UEFA Europa League™ is a European club football competition organised by UEFA since 1971 for the eligible football clubs in Europe.

The UEFA Europa League™ is the largest European club competition in terms of participants, number of matches and country representation. 48 clubs will compete in the 2017/2018 season with a total of 205 matches leading to the UEFA Europa League Final 2018.

The UEFA Super Cup™ is an annual football match organized by UEFA and contested by the champions of the two main European club competitions, the UEFA Champions League™ and the UEFA Europa League™.

UEFA thanks you for your interest in the Tender and looks forward to receiving your Proposal.



### 3. PROJECT OVERVIEW

The Ceremonies in respect of which Applicants are invited to submit Proposals pursuant to this ITT are sub-divided into the following Modules:

Module	Finals	Ceremonies	Place	Date	Budget (including VAT)
A1	UCLF 2017/2018	UEFA will require the organisation and implementation of:  - the official Pre-Match Ceremony; and  - the Cup Ceremony just after the Final.	Kyiv	26 May 2018	650'000 EUR
A2	UCLF 2018/2019		<i>To be confirmed</i>	<i>01 June 2019</i>	650'000 EUR
A3	UCLF 2019/2020		<i>To be confirmed</i>	<i>30 May 2020</i>	650'000 EUR
B1	UWCLF 2017/2018		Kyiv	<i>24 May 2018</i>	70'000 EUR
B2	UWCLF 2018/2019		<i>To be confirmed</i>	<i>25 May 2019 tbc</i>	70'000 EUR
B3	UWCLF 2019/2020		<i>To be confirmed</i>	<i>28 May 2020 tbc</i>	70'000 EUR
C1	UEL 2017/2018		<i>Lyon</i>	<i>16 May 2018</i>	200'000 EUR
C2	UEL 2018/2019		<i>To be confirmed</i>	<i>29 May 2019</i>	200'000 EUR
C3	UEL 2019/2020		<i>To be confirmed</i>	<i>27 May 2020</i>	200'000 EUR
D1	SCUP 2017/2018		<i>Tallinn</i>	<i>15 August 2018</i>	75'000 EUR
D2	SCUP 2018/2019		<i>To be confirmed</i>	<i>14 May 2019</i>	75'000 EUR

The Modules are described individually in **Appendix 1**.

All Applicants can submit proposals for **one or several modules (A and/or B and/or C and/or D)**.

The Applicants selected will be appointed for **one module only**, and **for a duration of 3 years (A1+A2+A3 or B1+B2+B3 or C1+C2+C3 or D1+D2)**.

**The only exception could be for module B + D, which could be appointed to the same applicant (UWCLF + SCUP)**

## 4. SCHEDULE

The timeline anticipated by UEFA in relation to the ITT, the evaluation process and the selection and appointment of the Successful Applicant(s) is as follows:

⊕	Applicants receive the ITT	: 20 September 2017
⊕	Applicants submit Proposals	: 03 October 2017
⊕	Presentations to UEFA (TBC)	: 09-10 October 2017
⊕	Provisional appointment of Successful Applicant(s) (subject to contract)	: 16 October 2017
⊕	Signing of Agreement	: 15 November 2017

These dates are **indicative only** and are subject to change, at any time, at UEFA's sole discretion.

Nota Bene: The Successful Applicant will have the possibility to do Site Visits at the respective Stadiums, and when such Sites are confirmed.

The dates for the next Site Visits will be communicated after the appointment of the Successful Applicants, and any Unconfirmed Sites.

## 5. UEFA REQUIREMENTS

### Sustainability

The Applicant shall give due consideration to the sustainability requirements as described in **Appendix 4**. When preparing its Proposal, each Applicant shall describe in what ways it could **enhance sustainability** when providing the Services. UEFA encourages Applicants to propose,

where appropriate, alternative options where such options allow for greater sustainability consideration.

## Accreditations

The Applicants are informed and agree that UEFA will implement an accreditation system, with procedures and terms and conditions. Only accredited persons who abide by the accreditation system shall have access to the Site(s) and the Stadium(s).

Accreditation will be managed via the **UEFA platform "FAME"** (Football Administration and Management Environment) in accordance with timescales that will be communicated by UEFA at a later stage. The Successful Applicant will have access to UEFA's database with all the required accreditations details.

Applicants undertake to comply and have all associated entities or persons (including but not limited to Applicant's representatives, staff and providers) comply with this system, under their **responsibility** and **at their own cost**.

## 6. SUPPLIER INFORMATION REQUIRED

The Applicant is asked to provide the following information:

- a. Company form and ownership;
- b. References of the company of comparable performances last five years (including the name and contact details at reference customer);
- c. References of the contact person (main contact) of comparable performances of last five years;
- d. Number of employees; and
- e. Copies of its current professional indemnity and third party indemnity insurance, and any other insurance policies which the company has in place which may be relevant to the provision of the Services. Please note that the Successful Applicant will be required to obtain and maintain insurance coverage with a reputable insurer against and any all

of its potential liabilities in connection with the provision of the Services in accordance with the provisions contained in the Deal Principles.

## 7. SUBMISSION OF PROPOSALS

### Submission process

Applicants wishing to participate in the Tender process are required to send the **Statement of Undertaking set out in Appendix 3** of this ITT together with their Proposals. Any Proposal received from an Applicant who has failed to submit a Statement of Undertaking by the deadline below will be rejected by UEFA.

Applicants shall send by **e-mail** their proposal: [stephane.ehrhart@uefa.ch](mailto:stephane.ehrhart@uefa.ch) and post **two complete USB keys** or hard drives to the following address:

Stéphane EHRHART  
Ceremonies Coordinator  
UEFA Events S.A.  
Route de Genève 46  
CH-1260 Nyon 2

UEFA will not accept Proposals in any other form or by any other method.

The Proposals must be received by **17:00hrs Central European Time on Tuesday 3<sup>rd</sup> of October 2017.**

Full contact details of the relevant Applicant's nominated contact person, to whom UEFA should direct any correspondence, materials or communications, should be included in each Proposal.

### Questions

For any questions or further information regarding the Tender please contact: [stephane.ehrhart@uefa.ch](mailto:stephane.ehrhart@uefa.ch)

Shortlisting

UEFA reserves the right to select a shortlist of Applicants, to modify such shortlist and/or to select further shortlists of Applicants at any time. UEFA may also open one or more additional rounds for the submission of Proposals.

Short-listed Applicants may be invited to make a presentation of their Proposal in person at UEFA’s headquarters in Switzerland (Exact date to be defined).

Execution of the Agreement

UEFA shall notify the Successful Applicant(s) in writing. However, official appointment of the Successful Applicant(s) shall be subject to signature of the Agreement between the Successful Applicant(s) and UEFA.

Deliverables

Each Proposal should be written in English.

By way of the links contained in Appendix 7 of this ITT, the Applicant is provided with branding elements in respect of the Finals which it may use to prepare its Proposal.

Each Applicant must provide as part of its Proposal:

1. **The Applicant shall include as part of its Proposal a list of creative concepts that were developed by it in the last 5 years including at least:**

○ Example of detailed script and storyboard presented separately for the Stadium spectators and the TV audience
○ Example of detailed running order with key sequences of the Ceremonies
○ Example of technical maps and plans to see all elements that were displayed on the pitch before and during the Ceremonies
○ Example of Music that was used during the “shows” and the “ceremonies”

○ Example of stages that were designed and managed by the Applicant
○ Sketches, pictures or videos of the props and special effects that were used
○ Examples of LED animations that were created by the Applicant's creative teams
○ Pictures of the costumes that the Applicant created for the ceremonies
○ Some video clips of the Applicant's previous shows/ceremonies would be appreciated.

**2. The Applicant shall include a detailed implementation plan for each Module for which it applies, including:**

○ A precise description of how the Applicant intends to carry out the steps necessary for the completion of each Module(s)
○ The timeline, including the different phases and milestones of preparation, validation, implementation and set-up
○ The allocation of resources during the different phases
○ A list of suppliers that the Applicant intends to recruit or partner with (ideally with a letter of intention, CV and credentials from each partner, supplier or individual freelancer), especially for these key areas : <ul style="list-style-type: none"> <li>● Choreograph</li> <li>● Professional Dancing schools and/or casting agency (only for UCLF and UELF)</li> <li>● SFX providers</li> <li>● LED / Video content creation</li> <li>● Costume design</li> <li>● Stage design, Stage Management</li> <li>● Project Leader/Project Manager</li> <li>● Production Manager</li> <li>● Show Caller</li> </ul>
○ The planning and implementation of recruitment of artists, performers, stagehands and production crew
○ Rehearsal schedule outside and inside the Stadium



- The list of assumptions made by the Applicant in order to implement the proposal(s)

**3. An all-inclusive provisional Budget must be presented per Module according to the relevant Ceremony budget indicated in Section 3 of this ITT, with a detailed breakdown of the following in relation to material costs, production costs, artists & performers, management and on-site staffing:**

○ Successful Applicant's fees
○ Successful Applicant's costs, including costs for travel and accommodation
○ A financial timeline including the milestones linked to advance payments or payments during the course of the project, if required
○ Site Visit costs
○ Equipment, sustenance costs and transport for all working staff and crew
○ All costs related to performers (logistics, f&b, make-up, fitting, etc...)
○ Production of Props, banners, costumes
○ Equipment for sound consoles, intercom radios, in-ear systems, staging upgrades, LED panels, LED Totems, etc...
○ All costs related to off-site rehearsals (facilities, equipment, cleaning, etc...)
○ Insurance
○ Fees related to all rights and clearances (including Music), if any
○ Graphic visuals and other materials and samples for the purpose of presentation and approval
○ Production of all video and LED material
○ Quantified and justified contingency provisions

Since there are a number of Unconfirmed Sites which are applicable to the Finals, the Applicant shall prepare its Budgets on the basis of the following sites:

For UCLF and UWCLF, the Budget should be calculated on the basis of Kyiv.

For SCUP, the Budget should be calculated on the basis of Tallinn.

For UELF, the Budget should be calculated on the basis of Lyon.

Each Budget shall be set out **inclusive of all VAT (please indicate the applicable VAT rate), if any, and presented in Euros.**

The Applicant must present both:

- a detailed costs grid
- a summary of the costs presented in the cost grid provided at **Appendix 6** of this ITT.

For Unconfirmed Sites, once the final Sites are known for each Final the Successful Applicant shall be required to provide UEFA with a full and final Budget for the costs of providing the Services to the Confirmed Sites.

Each quotation shall be proportionate and in line with the costs quoted for the Confirmed Sites listed in this ITT.

If UEFA and the Successful Applicant are unable to agree on the costs following the designation of the Unconfirmed Sites, UEFA shall be entitled to exclude that Final from the scope of the Services provided by the Successful Applicant.

### **Proposal(s) for one or more Modules**

Applicants may submit Proposal(s) for one or more **Modules** (UCLF or UELF or UWCLF or SCUP).

Applicants must fill in the **"Application Form"** provided at **Appendix 2** of this ITT to **indicate the Module(s)** for which they are submitting Proposal(s).

In the event that an Applicant submits Proposals for more than one Module:

- Each Proposal must be presented and **costed separately**;
- All Proposal(s) from the same Applicant shall be submitted in one postal delivery or shipment;
- Shared resources for Modules (e.g. personnel or subcontractors) must be highlighted;
- UEFA intends to appoint a separate Applicant for each Module but reserves the right to select any of the Proposals from any Applicant in respect of any of the Modules, and to reject any other Proposals from the same Applicant in respect of any of the remaining Modules without any obligation to give any reason for its decision.

### Selection criteria:

The Proposals will be evaluated in accordance with the following (non-exhaustive) criteria:

- Major event organisation experience involving large groups of volunteers / performers;
- Successful track record working with UEFA or other major sporting organizations/events;
- Capacity to deliver the ceremony in the best possible way;
- Capacity to be creative in the artistic aspects (choreographies, movements, music);
- Capacity to be creative in the production of show elements (staging, props, costumes) as well as the multimedia content (LED content, giant screen videos, social media);
- Capacity to propose or create Music content;
- Capacity to create a state of the art TV Storyboard and Media Guide
- Use of simple failsafe solutions (proposed structure or technology must have a proven track record);
- Experience in working in football stadium (protection of the pitch);
- Memorability and appeal for the Stadium spectators and television viewers;
- Cost estimations and financial proposal (within budget);
- Staffing and resources dedicated to the project;
- Strength and stability of financial background and available capacity;
- The quality of the documentation received;
- The submission by the Applicant of the Statement of Undertaking attached at Appendix 3 of this ITT;
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in **Appendix 4**.

## 8. DEAL PRINCIPLES

The following table highlights the fundamental Deal Principles which UEFA requires the Successful Applicant to adhere to, and which will be included key terms of the Agreement which shall be provided by UEFA entered into with the Successful Applicant:

SUBJECT	DEAL PRINCIPLE
Contractual parties	UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any of the UEFA Subsidiaries, including but not limited to the payment obligations and to be appointed as the contracting party. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any subsequent Agreement, to include any of the UEFA Subsidiaries as applicable.
Liability & Insurance	<p>The following terms will be included in the Agreement executed with the Successful Applicant, and shall be non-negotiable. Applicants should only submit Proposals if they agree to and can comply with these terms:</p> <ol style="list-style-type: none"> <li>1. The Successful Applicant shall obtain and maintain for the duration of the term of the Agreement appropriate insurance coverage in respect of its potential liabilities in connection with the agreement. The Successful Applicant shall, if requested by UEFA, supply UEFA with a copy of the relevant insurance certificates.</li> <li>2. The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary.</li> <li>3. The Successful Applicant shall indemnify, defend and hold UEFA (including UEFA's affiliates, licensees and assignees) harmless from and against any and all claims, costs, proceedings, demands, damages, losses, expenses, penalties, fines and liabilities (including reasonable legal expenses) resulting from: <ol style="list-style-type: none"> <li>a. any claim by any third party (including any governmental authority) of whatsoever kind or nature by or against UEFA (including UEFA's affiliates, licensees and assignees) in connection with the Services and/or the performance of the Ceremonies;</li> <li>b. any breach or non-performance by the Successful Applicant of any provision of the Agreement;</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>c. any negligent act or omission of the Successful Applicant whether or not such claim arises during the term of the Agreement;</li> <li>d. any failure by the Successful Applicant to secure, pay for and maintain any of the Consents;</li> <li>e. any claim by any third party in respect of any rights of Intellectual Property related to the Ceremonies (including, without limitation, any of the Music and/or the Materials); and</li> <li>f. any claim by any third party that the content of the Ceremonies (including, without limitation, any of the Music and/or the Materials), the performance, transmission, recording and/or photographing of any of the same and/or any editing of any such recordings and/or images infringes any Intellectual Property rights, performance rights, moral rights or any other rights of any person.</li> </ul>
Creative control	<p>UEFA shall retain full and final approval of all creative concepts relating to the Ceremonies in order to create the Approved Ceremonies Concept, and shall not be obliged to use any ideas or proposals made by the Successful Applicant.</p> <p>UEFA shall have the right to request such changes and amendments as are required from the Successful Applicant in order to create the Approved Ceremonies Concept.</p>
Costs provisions	<p>Following the Tender, the ongoing Budget and costs shall be handled between the parties as follows:</p> <p>At the beginning of the project in respect of each Final, UEFA will communicate a global Budget including all elements that need to be covered and managed by the Successful Applicant.</p> <p>The payment schedule will be defined by UEFA and the payment will be subject to the fulfilment by the Successful Applicant of deliverables to be defined by UEFA.</p> <p>The Successful Applicant shall make relevant propositions on how to articulate the different parts of the Budget (transportation, logistics, production costs, props, staffing, food and beverage, tech, agency fees, etc...).</p>

	<p>UEFA will then confirm the split of Budget and provide its consent to the Successful Applicant to proceed accordingly, if such Budget is approved.</p> <p>The parties shall conduct a weekly conference call in relation to each project throughout the term of the Agreement and the Successful Applicant shall update UEFA on the various costs and expenses that are linked to the project.</p> <p>If needed, the Successful Applicant and UEFA will have the possibility to adjust the Budget and allocate funds from from one category to the other, provided that the global Budget remains the same.</p> <p>At all times, UEFA shall retain full and final approval of any Budget and costs relating to the Ceremonies. No amendments to the Budget shall be deemed effective unless agreed to in writing and in advance by UEFA. Any increase to a Budget shall be documented by the execution of a "Project Change Notification" document, a template of which shall be included in the Agreement.</p> <p>For Unconfirmed Sites, once the final Sites are known for each Final the Successful Applicant shall be required to provide UEFA with a full and final Budget for the costs of providing the Services to the Confirmed Sites.</p> <p>Each quotation shall be proportionate and in line with the costs quoted for the Confirmed Sites listed in this ITT.</p> <p>If UEFA and the Successful Applicant are unable to agree on the Budget following the designation of the Unconfirmed Sites, UEFA shall be entitled to exclude that Final from the scope of the Services provided by the Successful Applicant.</p>
Applicable laws	<p>The Successful Applicant shall be responsible for compliance with any and all national and local applicable laws which relate to or may affect the provision of the Services.</p> <p>The Successful Applicant shall also notify UEFA of any Applicable Laws and any actual or prospective change in any Applicable Laws relating to the performance of the Services and/or the implementation of the Approved Ceremonies Concept.</p>

<p>Consent, permits and licences</p>	<p>The Successful Applicant shall obtain and pay for any and all consents and licences required in connection with the provision of the Services (including any fire, health, safety, security and technical requirements or regulations in the respective country where the Sites and Stadiums are located) and any inspections and/or tests required by any relevant authorities. Any such additional costs, if not known at the time of submission of the Proposal by the Applicant, will be reimbursed by UEFA, once agreed to in advance in writing, and on reception of relevant valid invoices.</p> <p>The Successful Applicant shall arrange and be responsible for all customs clearance, shipping documentation import duties if applicable, ATA carnets, customs licenses and/or any other clearances necessary for the provision of the Services.</p> <p>Additionally, the Successful Applicant shall obtain and pay for any and all Consents required:</p> <ol style="list-style-type: none"> <li>1. for the transmission (audio and audio-visual) throughout the world of the Ceremonies (live and delayed) by any and all means to include, without limitation, by all forms current and future of radio and/or television broadcast, distribution over and via the internet (to include, without limitation, by streaming and download) and by any and all forms of telephony;</li> <li>2. for the recording (audio and audio-visual) of the Ceremonies and the distribution and other exploitation of those recordings throughout the world in any and all media and by any and all means to include, without limitation, by those means listed in §1 above and by any and all forms of physical carrier (such as by DVD);</li> <li>3. for the inclusion of the performances of all Performers and the Artist (and all other persons appearing on screen) in all transmissions and recordings referred to in §1 and §2 above and the editing of all such performances;</li> <li>4. for the photographing of any artists, performers and/or their performances in the Ceremonies, the editing, enhancement and other manipulation of all images resulting from such photographs and for the use of the resultant images for any and all purposes and in any and all media to include, without limitation, by the news media for all forms of promotion of the Finals, the activities of UEFA, UEFA's affiliates and UEFA's sponsors and licensees, and for all merchandising uses; and</li> </ol>
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	<p>5. for the embodiment of all the Materials and the Music in the Ceremonies and the reproduction or other inclusion of the same in all transmissions, recordings and photographs referred to in this Deal Principle relating to the Consents.</p>
Music	<p>All Music and Recordings to be included in the Ceremonies and all intellectual property rights in and to all of the same shall be wholly owned by the Successful Applicant and the Successful Applicant shall not include in the Ceremonies any musical works (with or without accompanying literary works) or recordings of such works in respect of which any third party shall retain any ownership interest. The Successful Applicant shall, with the prior written approval of UEFA, be permitted to use and include Music and Recordings in the Ceremonies which it does not wholly own only where any and all necessary consents and licences have been obtained from any and all relevant rights holders to such Music or Recordings, which results in UEFA being able to use such Music and Recordings to the maximum extent permitted by the Agreement and the matters covered by the Consents in terms of all current and future use.</p>
Artist, record label, performer and crew releases	<p>The Successful Applicant shall require that all persons involved in the creative process for the Services including but not limited to each member of the Successful Applicant's management team, artists, record labels, crew and performers shall execute a release in favour of UEFA in the format provided by UEFA, to ensure that:</p> <ol style="list-style-type: none"> <li>1. they each consent to their performance or appearance, or the artist's performance or appearance, in the Ceremonies being filmed and recorded in any audio, visual, audio-visual and/or electronic form of coverage and that such audio, visual, audio-visual and/or electronic recordings may be used and/or exploited in sole or in part by UEFA (including UEFA's affiliates, licensees and assignees) for the promotion and/or exploitation of the Finals in any and all current and/or future media throughout the world free of charge in perpetuity;</li> <li>2. they each consent and grant to UEFA (including UEFA's affiliates, licensees and assignees) all necessary permissions and rights (including the waiver of any rights under any Applicable Laws) to enable UEFA (including UEFA's affiliates, licensees and assignees) to use, exploit, license and/or sub-license their, or the artist's, name, nickname, likeness, performance, appearance and/or voice</li> </ol>

	<p>free of charge as a part of any such audio, visual, audio-visual and/or electronic recordings of the Ceremonies in any and all current and/or future media throughout the world free of charge in perpetuity, and to edit, copy, add to, take from or adapt the audio, visual, audio-visual and/or electronic recordings of the Ceremonies;</p> <p>3. they shall not assert any claim to use, sell and/or exploit any of the rights granted to UEFA (including UEFA's affiliates, licensees and assignees) in connection with the Finals or otherwise; and</p> <p>4. they shall have no claim against UEFA (including UEFA's affiliates, licensees and assignees) for compensation of any kind in respect of the terms of this Deal Principle relating to releases.</p>
Insufficient Performance	<p>If the Successful Applicant's performance in respect of a specific part of the Services is not (in UEFA's reasonable opinion) of the highest industry standards in accordance with the terms of the agreement then UEFA may:</p> <ul style="list-style-type: none"> <li>▪ request immediate remedy or rectification;</li> <li>▪ request replacements;</li> <li>▪ reduce the fees due to the Successful Applicant if remedy, rectification or replacement does not sufficiently solve the problem, or reduce the scope of the Services to exclude such sufficient part; or</li> <li>▪ ultimately terminate the Agreement with the Successful Applicant.</li> </ul> <p>Following each Final, UEFA shall review the Successful Applicant's performance of the Services. If, in UEFA's opinion, the Successful Applicant has not performed the Services to the required standard, UEFA shall be entitled to terminate the Agreement with immediate effect and with no further liability to the Successful Applicant.</p>
Termination and break clause	<p>UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:</p> <ul style="list-style-type: none"> <li>▪ the Successful Applicant's performance of the Services is, in the reasonable opinion of UEFA, not of the required standard;</li> <li>▪ the Successful Applicant breaches any provision of the Agreement, which makes it unreasonable for UEFA to continue as agreed with the Successful Applicant;</li> <li>▪ there is a substantial change in the ownership of the Successful Applicant which adversely affects the ability of the Successful Applicant to perform its obligations under the Agreement or which is detrimental to the legitimate interests of UEFA; or</li> </ul>

	<ul style="list-style-type: none"> <li>the Successful Applicant becomes bankrupt or insolvent or enters into liquidation (other than a voluntary liquidation for the purpose of reconstruction, amalgamation or similar reorganisation) or enters into any arrangement or composition with its creditors or any of them, or has a receiver or an administrator appointed over a portion or all of its property or assets.</li> </ul> <p>Following the conclusion of each Final which takes place during the term of any Agreement, UEFA shall have the right to review the performance of the Successful Applicant and shall be entitled to terminate the Agreement with immediate effect if, for whatever reason, UEFA does not wish the Successful Applicant to provide the Services for any remaining Finals which take place during the term of any Agreement.</p> <p>In the event of such termination, UEFA shall not be liable for any costs or expenses in relation to the Finals in respect of which the Successful Applicant does not provide the Services.</p>
Governing Law	<p>The Agreement between UEFA and the Successful Applicant will be governed by Swiss law.</p> <p>Any dispute between the parties arising under or relating to the Agreement shall be submitted exclusively to the courts of Nyon, Switzerland.</p>
Announcements & Publicity	<p>The Successful Applicant shall not make, and shall ensure that none of its employees, agents or representatives make, any public statements or announcements regarding the existence of or terms of the Agreement, its association with UEFA and/or the Final(s) without the prior written consent of UEFA both as to the making of that statement and its content.</p> <p>The Successful Applicant acknowledges and agrees that neither it nor any of its affiliates shall have any right:</p> <ul style="list-style-type: none"> <li>either to associate it or themselves with UEFA and/or the competitions (including, without limitation, through the use of the materials or any Intellectual Property); or</li> <li>to use the materials in any manner whatsoever (including, without limitation, for the purposes of marketing its or their products or services) without the prior written consent of UEFA.</li> </ul>

	<p>The Company shall not be entitled to communicate or make reference to the name of UEFA or any of its events or activities, for promotional or advertising purposes, including on or in any advertisement, website, brochure, promotional materials or for any other business development purpose.</p>
Confidentiality	<ol style="list-style-type: none"> <li>1. The Successful Applicant hereby undertakes: <ol style="list-style-type: none"> <li>a. not to use any Confidential Information for any purpose other than solely in the performance of its obligations under the Agreement; and</li> <li>b. not to disclose at any time any such Confidential Information to any third party either directly or indirectly save solely for the purpose of performing its obligations under and as envisaged by the Agreement.</li> </ol> </li> <li>2. The obligation of confidentiality under §1 does not apply to: <ol style="list-style-type: none"> <li>a. disclosure of any Confidential Information made by the Successful Applicant to those of its directors, employees or professional advisors who have a need to know such information for the purposes of the Agreement or otherwise for the proper performance of their obligations, subject to the Successful Applicant taking all steps as are necessary to bring the above obligation of confidentiality to the attention of such persons prior to the disclosure to them and procuring their compliance with such obligation of confidentiality; and</li> <li>b. disclosure of Confidential Information made if required by operation of law, court order, any competent governmental authority having the jurisdiction to require such disclosure or any stock exchange and then only to the extent necessary.</li> </ol> </li> <li>3. In the event that the circumstances in §2.b. above apply, the Successful Applicant shall: <ol style="list-style-type: none"> <li>a. notify UEFA in writing as soon as practicable after becoming aware of the requirement to make disclosure of and the Confidential Information being required to be disclosed;</li> <li>b. use all reasonable endeavours to consult with UEFA with a view to agreeing the timing, manner and extent of the disclosure; and</li> <li>c. in any event use all reasonable endeavours to obtain written confidentiality undertakings in its favour from the applicable third party.</li> </ol> </li> </ol>
Damage to Sites	<p>The Successful Applicant shall take all necessary precautions to avoid any damage to any surfaces, infrastructure, facilities or pre-existing material at any of the Sites as a result of the performance of the Services. The Successful</p>

	<p>Applicant shall be responsible for all liabilities howsoever arising from any damage caused to any of the foregoing by its employees, agents, partners, sub-contractors or suppliers.</p>
Intellectual Property	<p>The Successful Applicant shall expressly acknowledge and agree that:</p> <ul style="list-style-type: none"> <li>▪ any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA, the Competitions and/or the Final(s) belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA's ownership thereof; and</li> <li>▪ it shall not use trademarks or other Intellectual Property of or related to UEFA, the Competitions and/or the Final(s) or any other UEFA's events other than as permitted by UEFA strictly for the performance of the Services.</li> </ul> <p>The Successful Applicant shall not, by virtue of the Agreement or otherwise, obtain or claim any right, title or interest in or to any rights of Intellectual Property and/or commercial exploitation in connection with UEFA, the Competitions and/or the Final(s). If and to the extent that the Successful Applicant acquires any such right, title or interest, pursuant to the Agreement or otherwise, the Successful Applicant:</p> <ul style="list-style-type: none"> <li>▪ shall assign to UEFA any and all such intellectual property throughout the world, free of any third-party rights and for the full duration of such rights (including any and all renewals and extensions thereof throughout the world); and</li> <li>▪ acknowledges and agrees that the benefit of all such rights will at all times accrue to and inure to the benefit of UEFA.</li> </ul>
Sustainability reporting	<p>The Successful Applicant shall perform the Services in accordance with the sustainability requirements as specified in the ten principles of the United Nations Global Compact (published at the time of this ITT at the link <a href="http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html">http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html</a>) and enhance sustainable solutions when providing the Services.</p> <p>The Successful Applicant shall, if requested by UEFA, deliver data on the Services provided for the competitions, including the data required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines (<a href="http://www.globalreporting.org">www.globalreporting.org</a>).</p>

## 9.LEGAL PROVISIONS

1. Nothing in this ITT, nor any communication made by UEFA or its representatives, agents or employees shall constitute a contract between UEFA and any Applicant, nor shall it be taken as constituting any representation that an Applicant will be appointed in accordance with this ITT or at all.
2. UEFA does not undertake to accept any Proposal submitted in response to this ITT and reserves the right to organise and/or re-package the Services in a different way. UEFA reserves the right to change any aspect of this ITT at any time or to issue an amended ITT for all or part of the Services.
3. The Applicants may be shortlisted and/or rejected by UEFA at any time and/or asked to clarify or re-submit any Proposal which fails to meet the requirements of UEFA as set out in this document. UEFA is under no obligation to give any reasons for any rejection or for any other decision made in connection with this ITT or the Tender. UEFA reserves the right to enter into negotiations with one or more Applicants on such a basis as may be determined by UEFA at its sole discretion.
4. UEFA has taken all reasonable care to ensure that this ITT is accurate in all material respects. This ITT is provided solely by way of explanation of the services which UEFA intends to use and neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibilities for the accuracy or completeness of any of the information contained in this ITT; nor shall they be liable for any loss or damage suffered by any Applicants in reliance on this ITT or any subsequent communication.
5. The Applicant agrees that:
  - a) it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT;
  - b) it shall not disclose Confidential Information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law);
  - c) it shall only be entitled to use Confidential Information for the purpose of this ITT; and

- d) it shall not discuss the financial terms of this ITT with rival Applicants.
6. By the submission of a Proposal, the Applicant warrants and represents to UEFA that:
- a) its expression of interest and all related elements of the Proposal do not infringe any third party rights;
  - b) it owns all rights of any nature in the Proposals submitted;
  - c) it shall not use any UEFA Intellectual Property except as permitted by UEFA;
  - d) it shall not claim any association with UEFA or any UEFA competition in relation to its Proposals or otherwise;
  - e) it will observe all statutory and competition-related provisions of UEFA, as well as specific instructions and all applicable national and international laws;
  - f) it warrants to UEFA that the information contained in its Proposal shall not be false or misleading and that if, following submission of the Proposal, there is any change in the Applicants' circumstances which may adversely affect such information, the Applicant shall promptly notify UEFA in writing setting out the relevant details in full; and
  - g) it shall comply with these terms and conditions.
7. If UEFA considers that any Applicant is or is likely to be in breach of any of these terms and conditions, then UEFA shall (without prejudice to its rights and/or remedies arising under law) be entitled to withdraw from any co-operation with the Applicant without any requirement to give such Applicant notice and without any further liability to such Applicant.
8. The Applicant is responsible for all costs, expenses and liabilities incurred in the preparation of its Proposal, any responses to requests for further information by UEFA, meetings with UEFA and any negotiation with UEFA following receipt by UEFA of its Proposal (whether or not an Agreement is entered into with such Applicant).
9. The Applicant acknowledges that all Intellectual Property rights and all commercial rights in relation to UEFA's competitions including but not limited to their names, logos and trophies, remain the exclusive property of UEFA.
10. Once received by UEFA, each document submitted as part of a Proposal shall become the physical property of UEFA. Irrespective of whether any Proposal is successful or not, UEFA



shall be entitled to use (free from any payment or restriction) all ideas, concepts, Proposals, recommendations or other materials (save for trademarks and copyrighted materials) contained in such Proposal or otherwise communicated to UEFA during the Tender. The Applicant waives and shall not make any claim against UEFA in respect of any use made by UEFA of any intellectual property or other similar rights relating to the ideas, concepts or any other materials (save for any trademarks or copyrighted materials of the Applicants) contained in their Proposals.

11. Applicants who have not been selected will be informed in writing by UEFA. UEFA shall not be obliged to give any reason for making any selection and/or rejection.
12. UEFA shall select the Applicant(s), whose Proposal(s) and subsequent presentations(s), in UEFA's sole opinion, most closely satisfy the scope of the task described. The Applicant(s) shall, however, be bound under all circumstances to the declaration of interest submitted.
13. The completion of the acceptance shall be subject to UEFA and the Successful Applicant signing a long-form agreement. Such agreement shall contain the detailed terms and conditions of such appointment and, inter alia, include the Deal Principles contained at Section 10 of this ITT. By submitting a Proposal, the Applicant confirms that it is able to comply with all Deal Principles.
14. The Successful Applicant will immediately inform UEFA of any change in the ownership or senior management of the Successful Applicant. UEFA reserves the right to reallocate the award of any and all aspects of the Project if the ownership or senior management of the appointed Applicant changes.
15. Successful Applicants shall obtain and maintain appropriate insurances with regard to their own or sub-contracted staff, public liability as well as indemnities and warranties in regard to UEFA as more fully described in the Deal Principles contained at Section 10 of this ITT as part of the standard terms and conditions of the Agreement.
16. The Applicant is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this ITT, the Tender, UEFA, any UEFA competition and/or its Proposals (whether appointed or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion. Each Applicant acknowledges and agrees that UEFA shall have the sole right to make any announcement in relation to this ITT, the Tender and the selection and/or appointment of any Applicant(s) (if at all).

17. Neither UEFA nor any of its representatives, agents or employees shall be responsible for any loss, damage, liability or expense that may be suffered or incurred in relation to this ITT and/or subsequent negotiations. The Applicant expressly waives any right of action it may have against UEFA with regards to the Tender.
18. The Applicant must provide confirmation that its Proposal for the provision of the Services complies with any and all applicable national and local laws.
19. UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any of the UEFA Subsidiaries. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any Agreement, to include the UEFA Subsidiaries.
20. This ITT and all related documentation pertaining to the Proposals and Tender (including any contracts) shall be governed and interpreted in accordance with Swiss law without regard to choice of law principles. The exclusive place of jurisdiction shall be Nyon.

## APPENDIX 1 – DETAILED MODULE DESCRIPTIONS & REQUIREMENTS

### MODULE A: UEFA CHAMPIONS LEAGUE™ FINALS 2018, 2019 and 2020

#### Services covered by this ITT

The services include all aspects of implementation of the specified Module:

- Participation in the creative concepts;
- Establishment of the implementation planning of the creative concepts;
- Implementation of the Module;
- Maintenance, storage and transportation of the UCL Stage (cf **Appendix 8**)
- Production of a new UCL Giant Cover (cf **Appendix 8**);
- Design and implement SFX concept;
- Stadium set-up for the Module;
- Supply of all necessary Ceremony structures and materials, including equipment for communications with the performers and crew (intercom with conference system);
- Supply and management of all necessary equipment to play music at rehearsals and in the main venue (sound consoles, in-ear systems, microphones, etc...)
- Liaison with authorities for all necessary authorizations and Consents;
- All production, technical and logistical aspects;
- Staffing (at all levels) and recruitment of performers and professional dancers (sometimes in cooperation with the Artist management team);
- Administration of staff, clearance of performers' rights and compliance with relevant legislation regarding staff and performers; and
- Clearance of any and all Music rights, pictures and videos.
- Promotion of the Pre-Match Ceremony in social media.

## Ceremonies Venue and Timing

The next UCLFs will take place on

**26 May 2018** AT the Olympic Stadium – **Kyiv**

**1 June 2019** AT – **Unconfirmed Site**

**30 May 2020** AT – **Unconfirmed Site**

The UCLF will kick off at **20:45h CET**. The Pre-Match Ceremony will start not earlier than 15 to 10 minutes prior to the kick-off. Within that period, the Pre-Match Ceremony can begin as soon as ready.

The entire Pre-Match Ceremony will take no longer than 6 to 11 minutes, including the entrance and exit of the performers and props and the time needed to clear the pitch.

The Cup Ceremony will begin approximately 7 minutes after the end of the UCLF and last approx. 10 minutes.

## Tentative key timing of the UCL Final (Based on the UCL Final 2014 Lisbon)

20:00:00	Start of warm-up on field
20:30:00	End of warm-up on field / teams return to dressing room
20:30-20:35	Possible set-up window of the ceremony
20:32- 20:34	Unveiling of the UEFA Champions League Trophy by the Ambassador
20:34:00	Start of video countdown
20:35:00	Start of Pre-Match Ceremony
20:41:00	Walk-on of the players on UCL anthem - End of Pre-Match Ceremony
20:42:00	Line-up facing tribune of honour with player escort
20:42:40	Team shake hands followed by team pictures – Start of dismantling
20:43:40	Toss of coin (referees and captains)
20:45:00	Kick-off
Half Time	15 minutes (with approx. 8 minutes of entertainment possible, if any)

Full Time	approx. 22:30 depending on additional time
FT + 5'	Teams, referees, photo board, confetti, fireworks in position
FT + 8'	Cup Ceremony
FT + 15'	Trophy Lift

## Creative Concept and Main Artist

Since 2016, UEFA has created a new partnership with its Commercial Partner PEPSI for the Pre-Match Ceremony of the UEFA Champions League Final.

PEPSI is in charge of booking the main Artist (previously Alicia Keys and Black Eyed Peas), and to manage the logistics around the Artist(s) and their production teams.

The Successful Applicant will be invited to establish a creative concept in conjunction with the UEFA ceremonies team, the Artist team, PEPSI, and using the following information as guidelines.

### a) Values & Key words

UCL vision:	To create the ultimate stage for Europe Club's Championship.
UCL mission:	Giving fans the best club football competition in the world.
Brand essence:	Best of the best on the ultimate stage.

#### Values:

Excellence:	"striving for excellence in everything we do"
Passionate:	"passionate about football"
Inspiring:	"for clubs, players and fans"
Authentic:	"respect for the game and its traditions"

#### Personality:

Prestigious  
Exciting

## b) Pre-Match Ceremony content and script

The Pre-Match Ceremony of the UCL Final is **6 to 11 minutes** show right before the entrance of the players with a main Artist and **150 to 600 performers** (indicative number including stage-hands) doing a choreography generating a **positive** and **festive atmosphere** in the Stadium.

The aim of the Pre-Match Ceremony is to **promote the UCL Final** as one of the best European sporting events and to provide entertainment for the spectators as they wait for the drama on the pitch to begin.

The idea is to build the momentum using **powerful effects** until the moment the players enter the pitch for the line-up.

The objective is to **honour the host city**, to **celebrate the 2 finalists** and promote UEFA key values.

Above all, the show must be **colourful**, entertaining and memorable for the **Stadium spectators** as well as the **TV audiences**.

If possible, UEFA wishes to have the main Artist or another performer/duet/choir to sing the **UCL anthem** at the very end of the Pre-Match Ceremony while the players are entering the pitch (new ideas are welcome).

The organisation of the trophy unveiling is required. Either immediately prior to the start or during the Pre-Match Ceremony or after the players line-up, the UCL trophy must be brought on the pitch and presented by **the Ambassador of the UCL Final** to the Stadium audience.

Applicants should bear in mind that the start of the Pre-Match Ceremony will take place during a period of loud Stadium noise as the players leave the pitch after their warm-up and that lighting or projections will not be effective at this time.

Based on previous experience, a soft and slow build-up is not effective. Therefore, the start will need to catch the attention of the Stadium spectators, using sound, countdown and movement on the pitch.

The **final picture** of the Pre-Match Ceremony must be impressive for the team's entrance and line-up.



Please find below some example of previous UCLF pictures:

### 2015 - Berlin



### 2016 - Milano





## 2017 - Cardiff



### c) Set-up and dismantling as part of the show

#### Pre-Match Ceremony

In general, the set-up and dismantling of the props and the entry and exit of the performers must form part of the show and be included in the global duration allowed.

The pitch will be used for the players' warm-up prior to the Pre-Match Ceremony. For that reason, **no materials** can be **pre-set on the pitch** in preparation for the show until all players have left the field of play (Cf. Key Timing p.32).

At the end of the show, the pitch needs to be clear and clean. All items should be removed and there should be **no "debris"** remaining. For that reason, confetti and similar festive items are not suitable for the show finale. The **removal** (and cleaning if necessary) must form **part of the show**.

The **choreography** and the movements of the performers should **avoid making marks or damage on the field of play**.

#### d) Performers, Props & Special Effects

In view of the large pitch (105 x 68 m) and the high of the Stadium (Almost 50 m), the show should be **three-dimensional**. Furthermore, the show should be interesting in a **360° angle**, from any point of view at the Stadium.

To improve the visibility and impact on the large pitch, Applicants should consider the use of **large-sized props** and materials, carried by performers.

Attention to **details in the costume and props** will enrich the show as they can be displayed on the giant screens and be an integral part of the TV coverage. Furthermore, plan **make-up** for performers and a **discreet in-ear system**.

In relation to props and materials, the following are not permitted – sharp objects, wheels, heavy weights and anything that may flatten or cut the grass or damage the field of play.

Performers and stage hands must either be barefoot or wear **flat shoes**.

If the Applicant plans to use special effects, they should be precisely described to avoid any conflict with the global plan.

#### e) Live TV coverage

The UCLF and the Ceremonies will be shown **live on television** throughout Europe as well as non-European countries. In developing the show script, Applicants should ensure that the show works effectively as a live show for the Stadium spectators as well as a **TV show** for the audiences at home.

#### f) Use of giant screens and LED boards

Applicants should **use of the screens and LED Boards and GIANT LED screen** to enhance the Pre-Match Ceremony.

If the Applicant plans to create a TIFO, use giant screens to give instructions to spectators.

## g) Music

The **music is a key element** which will help to transmit the different elements and unify them. If appropriate, it might incorporate a clear touch from the host country.

Applicants should liaise with UEFA and the Artist team to find the appropriate music to enhance the storyboard.

Together with the main Artist's team, the Successful Applicant shall be **responsible for identifying and securing all necessary rights clearances** and consents for the Ceremonies, including those relating to the use (both live and broadcasted) of any and all Music contained in the Ceremonies. Any relevant costs in relation thereto should be contained in the Budget and the Applicant's cost proposal. Such clearances and consents should also cover the re-use of the Music by any and all media arising out of any form of exploitation.

## h) Cup Ceremony content and script

The Cup Ceremony will aim to **enhance** the moment of victory for the winning team, Stadium spectators and TV audiences. It will **honour the winning team**. It must encourage the feeling of achievement and **celebration** for everyone. It will bring a **"party" atmosphere** to all spectators, regardless of the team they support.

The Cup Ceremony will close the UCLF. When the spectators leave the Stadium and when the TV viewers switch off their TV sets, they must feel that they have experienced a special and unique event.

The Cup Ceremony will be divided into 4 moments (as per the format detailed in **Appendix 5**):

- Path of honour from the winning team and awarding of medals of the officials of the match and the runners up on the cup stage (Music 1)
- The awarding of the winners (Music 2)
- The cup lift moment from the captain of the winning team (UCL anthem music + Special effects).
- The lap of honour (Music Club anthem + club playlist)

Choreographed lighting effects or LED specific design to highlight the moments of the Cup Ceremony may also be considered.

Applicants should focus their ideas on this phase of the Cup Ceremony, describing effects to

highlight the drama of the cup lift, such as confetti and/or other “safe” pyrotechnics which will be seen as a backdrop to the players to enhance the feeling of festivity.

IMPORTANT: Confetti should be in the colours of the winners + silver. Any ideas for confetti in star or other shapes that may be collected as souvenirs by the spectators are welcome.

In terms of music, Applicants are asked to consider “protocol music” to accompany the medals awarding (Music 1 and 2 mentioned above).

Applicants should consider the appropriate music for this moment, which could be either specifically composed for this purpose or commercially available music.

It is important to maintain the lighting at a high level on and around the winning team for the cup lift, the team photo and the lap of honour as these historic moments are being recorded by the photographers and TV cameras.

Special effects that will create colour effects on the faces and team shirts of the players should be avoided.

### i) Stage and Cup presentation area

Since 2015, a **stage** is installed in the middle of the field of play to allow the **main Artist** to perform its show during the **Pre-Match Ceremony**. The stage that was built for the UCLF 2017 Pre-Match Ceremony could be re-used for at least 2 more Finals (i.e. : UCLF 2018 and UCLF 2019).

The Successful Applicant will have to maintain, store, transport and manage this existing stage in order to deliver the show in the best conditions.

For the UCLF 2020, either UEFA will order the construction of a new stage (with an additional budget), or decide to re-use the same stage as for UCLF 2018 and UCLF 2019.



UEFA may decide at any time to instruct the Successful Applicant to use an alternative stage or to design and construct a new stage. In such cases, the Successful Applicant shall include any associated costs into the relevant Budget.

The **cup presentation area** will be located on the “field of play” and a cup stage will be required to be installed in front of the photographers in less than 4 minutes. The cup stage could be the same as used for the Pre-Match Ceremony (with either the same or different configuration), or UEFA may decide to use another stage, or have the presentation in the stands/tribune.

Photographs of the cup lift will be taken from pitch level in front of the cup presentation area.

Also the UEFA President and a minimum of 4 to 8 dignitaries should be 20-25 cm higher than the players so they can easily give the medals and be visible from TV perspective.

Traditionally, the players and match officials will approach the left side of the UEFA President and Dignitaries, receive their medals and exit on the right side of last Dignitary in the line.

In case it will be organized on the field of play, the stage and SFX elements need to be ready on-site at least 5 days before match-day. If possible (depending on the quality of the grass), the Applicant may have one rehearsal slot to test the installation and dismantling of the Cup Stage in “real conditions”.

Layouts have been provided at **Appendix 5** for the purpose of explaining the logistics of the Cup Ceremony. Applicants are requested to refer to this drawing as a basis for creating the design of the stage.



On the field of play :



The Cup Ceremony will start approx. 6 minutes after the final whistle.

The Cup Ceremony timings must be strictly adhered to.

The duration of the Cup Ceremony will be approx. 12 minutes in total for the awarding of the medals and Cup, followed by an official picture of the winners on the pitch and a "lap of honour".

### Tentative key timing of the Cup Ceremony (Based on UCLF 2017 – subject to change by UEFA)

Timing	Action	To be Managed by Successful Applicant	To be Managed by UEFA
Preparation after Final Whistle (FW)	Finalization of the Cup Stage preparation (handrails, signage, LED Boards,...)	✓	-
	Finalization of the special effects set up (confetti canons, fireworks...)	✓	-
	Set up of the podiums for the photographers in front of the Cup stage. Bring and control the photographers to their authorized positions around the podium area	-	✓
	Preparation of camera positions from the host broadcaster	-	✓
	Control the match officials, the runners up and the winners so they can organize the path of honor	-	✓
	Announcements by the speaker	-	✓
	Make sure the Cup is near the UEFA President and medals If necessary, guide the UEFA President to the stage and explain to him the camera and the process	-	✓
FW + 5:00 min	<b>Everything is ready</b>	✓	✓
FW + 8 min	<b>Start of awarding of medals and Cup</b>	✓	✓
FW + 8 min	Announcement of the match officials -> Match officials to receive their medals from UEFA President	Music selection (music n°1)	Protocol
FW + 9 min	Announcement of the runners-up -> Runners up receive their medals from UEFA President	Music selection (music n°1)	Protocol
FW + 10 min	Announcement of the winners -> Winners receive their medals from UEFA President	Music selection (music n°2)	Protocol

	As the last player, the captain receive his medal		
FW + 11 min	UEFA President gives the Trophy to the Captain	-	Protocol
FT + 11 min	Captain lift the trophy: - specific music TBD similar to Heart of courage - special effect on the winning team (confetti) - fireworks display inside and above the stadium	Music selection (music n°3) + Special effects	Protocol
FT + 12 min	Picture of the winners Lap of honor and celebrations	-	✓

Nota Bene: Immediately after the Final Whistle (FW), during the Cup Ceremony preparation, UEFA will manage spectators' entertainment with the following:

- 1- Celebration of the wining team (20-30 sec): First 20-30 seconds should be without music nor announcement, the Stadium is left to explode with noise
- 2- 1<sup>st</sup> Music VIVA LA VIDA from Coldplay (2 minutes): Announcement of the wining team + recap of the score
- 3- Announcement Man of the Match – Official announcement from sponsor + graphic to be played on the giant screen – Languages TBD in English + local country.
- 4- 2<sup>nd</sup> Music I GOT A FEELING from Black Eyed Peas



## Budget

The budget for this Module is **EUR 650'000 including VAT**.

The Applicant must present both:

- a detailed costs grid
- a summary of the costs presented in the cost grid provided at **Appendix 6** of this ITT

This budget does not include the main Artist's fee and logistic costs, which will be covered by PEPSI.

## Constraints

### a) Daylight

The Pre-Match Ceremony will be performed during daylight. Therefore, the Successful Applicant cannot plan light and video projection effect.

### b) Pitch

There must be no damage to the pitch:

- No heavy elements,
- No repetitive choreographies that might leave marks on the pitch,
- Limited number of rehearsals (ie : maximum of 3).

### c) Health and safety

All Ceremonies elements must adhere strictly to any and all applicable health and safety laws, rules, regulations, standards and legislations.

### d) Installations

It should be noted that the advertising boards surrounding the field of play cannot be moved, with the exception of a predefined area corresponding to the entrance and exit of the performers onto the pitch.

The boards are placed at least 4 m behind the main touchline and 3-5 m behind the goal lines. Any fixed installations which cannot be removed before kick-off must not present an obstruction to the spectators' view of the field of play.

### e) Rehearsals

Rehearsals in the Stadium will be restricted to a **maximum of 3 sessions** (3 hours maximum each) depending on the weather and the quality of the field of play.

The first rehearsal should be organized on **MD-5** and should be focusing on the **technical elements** of the Ceremony

The **second rehearsal** should be organized on **MD-3** and should be focusing on positioning the various elements (Performers and Artist entry/exit points, props, SFX, etc...) and test the various camera positions. The synchronization of the dancing moves or artist choreographies should be prepared at the **training pitch**, not at the **dress rehearsal**.

The **dress rehearsal** of the TV production for the Pre-Match Ceremony will take place on **Match Day -2**. All preparations must be made to hold the full (and final) dress rehearsal at this time and this session should be focusing on finalizing the camera shots of the main artist, performers and SFX.

An **alternative pitch must be arranged by the Successful Applicant for all other rehearsals**. The Successful Applicant is responsible for organising all aspects of the rehearsals (dressing rooms, sound, tower to watch the choreography from above if needed, F&B for performers...). UEFA may help in identifying possible training facilities, but the renting, contracting and management of these facilities must be done by the applicant and included in the Pre-Match Ceremony budget.

### f) Aerial installations

Aerial installations can be installed above the spectators. However, aerial installations above the pitch should be precisely described to avoid any interference with the camera installations (spider cam) at the Stadium.

Applicants proposing to use aerial installations should provide details on the technical installation and specify the exact timing of aerial act.

### g) Fireworks

Applicants are encouraged to propose some pyrotechnic effects and/or fireworks for both the Pre-Match Ceremony and the Cup Ceremony to enhance the key moments. All safety and security regulations must be strictly respected.

### h) Balloon releases

Balloon releases should also be **avoided** due to environmental and animal protection reasons, and would in any event, be required to comply with all national and local laws, regulations,

permits and requirements.

**i) Volunteers**

If the Applicant plans to work with volunteers for the Ceremonies, it will be responsible for all relevant aspects (i.e. compliance with any and all Applicable Laws, identification, casting, insurances, defrayals).

## **MODULE B: WOMEN'S UEFA CHAMPIONS LEAGUE™**

### **FINALS 2018, 2019 and 2020**

#### **Services covered by this ITT**

The services include all aspects of implementation of the specified Module:

- Establishment of creative concepts with UEFA ceremonies team and possibly a local artist/UEFA Foundation for children;
- Establishment of the implementation plan of the creative concepts;
- Production company fee/Implementation costs, administration costs and insurance;
- All logistic costs including travel, accommodation, Site Visits and equipment transportation;
- All rehearsals of the various Ceremonies (incl. external pitch rental fee, P.A System, F&B);
- Graphic visuals and other materials for the purpose of presentation and approval by UEFA;
- Costs of all props, costumes and all elements of the Approved Ceremonies Concept (see existing elements in **Appendix 8**);
- Cup Ceremony platform installation;
- Production of all audio, video and LED materials;
- Additional PA system, sound consoles, intercom radios, microphones and in-ear system for the performers;
- All necessary rights clearance costs, including those relating to the use (both live and broadcasted) of any and all music contained in the Ceremonies;
- Confetti canons, special effects and fireworks for the Cup Ceremony;
- All performers costs (including travel, accommodation, food and beverage); and
- All costs related to the local Artist(s) fee(s), accommodation, travel, technical rider, specific costumes, etc).

## Ceremony Venue and Timing

The UWCL Finals will take place on

**24 May 2018** AT Valeriy Lobanovskyi Stadium – **KYIV**

**23 May 2019 (tbc) - Unconfirmed Site**

**28 May 2020 (tbc) - Unconfirmed Site**

The UWCL Final will kick off at **20:45h CET** (to be confirmed). The Pre-Match Ceremony will start not earlier than 10 minutes prior to the kick-off. Within that period, the Pre-Match Ceremony can begin as soon as ready.

The entire Pre-Match Ceremony will take **no longer than 5 minutes**, including the entrance and exit of the performers and props and the time needed to clear the pitch.

The Cup Ceremony will begin approximately 5 minutes after the end of the UWCL Final and last approx. 10 minutes.

### Tentative key timings of the Final (Based on UWCLF 2017 Cardiff)

20:36:00	Start of Pre-Match Ceremony (to be confirmed)
20:41:00	Walk On of the players to the UWCL anthem - End of Pre-Match Ceremony
20:42:00	Line-up facing tribune of honour with player escort
20:42:40	Team shake hands followed by team pictures – Start of dismantling
20:43:40	Toss of coin (referees and captains)
20:45:00	Kick-off
Half Time	15 minutes (with approximately eight minutes of entertainment possible, if any)
Full Time	approx. 22:30 depending on injury time
FT + 4'	Teams, referees, photo board, confetti, fireworks in position
FT + 5'	Cup Ceremony
FT + 15'	Trophy Lift

## Creative Concept

Applicants are invited to establish a creative concept using the following information as guidelines.

### a) Values & Key words

#### UWCL vision:

To be the greatest platform for the best European clubs and players to showcase their talent.

#### UWCL mission:

To deliver the best women's club football in Europe to fans and inspire new generations.

#### UWCL values:

- Excellence: Defining the quality of the players and the clubs, performing at a level of excellence in football and striving to become the best of the best in Europe.
- Passionate: Reflecting the passion the players and fans have for the sport, their ambitions to achieve a dream and be crowned the champions of club football in Europe.
- Inspiring: Inspiring players, fans and new generations, giving them the desire and opportunity to compete and to strive for perfection.
- Empowering: Football unites. Together, players are stronger and can reach greater achievements. It is all about becoming empowered and having the best stage on which to perform.

UWCL personality:      Elegant, Dynamic.

## b) Pre-Match Ceremony content and script

The Pre-Match Ceremony of the UWCL Final is a 3-5 minutes show right before the entrance of the players with **100 to 200 performers** (indicative numbers) covering the **whole pitch** and generating a positive and **festive atmosphere** in the Stadium to reveal an **impressive final picture** just before the entrance of the players.

The aim of the Pre-Match Ceremony is to promote the UWCL Final as one of the best European sports events and to provide entertainment for the spectators as they wait for the drama on the pitch to begin.

The objective is to honour the host cities, to **celebrate the 2 finalists** and promote the UEFA key values.

The idea is create a **strong momentum/image** using powerful effects and colours for the moment the players enter the pitch for the line-up.

Thus, the objective is above all to have a very **nice and dynamic build-up of a very impressive final picture** for the entrance of the players.

In other words, no mass choreography are requested, but we wish to have surprising and nice giant elements to create the best final picture possible.

It is advised to have for this Pre-Match Ceremony:

- The **giant star** (50m wide) : provided by UEFA, or a similar element
- The **centre circle** (18m diameter) : provided by UEFA
- **Giant club crests** from the 2 finalists : to be produced by the Successful Applicant
- Other **“vertical” elements** with the **colours of the 2 finalists**
- **SFX and Pyro effects** to enhance the end of the Pre-Match Ceremony and the entrance of the teams

Applicants should propose **interactivity** with the spectators before and during the Pre-Match Ceremony – it could be for example **marching music band** asking the spectators to clap their hands.

This marching band could be then in the tribune during the match to keep festive ambiance during the match.





UEFA has the possibility to invite a relevant Artist (or group of artists) to be part of the creative content and to participate in the Pre-Match Ceremony.

“ARTIST” means any individual, band, choir, performers who might integrate the ceremony and perform as part of the show (ie : in 2017, UEFA invited famous UK choir COR GLANAETHWY to perform for the UWCLF Final in Cardiff).

UEFA and the Successful Applicant will cooperate to identify, contact and select the “Artists” for the Pre-Match Ceremony and find the best way to integrate their part into the creative concept as well as the Budget.

UEFA will keep the ultimate decision on the Artists that may participate in each Pre-Match Ceremony.

The organisation of the trophy unveiling is required. Either prior to the start or during the Pre-Match Ceremony, the UWCL trophy must be brought on the pitch and presented to the Stadium audience.

Applicants should bear in mind that the start of the Pre-Match Ceremony will take place during



a period of loud Stadium noise as the players leave the pitch after their warm-up and that lighting or projections will not be effective at this time.

Based on previous experience, a soft and slow build-up is not effective. Therefore, the start will need to catch the attention of the Stadium spectators, using sound, countdown and movement on the pitch.

### c) Cup Ceremony content and script

The Cup Ceremony will aim to **enhance the moment of victory** for the winning team, Stadium spectators and TV audiences. It will honour the winning team. It must encourage the feeling of achievement and celebration for everyone. It will bring a **"party" atmosphere** to all spectators, regardless of the team they support.

The Cup Ceremony will close the UWCL Final. When the spectators leave the Stadium and when the TV viewers switch off their TV sets, they must feel that they have experienced a special and **unique event**.

The Cup Ceremony will be divided into 4 moments (as per the format detailed in **Appendix 5**):

- Path of honour from the winning team and awarding of medals of the officials of the match and the runners up on the cup stage (**Music 1**)
- The awarding of the winners (**Music 2**)
- The cup lift moment from the captain of the winning team (**UWCL anthem music + Special effects**)
- The winners picture on the pitch and lap of honour (**Music Club anthem + club playlist**)

IMPORTANT: Applicants will have to use the existing cup stage (as further described below) for the 3 UWCL Finals contained in this module.

Choreographed **lighting effects or LED specific design** to highlight the moments of the Cup Ceremony may also be considered.

Applicants should focus their creative Proposals on this phase of the Cup Ceremony, describing **effects** to highlight the drama of the cup lift, such as confetti and/or other "safe" pyrotechnics which will be seen as a backdrop to the players to enhance the feeling of **festivity**.

IMPORTANT: Confetti should be in the colours of the winners + silver. Any ideas for confetti in

star or other shapes that may be collected as souvenirs by the spectators are welcome.

In terms of music, Applicants are asked to consider “protocol music” to accompany the medals awarding (Music 1 and 2 mentioned above).

Applicants should consider the appropriate music for this moment, which could be either specifically composed for this purpose or commercially available music.

It is important to maintain the lighting at a high level on and around the winning team for the cup lift, the team photo and the lap of honour as these historic moments are being recorded by the photographers and TV cameras.

Special effects that will create colour effects on the faces and team shirts of the players should be avoided.

### **d) Stage and Cup presentation area**

The **cup presentation area** will either be located on the “field of play”.

The cup stage will be required to be installed in front of the photographers in less than 4 minutes. Photographs of the cup lift will be taken from pitch level in front of the cup presentation area.

Also the UEFA President and a minimum of 4 to 8 dignitaries should be 20-25 cm higher than the players so they can easily give the medals and be visible from TV perspective.

Traditionally, the players and match officials will approach the left side of the UEFA President and Dignitaries, receive their medals and exit on the right side of last Dignitary in the line.

For UWCLF 2018, 2019 and 2020, there is an existing cup stage that could be used by the Successful Applicant.

The cup stage will be provided, transported by another UEFA supplier to the right venue, and the Successful Applicant will have to:

- Organize the installation of the stage for 1 rehearsal and on match-day (the manipulation of the cup stage usually requires between 15 and 25 people, and this can be achieved with UEFA volunteers or professional stage-hands)
- Organize the confetti's and SFX around the stage
- Implement the cup ceremony on match day

Layouts have been provided at **Appendix 5** for the purpose of explaining the logistics of the Cup Ceremony.

If needed, UEFA might decide to either organize the Cup Ceremony in the “protocol area”, or decide to design and build a new cup stage (with an extra budget).

If possible (depending on the quality of the grass), the Applicant may have one rehearsal slot to test the installation and dismantling of the cup stage in “real conditions”.

Example of UWCLF Cardiff 2017 below picture -



## e) Set-up and dismantling as part of the show

### Pre-Match Ceremony

In general, the set-up and dismantling of the props and the entry and exit of the performers must form part of the show and be included in the global duration allowed.

The pitch will be used for the players' warm-up prior to the Pre-Match Ceremony. For that reason, **no** materials can be **pre-set** on the pitch in preparation for the show until all players have left the field of play.

At the end of the show, the pitch needs to be **clear and clean**. All items should be removed and there should be **no "debris"** remaining. For that reason, confetti and similar festive items are not suitable for the show finale. The removal (and cleaning if necessary) must form part of the show.

### Cup Ceremony

The stage and extension which form the cup presentation area must be ready for rehearsals at least five days prior to the UWLC Final. Should any inspections be required by the local authorities, then the Successful Applicant and the stage supplier must be ready for such inspections one day earlier, in order that any adaptations may be completed in time for the rehearsals.





## Props & Special Effects

In view of the large pitch (105 x 68 m) and the high of the Stadium (Almost 50 m), the show should be **three-dimensional**. Furthermore, the show should be interesting in a **360° angle**, from any point of view at the Stadium.

To improve the visibility and impact on the large pitch, Applicants should consider the use of large-sized props and materials, carried by performers.

In relation to props and materials, the following are not permitted – sharp objects, wheels, heavy weights and anything that may flatten or cut the grass or damage the field of play.

Performers and stage hands must either be barefoot or wear gym shoes or other shoes with a flat smooth profile.

If the Applicant plans to use special effects, they should be precisely described to avoid any conflict with the global plan.

### f) Live TV coverage

The UWCL Final and the Ceremonies will be shown **live on television** throughout Europe as well as non-European countries. In developing the show script, Applicants should ensure that the show works effectively as a live show for the Stadium spectators as well as a TV show for the audiences at home.

### g) Music

Applicants should suggest the appropriate music to **enhance the storyboard**. The Proposal must contain, if not the selected music, similar tracks that give a good feeling of the music. However, UEFA reserves the right to use the rest of the Proposal with other music.

Together with any relevant main Artist team, the Successful Applicant shall be **responsible for identifying and securing all necessary rights clearances** and consents for the Ceremonies, including those relating to the use (both live and broadcasted) of any and all Music contained in the Ceremonies. The costs in relation thereto should be contained in the Budget and the Applicant's cost proposal. Such clearances and consents should also cover the re-use of the Music by any and all media arising out of any form of exploitation. UEFA may ultimately decide upon the extent of usage required of the Ceremonies' footage, and will advise the Successful

Applicant of all required clearances in relation to the Ceremonies. The Successful Applicant shall then be responsible for obtaining all relevant clearances and including the costs in relation thereto into the relevant Budget.

### Budget

The budget for this Module B is

2018 : **EUR 70'000 including VAT.**

2019 : **EUR 70'000 including VAT.**

2020 : **EUR 70'000 including VAT.**

The Applicant must present both:

- a detailed costs grid
- a summary of the costs presented in the cost grid provided at Appendix 6 of this ITT

### Constraints

#### a) Daylight

The Pre-Match Ceremony will be performed during daylight. Therefore, the Applicant **cannot** plan light and video projection effect.

#### b) Pitch

There must be **no damage** to the pitch:

- No heavy elements,
- No Repetitive choreographies that might leave marks on the pitch,
- Limited number of rehearsals.

#### c) Health and safety

All Ceremonies elements must adhere strictly to any and all applicable health and safety laws, rules, regulations, standards and legislations.

#### d) Installations

It should be noted that the advertising boards surrounding the field of play cannot be moved, with the exception of a predefined area corresponding to the entrance and exit of the performers onto the pitch.

The boards are placed at least 4 m behind the main touchline and 3-5 m behind the goal lines.

Any fixed installations that cannot be removed before kick-off must not present an obstruction to the spectators' view of the field of play.

#### **e) Rehearsals**

Rehearsals in the Stadium will be restricted to a **maximum of 2 sessions (3 hours maximum each)** depending on the weather and the quality of the field of play.

The **dress rehearsal** of the TV production for the Pre-Match Ceremony will take place on **Match Day -3 and Match Day – 2** (exact time-slot tbc). All preparations must be made to hold the full (and final) dress rehearsal at this time.

An **alternative pitch** must be arranged for all other rehearsals. The Successful Applicant is responsible for organising all aspects of the rehearsals (dressing rooms, sound, tower to watch the choreography from above, F&B for performers...)

#### **f) Special effects**

Applicants are **encouraged** to propose some pyrotechnic effects and/or fireworks for both the Opening ceremony and the Cup Ceremony to enhance the key moments. All safety and security regulations should be then strictly respected.

#### **g) Balloons releases**

Balloons releases should also be **avoided** due to environmental and animal protection reasons, and would in any event, be required to comply with all national and local laws, regulations, permits and requirements.

#### **h) Volunteers**

If the Applicant plans to work with volunteers for the choreographies, it will be responsible for all relevant aspects (i.e. compliance with any and all Applicable Laws, identification, casting, insurances, defrayals).

## **MODULE C: UEFA EUROPA LEAGUE™ Finals 2018, 2019 and 2020**

### **Services covered by this ITT**

The services include all aspects of implementation of the specified Module:

- Participation in the creative concepts;
- Establishment of the implementation planning of the creative concepts;
- Implementation of the Module;
- Maintenance, storage and transportation of the UEL stage (see existing elements in **Appendix 8**)
- Design and implement SFX concept;
- Stadium set-up for the Module;
- Supply of all necessary Ceremony structures and materials, including equipment for communications with the performers and crew (intercom with conference system);
- Supply and management of all necessary equipment to play music at rehearsals and in the main venue (sound consoles, in-ear systems, microphones, intercom radios, etc...)
- Liaison with authorities for all necessary authorizations and Consents;
- All production, technical and logistical aspects;
- Staffing (at all levels) and recruitment of performers (sometimes in cooperation with the Artist management team);
- Administration of staff, clearance of performers' rights and compliance with relevant legislation regarding staff and performers; and
- Clearance of any and all Music rights, pictures and videos.

### **Ceremonies Venue and Timing**

The timings must be strictly adhered to.

The Finals will take place on:

**16 of May 2018** AT OL PARC – **Lyon**

**25 of May 2019 (tbc)** – Unconfirmed Site

**27 of May 2020 (tbc)** – Unconfirmed Site



The UELF will kick off at **20:45h CET**. The Pre-Match Ceremony will start not earlier than 15 to 10 minutes prior to the kick-off. Within that period, the Pre-Match Ceremony can begin as soon as ready.

The entire Pre-Match Ceremony will take no longer than 6 to 11 minutes, including the entrance and exit of the performers and props and the time needed to clear the pitch.

The Cup Ceremony will begin approximately 7 minutes after the end of the UELF and last approx. 10 minutes.

### **Tentative key timing of the UEL Final (Based on the UEL Final 2016 Basel)**

20:00.00	Start of warm-up on field
20:30:00	End of warm-up on field / teams return to dressing room
20:30-20:35	Possible set-up window of the ceremony
20:32- 20:34	Unveiling of the UEFA Europa League Trophy by the Ambassador
20:34:00	Start of video countdown
20:35:00	Start of Pre-Match Ceremony
20:41:00	Walk-on of the players on UEL anthem - End of Pre-Match Ceremony
20:42:00	Line-up facing tribune of honour with player escort
20:42:40	Team shake hands followed by team pictures – Start of dismantling
20:43:40	Toss of coin (referees and captains)
20:45:00	Kick-off
Half Time	15 minutes (with approx. 8 minutes of entertainment possible, if any)
Full Time	approx. 22:30 depending on additional time
FT + 5'	Teams, referees, photo board, confetti, fireworks in position
FT + 8'	Cup Ceremony
FT + 15'	Trophy Lift

### **Creative Concept**

The Successful Applicant will be invited to develop a creative concept hand in hand with the UEFA ceremonies team and possibly an Artist team, and using the following information as

guidelines.

### a) Values & Key words

UEL vision:	To be the most dynamic club football competition across Europe.
UEL mission:	To give club, players and fans a thriving European football adventure.

#### Values:

Accessible  
Challenging  
Diverse

#### Personality:

In touch  
Ambitious  
Dynamic

### b) Pre-Match Ceremony content and script

The Pre-Match Ceremony of the UELF is a **6 to 11 minutes** show right before the entrance of the players, possibly with a Main Artist booked by UEFA, and **150 to 300 performers** (indicative number including stage-hands) doing a dancing choreography **covering the whole pitch** and generating a **positive** and **festive atmosphere** in the Stadium.

The aim of the Pre-Match Ceremony is to **promote the UEL Final** as one of the best European sporting events and to provide entertainment for the spectators as they wait for the drama on the pitch to begin.

The idea is to build the momentum using **powerful effects** until the moment the players enter the pitch for the line-up.

The objective is to **honour the host city**, to **celebrate the 2 finalists** and promote UEFA key

values.

Above all, the show must be **colourful**, entertaining and memorable for the **Stadium spectators** as well as the **TV audiences**.

UEFA has the possibility to invite a relevant Artist (or group of artists) to be part of the creative content and to participate in the Pre-Match Ceremony.

“ARTIST” means any individual, band, choir, performers who might integrate the ceremony and perform as part of the show (ie : in 2015, UEFA invited DJ Schiller to perform for the UEL Final in Basel).

UEFA and the Successful Applicant will cooperate to identify, contact and select the “Artists” for the Pre-Match Ceremony and find the best way to integrate their part into the creative concept as well as the Budget.

UEFA will keep the ultimate decision on the Artists that may participate in each Pre-Match Ceremony.

The organisation of the trophy unveiling is required. Either immediately prior to the start or during the Pre-Match Ceremony, the UEL trophy must be brought on the pitch and presented by **the Ambassador of the UEL Final** to the Stadium audience.

Applicants should bear in mind that the start of the Pre-Match Ceremony will take place during a period of loud Stadium noise as the players leave the pitch after their warm-up and that lighting or projections will not be effective at this time.

Based on previous experience, a soft and slow build-up is not effective. Therefore, the start will need to catch the attention of the Stadium spectators, using sound, countdown and movement on the pitch.

The **final picture** of the Pre-Match Ceremony must be clean and elegant for the team’s entrance and line-up.



### c) Set-up and dismantling as part of the show

#### Pre-Match Ceremony

In general, the set-up and dismantling of the props and the entry and exit of the performers must form part of the show and be included in the global duration allowed.

The pitch will be used for the players' warm-up prior to the Pre-Match Ceremony. For that reason, **no materials** can be **pre-set on the pitch** in preparation for the show until all players

have left the field of play.

Example pre-match timetable:

20:00:00	Start of warm-up on field
20:30:00	End of warm-up on field / teams return to dressing room
20:30-20:35	Possible set-up window of the ceremony
20:32- 20:34	Unveiling of the UEFA Europa League Trophy by the Ambassador
20:34:00	Start of video countdown
20:35:00	Start of Pre-Match Ceremony
20:41:00	Walk-on of the players on UEL anthem - End of Pre-Match Ceremony
20:42:00	Line-up facing tribune of honour with player escort
20:42:40	Team shake hands followed by team pictures – Start of dismantling
20:43:40	Toss of coin (referees and captains)
20:45:00	Kick-off

At the end of the show, the pitch needs to be clear and clean. All items should be removed and there should be **no “debris”** remaining. For that reason, confetti and similar festive items are not suitable for the show finale. The **removal** (and cleaning if necessary) must form **part of the show**.

**The choreography** and the movements of the performers should **avoid making marks or damage on the field of play**.

#### d) Performers, Props & Special Effects

In view of the large pitch (105 x 68 m) and the high of the Stadium (Almost 50 m), the show should be **three-dimensional**. Furthermore, the show should be interesting in a **360° angle**, from any point of view at the Stadium.

To improve the visibility and impact on the large pitch, Applicants should consider the use of **large-sized props** and materials, carried by performers.

Attention to **details in the costume and props** will enrich the show as they can be displayed on the giant screens and be an integral part of the TV coverage. Furthermore, plan **make-up** for performers and a **discreet in-ear system**.

In relation to props and materials, the following are not permitted – sharp objects, wheels, heavy weights and anything that may flatten or cut the grass or damage the field of play.

Performers and stage hands must either be barefoot or wear **flat shoes**.

If the Applicant plans to use special effects, they should be precisely described to avoid any conflict with the global plan.

#### e) Live TV coverage

The UELF and the Ceremonies will be shown **live on television** throughout Europe as well as non-European countries. In developing the show script, Applicants should ensure that the show works effectively as a live show for the Stadium spectators as well as a **TV show** for the audiences at home.

#### f) Use of giant screens and LED boards

Applicants should **use of the screens and LED Boards and GIANT LED screen** to enhance the Pre-Match Ceremony.

If the Applicant plans to create a TIFO, use giant screens to give instructions to spectators.

## g) Music

The **music is a key element** which will help to transmit the different elements and unify them. If appropriate, it might incorporate a clear touch from the host country.

Applicants should liaise with UEFA and the Artist team to find the appropriate music to enhance the storyboard.

Together with any relevant main Artist team, the Successful Applicant shall be **responsible for identifying and securing all necessary rights clearances** and consents for the Ceremonies, including those relating to the use (both live and broadcasted) of any and all Music contained in the Ceremonies. The costs in relation thereto should be contained in the Budget and the Applicant's cost proposal. Such clearances and consents should also cover the re-use of the Music by any and all media arising out of any form of exploitation. UEFA may ultimately decide upon the extent of usage required of the Ceremonies' footage, and will advise the Successful Applicant of all required clearances in relation to the Ceremonies. The Successful Applicant shall then be responsible for obtaining all relevant clearances and including the costs in relation thereto into the relevant Budget.

## h) Cup Ceremony content and script

The Cup Ceremony will aim to **enhance** the moment of victory for the winning team, Stadium spectators and TV audiences. It will **honour the winning team**. It must encourage the feeling of achievement and **celebration** for everyone. It will bring a **"party" atmosphere** to all spectators, regardless of the team they support.

The Cup Ceremony will close the UEL Final. When the spectators leave the Stadium and when the TV viewers switch off their TV sets, they must feel that they have experienced a special and unique event.

The Cup Ceremony will be divided into 4 moments (as per the format detailed in **Appendix 5**):

- Path of honour from the winning team and awarding of medals of the officials of the match and the runners up on the cup stage (Music 1)
- The awarding of the winners (Music 2)



- The cup lift moment from the captain of the winning team (UEL anthem music + Special effects).
- The lap of honour (Music Club anthem + club playlist)

Choreographed lighting effects or LED specific design to highlight the moments of the Cup Ceremony may also be considered.

Applicants should focus their creative Proposals on this phase of the Cup Ceremony, describing effects to highlight the drama of the cup lift, such as confetti and/or other “safe” pyrotechnics which will be seen as a backdrop to the players to enhance the feeling of festivity.

**IMPORTANT:** Confetti should be in the colours of the winners + silver. Any ideas for confetti in star or other shapes that may be collected as souvenirs by the spectators are welcome.

In terms of music, Applicants are asked to consider “protocol music” to accompany the medals awarding (Music 1 and 2 mentioned above).

Applicants should consider the appropriate music for this moment, which could be either specifically composed for this purpose or commercially available music.

It is important to maintain the lighting at a high level on and around the winning team for the cup lift, the team photo and the lap of honour as these historic moments are being recorded by the photographers and TV cameras.

Special effects that will create colour effects on the faces and team shirts of the players should be avoided.

Layouts have been provided at **Appendix 5** for the purpose of explaining the logistics of the Cup Ceremony.

### i) Stage and Cup presentation area

The **cup presentation area** will either be located on the “field of play” and will be required to be installed in front of the photographers in less than 4 minutes.

Photographs of the cup lift will be taken from pitch level in front of the cup presentation area.

Also the UEFA President and a minimum of 4 to 8 dignitaries should be 20-25 cm higher than the players so they can easily give the medals and be visible from TV perspective.



Traditionally, the players and match officials will approach the left side of the UEFA President and Dignitaries, receive their medals and exit on the right side of last Dignitary in the line.

There is an existing cup stage that could be used by the Successful Applicant.

The cup stage will be provided and transported by another UEFA supplier, and the Successful Applicant will have to:

- Organize the installation of the stage for 1 rehearsal and on match-day (the manipulation of the cup stage usually requires between 15 and 25 people, and this can be achieved with UEFA volunteers or professional stage-hands)
- Organize the confetti's and SFX around the stage
- Implement the cup ceremony on match day



**Tentative key timing of the Cup Ceremony (Based on UELF 2017 – subject to change by UEFA)**

Timing	Action	To be Managed by Successful Applicant	To be Managed by UEFA
Preparation after Final Whistle (FW)	Finalization of the cup stage preparation (handrails, signage, LED Boards,...)	✓	-
	Finalization of the special effects set up (confetti canons, fireworks...)	✓	-
	Set up of the podiums for the photographers in front of the cup stage. Bring and control the photographers to their authorized positions around the podium area	-	✓
	Preparation of camera positions from the host broadcaster	-	✓
	Control the match officials, the runners up and the winners so they can organize the path of honour	-	✓
	Announcements by the speaker	-	✓
	Make sure the cup is near the UEFA President and medals If necessary, guide the UEFA President to the stage and explain to him the camera and the process	-	✓
FW + 5:00 min	<b>Everything is ready</b>	✓	✓
FW + 8 min	<b>Start of awarding of medals and cup</b>	✓	✓
FW + 8 min	Announcement of the match officials -> Match officials to receive their medals from UEFA President	Music selection (music n°1)	Protocol
FW + 9 min	Announcement of the runners-up -> Runners up receive their medals from UEFA President	Music selection (music n°1)	Protocol

FW + 10 min	Announcement of the winners -> Winners receive their medals from UEFA President As the last player, the captain receive his medal	Music selection (music n°2)	Protocol
FW + 11 min	UEFA President gives the trophy to the Captain	-	Protocol
FT + 11 min	Captain lift the trophy: - specific music TBD similar to Heart of courage - special effect on the winning team (confetti) - fireworks display inside and above the stadium	Music selection (music n°3) + Special effects	Protocol
FT + 12 min	Picture of the winners Lap of honour and celebrations	-	✓

Nota Bene: Immediately after the Final Whistle (FW), during the Cup Ceremony preparation, UEFA will manage spectators' entertainment with the following:

- 5- Celebration of the wining team (20-30 sec): First 20-30 seconds should be without music nor announcement, we leave the stadium explodes
- 6- 1<sup>st</sup> Music VIVA LA VIDA from Coldplay (2 minutes): Announcement of the wining team + recap of the score
- 7- Announcement Man of the Match – Official announcement from sponsor + graphic to be played on the giant screen – Languages TBD in English + local country.
- 8- 2<sup>nd</sup> Music I GOT A FEELING from Black Eyed Peas

## Budget

The budget for this Module C is **EUR 200'000 including VAT.**

The Applicant must present both:

- a detailed costs grid; and
- a summary of the costs presented in the cost grid provided at Appendix 6 of this ITT

This budget does not include any main Artist's fee and logistic costs, which will be covered by UEFA.

## Constraints

### a) Daylight

The Pre-Match Ceremony will be performed during daylight. Therefore, the Applicant cannot plan light and video projection effect.

### b) Pitch

There must be no damage to the pitch:

- No heavy elements,
- No Repetitive choreographies that might leave marks on the pitch,
- Limited number of rehearsals (ie : maximum of 3).

### c) Health and safety

All Ceremonies elements must adhere strictly to any and all applicable health and safety laws, rules, regulations, standards and legislations.

### d) Installations

It should be noted that the advertising boards surrounding the field of play cannot be moved, with the exception of a predefined area corresponding to the entrance and exit of the performers onto the pitch.

The boards are placed at least 4 m behind the main touchline and 3-5 m behind the goal lines.

Any fixed installations which cannot be removed before kick-off must not present an obstruction to the spectators' view of the field of play.

### e) Rehearsals

Rehearsals in the Stadium will be restricted to a **maximum of 3 sessions** (3 hours maximum each) depending on the weather and the quality of the field of play.

The first rehearsal should be organized on **MD-5** and should be focusing on the **technical elements** of the Ceremony

The **second rehearsal** should be organized on **MD-3** and should be focusing on positioning the various elements (performers and artist entry/exit points, props, SFX, etc...) and test the various camera positions. The synchronization of the dancing moves or artist choreographies should be prepared at the **training pitch**,

not at the **dress rehearsal**.

The **dress rehearsal** of the TV production for the Pre-Match Ceremony will take place on **Match Day -2**. All preparations must be made to hold the full (and final) dress rehearsal at this time and this session should be focusing on finalizing the camera shots of the main artist, performers and SFX.

An **alternative pitch must be arranged by the Successful Applicant for all other rehearsals**. The Successful Applicant is responsible for organising all aspects of the rehearsals (dressing rooms, sound, tower to watch the choreography from above if needed, F&B for performers...). UEFA may help in identifying possible training facilities, but the renting, contracting and management of these facilities must be done by the Successful Applicant and included in the Pre-Match Ceremony budget.

**f) Aerial installations**

Aerial installations can be installed above the spectators. However, aerial installations above the pitch should be precisely described to avoid any interference with the camera installations (spider cam) at the Stadium.

Applicants proposing to use aerial installations should provide details on the technical installation and specify the exact timing of aerial act.

**g) Fireworks**

Applicants are encouraged to propose some pyrotechnic effects and/or fireworks for both the Pre-Match Ceremony and the Cup Ceremony to enhance the key moments. All safety and security regulations should be then strictly respected.

**h) Balloon releases**

Balloon releases should also be **avoided** due to environmental and animal protection reasons, and would in any event, be required to comply with all national and local laws, regulations, permits and requirements.

**i) Volunteers**

If the Applicant plans to work with volunteers for the Ceremonies, it will be responsible for all relevant aspects (i.e. identification, casting, insurances, defrayals).

## **MODULE D: UEFA SUPER CUP™ 2018 and 2019**

### **Services covered by this ITT**

- Establishment of creative concepts with UEFA ceremonies team and the event local organising committee;
- Establishment of the implementation plan of the creative concepts;
- Production company fee/Implementation costs, administration costs and insurance;
- All logistic costs including travel, accommodation, Site Visits and equipment transportation;
- All rehearsals of the various Ceremonies (incl. external pitch rental fee, P.A System, F&B);
- Graphic visuals and other materials for the purpose of presentation and approval by UEFA;
- Costs of all props, costumes and all elements of the Approved Ceremonies Concept (see existing elements in **Appendix 8**);
- Cup Ceremony platform installation;
- Production of all audio, video and LED materials;
- Additional PA system and in-ear system for the performers;
- All necessary rights clearance costs, including those relating to the use (both live and broadcasted) of any and all music contained in the Ceremonies;
- Confetti canons, special effects and fireworks for the Cup Ceremony;
- All performers costs (including travel, accommodation, food and beverage); and
- All costs related to the local Artist(s) fee(s), accommodation, travel, technical rider, specific costumes, etc).

### **Ceremony Venue and Timing**

The timings must be strictly adhered to.

The UEFA Super Cups will take place on

**15 of August 2018** AT Tallinn

**14 of August 2019 (tbc)** – Unconfirmed Site

The SCUP will kick off at 20:45h CET (to be confirmed). The Pre-Match Ceremony will start not earlier than 10 minutes prior to the kick-off. Within that period, the Pre-Match Ceremony can begin as soon as ready.

The entire Pre-Match Ceremony will take no longer than 6 minutes, including the entrance and exit of the performers and props and the time needed to clear the pitch.

The Cup Ceremony will begin approximately 5 minutes after the end of the match and last approx. 10 minutes.

### Tentative key timing of the Final

20:36:00	Start of Pre-Match Ceremony (to be confirmed)
20:41:00	Walk On of the players to the SCUP anthem - End of Pre-Match Ceremony
20:42:00	Line-up facing tribune of honour with player escort
20:42:40	Team shake hands followed by team pictures – Start of dismantling
20:43:40	Toss of coin (referees and captains)
20:45:00	Kick-off
Half Time	15 minutes (with approximately eight minutes of entertainment possible, if any)
Full Time	approx. 22:30 depending on injury time
FT + 4'	Teams, referees, photo board, confetti, fireworks in position
FT + 5'	Cup Ceremony
FT + 15'	Trophy Lift

### Creative Concept

For the past 3 years, the SCUP Pre-Match Ceremony has been used as a platform to promote a social message.

Together with the UEFA Foundation for Children and the different local organising committees, the UEFA ceremonies team has developed creative concepts with the following format:

- Opening Ceremony Pre-set on the pitch
- Opening Ceremony part 1 : Traditional dance with local dancers and/or musicians
- Opening Ceremony part 2 : UEFA Foundation activity with local kids and social message



- In 2015 in Tbilisi, the message was about protecting children who suffer from war in different conflict zones. 1000 kids were invited to the match to create a chain with the players of Real Madrid and Sevilla FC, and a group of five local kids performed the song "Imagine"



- In 2016 in Trondheim, the message was that everyone can be part of the football family. 2 kids in wheelchairs were escorted on the field of play by Sergio Ramos and Vicente Iborra, and a local teenager performed the song "All you need is love"



- In 2017 in Skopje, the message was that no-one can be left on the side. 19 local deaf kids were invited to participate in the Pre-Match Ceremony and all the performers sang the song *Sky Full of Stars* in Sign Language.



### a) Values & Key words

SCUP vision:

To celebrate European club football's two cup winners

SCUP mission:

To showcase to the world the quality of European football.

SCUP values:

Excellence

Prestige

European

Entertainment

SCUP personality: Festive, glamorous.

### b) Pre-Match Ceremony content and script

For this Module, Applicants shall propose some new ideas to continue to promote social messages.

As done in the past, UEFA has the possibility to invite a relevant ARTIST (or group of artists) to be part of the creative content and to participate in the Pre-Match Ceremony.

“ARTIST” means any individual, band, choir, performers who might integrate the ceremony and perform as part of the show (ie : in 2016, UEFA invited Henrik, local talent who won Norway’s got talent, to perform for the Super Cup in Trondheim).

UEFA and the Successful Applicant will cooperate to identify, contact and select the “Artists” for the Opening Ceremony and find the best way to integrate their part into the creative concept as well as the budget.

UEFA will keep the ultimate decision on the artists that will participate in each pre-match Ceremony.

### c) Cup Ceremony content and script

The Cup Ceremony will aim to **enhance** the moment of victory for the winning team, Stadium spectators and TV audiences. It will **honour the winning team**. It must encourage the feeling of achievement and **celebration** for everyone. It will bring a **“party” atmosphere** to all spectators, regardless of the team they support.

The Cup Ceremony will close the SCUP. When the spectators leave the Stadium and when the TV viewers switch off their TV sets, they must feel that they have experienced a special and unique event.

The Cup Ceremony will be divided into 4 moments (as per the format detailed in **Appendix 5**):

- Path of honour from the winning team and awarding of medals of the officials of the match and the runners up on the cup stage (Music 1)
- The awarding of the winners (Music 2)
- The cup lift moment from the captain of the winning team (UEL anthem music + Special effects).
- The lap of honour (Music Club anthem + club playlist)

Choreographed lighting effects or LED specific design to highlight the moments of the Cup Ceremony may also be considered.

Applicants should focus their creative Proposals on this phase of the Cup Ceremony, describing effects to highlight the drama of the cup lift, such as confetti and/or other “safe” pyrotechnics which will be seen as a backdrop to the players to enhance the feeling of festivity.

**IMPORTANT:** Confetti should be in the colours of the winners + silver. Any ideas for confetti in

star or other shapes that may be collected as souvenirs by the spectators are welcome.

In terms of music, Applicants are asked to consider “protocol music” to accompany the medals awarding (Music 1 and 2 mentioned above).

Applicants should consider the appropriate music for this moment, which could be either specifically composed for this purpose or commercially available music.

It is important to maintain the lighting at a high level on and around the winning team for the cup lift, the team photo and the lap of honour as these historic moments are being recorded by the photographers and TV cameras.

Special effects that will create colour effects on the faces and team shirts of the players should be avoided.

Layouts have been provided at **Appendix 5** for the purpose of explaining the logistics of the Cup Ceremony.

### **d) Stage and Cup presentation area**

The **cup presentation area** will either be located at the “protocol row” of the VIP tribune, or on the “field of play”.

If happening on the **field of play**, the cup stage will be required to be installed in front of the photographers in less than 4 minutes.

Photographs of the cup lift will be taken from pitch level in front of the cup presentation area.

Also the UEFA President and a minimum of 4 to 8 dignitaries should be 20-25 cm higher than the players so they can easily give the medals and be visible from TV perspective.

Traditionally, the players and match officials will approach the left side of the UEFA President and Dignitaries, receive their medals and exit on the right side of last Dignitary in the line.

For the SCUP 2018 and 2019, there is an existing cup stage that could be used by the Successful Applicant.

The cup stage will be provided and transported by another UEFA supplier, and the Successful Applicant will have to:

- Organize the installation of the stage for 1 rehearsal and on match-day (the manipulation of the cup stage usually requires between 15 and 25 people, and this can be achieved with UEFA volunteers or professional stage-hands)
- Organize the confetti's and SFX around the stage
- Implement the cup ceremony on match day





### e) Set-up and dismantling as part of the show

#### Pre-Match Ceremony

In general, the set-up and dismantling of the props and the entry and exit of the performers must form part of the show and be included in the global duration allowed.

The pitch will be used for the players' warm-up prior to the Pre-Match Ceremony. For that reason, **no materials** can be **pre-set on the pitch** in preparation for the show until all players have left the field of play.

Example of Pre-Match Ceremony timings:

20:00:00	Start of warm-up on field
20:30:00	End of warm-up on field / teams return to dressing room
20:30-20:35	Possible set-up window of the ceremony
20:34:00	Start of video countdown
20:35:00	Start of Pre-Match Ceremony
20:40:00	Walk-on of the players on UEL anthem - End of Pre-Match Ceremony
20:41:00	Line-up facing tribune of honour with player escort
20:41:40	Team shake hands followed by team pictures – Start of dismantling
20:42:40	Toss of coin (referees and captains)
20:45:00	Kick-off

At the end of the show, the pitch needs to be clear and clean. All items should be removed and there should be **no "debris"** remaining. For that reason, confetti and similar festive items are not suitable for the show finale. The **removal** (and cleaning if necessary) must form **part of the show**.

**The choreography** and the movements of the performers should **avoid making important marks or damage on the field of play**.



#### **f) Performers, Props & Special Effects**

In view of the large pitch (105 x 68 m) and the high of the Stadium (Almost 50 m), the show should be **three-dimensional**. Furthermore, the show should be interesting in a **360° angle**, from any point of view at the Stadium.

To improve the visibility and impact on the large pitch, Applicants should consider the use of **large-sized props** and materials, carried by performers.

Attention to **details in the costume and props** will enrich the show as they can be displayed on the giant screens and be an integral part of the TV coverage. Furthermore, plan **make-up** for performers and a **discreet in-ear system**.

In relation to props and materials, the following are not permitted – sharp objects, wheels, heavy weights and anything that may flatten or cut the grass or damage the field of play.

Performers and stage hands must either be barefoot or wear **flat shoes**.

If the Applicant plans to use special effects, they should be precisely described to avoid any conflict with the global plan.

#### **g) Live TV coverage**

The SCUP and the Ceremonies will be shown **live on television** throughout Europe as well as non-European countries. In developing the show script, Applicants should ensure that the show works effectively as a live show for the Stadium spectators as well as a **TV show** for the audiences at home.

#### **h) Use of giant screens and LED boards**

Applicants should **use of the screens and LED Boards and GIANT LED screen** to enhance the Pre-Match Ceremony.

If the Applicant plans to create a TIFO, use giant screens to give instructions to spectators.

## i) Music

The **music is a key element** which will help to transmit the different elements and unify them. If appropriate, it might incorporate a clear touch from the host country.

Applicants should liaise with UEFA and the Artist team to find the appropriate music to enhance the storyboard.

Together with any relevant main Artist team, the Successful Applicant shall be **responsible for identifying and securing all necessary rights clearances** and consents for the Ceremonies, including those relating to the use (both live and broadcasted) of any and all Music contained in the Ceremonies. The costs in relation thereto should be contained in the Budget and the Applicant's cost proposal. Such clearances and consents should also cover the re-use of the Music by any and all media arising out of any form of exploitation. UEFA may ultimately decide upon the extent of usage required of the Ceremonies' footage, and will advise the Successful Applicant of all required clearances in relation to the Ceremonies. The Successful Applicant shall then be responsible for obtaining all relevant clearances and including the costs in relation thereto into the relevant Budget.

## Budget

The budget for this Module D is **EUR 75'000 including VAT**.

The Applicant must present both:

- a detailed costs grid; and
- a summary of the costs presented in the cost grid provided at Appendix 6 of this ITT

## Constraints

### a) Daylight

The Pre-Match Ceremony may be performed during daylight. Therefore, the Applicant cannot plan light and video projection effect.

### b) Pitch

There must be no damage to the pitch:

- No heavy elements,
- No Repetitive choreographies that might leave marks on the pitch,
- Limited number of rehearsals (ie : maximum of 3).

### c) Health and safety

All Ceremonies elements must adhere strictly to any and all applicable health and safety laws, rules, regulations, standards and legislations.

### d) Installations

It should be noted that the advertising boards surrounding the field of play cannot be moved, with the exception of a predefined area corresponding to the entrance and exit of the performers onto the pitch.

The boards are placed at least 4 m behind the main touchline and 3-5 m behind the goal lines.

Any fixed installations which cannot be removed before kick-off must not present an obstruction to the spectators' view of the field of play.

### e) Rehearsals

Rehearsals in the Stadium will be restricted to a **maximum of 3 sessions** (3 hours maximum each) depending on the weather and the quality of the field of play.

The first rehearsal should be organized on **MD-5** and should be focusing on the **technical elements** of the Ceremony

The **second rehearsal** should be organized on **MD-3** and should be focusing on positioning the various elements (performers and artist entry/exit points, props, SFX, etc...) and test the various camera positions. The synchronization of the dancing moves or artist choreographies should be prepared at the **training pitch**, not at the **dress rehearsal**.

The **dress rehearsal** of the TV production for the Pre-Match Ceremony will take place on **Match Day -2**. All preparations must be made to hold the full (and final) dress rehearsal at this time and this session should be focusing on finalizing the Camera shots of the main artist, performers and SFX.

An **alternative pitch must be arranged by the Successful Applicant for all other rehearsals**. The Successful Applicant is responsible for organising all aspects of the rehearsals (dressing rooms, sound, tower to watch the choreography from above if needed, F&B for performers...). UEFA might help in identifying possible Training facilities, but the renting, contracting and management of these facilities must be done by the applicant and included in the Pre-Match Ceremony budget.

**f) Aerial installations**

Aerial installations can be installed above the spectators. However, aerial installations above the pitch should be precisely described to avoid any interference with the camera installations (spider cam) at the Stadium.

Applicants proposing to use aerial installations should provide details on the technical installation and specify the exact timing of aerial act.

**g) Fireworks**

Applicants are encouraged to propose some pyrotechnic effects and/or fireworks for both the Pre-Match Ceremony and the Cup Ceremony to enhance the key moments. All safety and security regulations should be then strictly respected.

**h) Balloon releases**

Balloon releases should also be **avoided** due to environmental and animal protection reasons, and would in any event, be required to comply with all national and local laws, regulations, permits and requirements.

**i) Volunteers**

If the Applicant plans to work with volunteers for the Ceremonies, it will be responsible for all relevant aspects (i.e. compliance with any and all Applicable Laws, identification, casting, insurances, defrayals).

## APPENDIX 2 – APPLICATION FORM

Name of company: insert Name of Company

Please tick the check box(es) in front of modules you are applying for:

Modules	Applied Module(s)
A – UCLF 2018, 2019, 2020	<input type="checkbox"/>
B – UWCL 2018, 2019, 2020	<input type="checkbox"/>
C – UELF 2018, 2019, 2020	<input type="checkbox"/>
D – SCUP 2018, 2019	<input type="checkbox"/>

Date:

Signature:

## APPENDIX 3 - STATEMENT OF UNDERTAKING

Name of company: insert Name of Company

Tax number: insert tax number

Address: insert Street Postal Code City Country

Referred to hereinafter as the "Company", hereby expresses interest in participating in the Tender for providing Ceremonies services for the UEFA club competition finals 2018, 2019 and 2020 (as applicable), and undertakes that:

1. no information provided nor representations made to UEFA are false, inaccurate or misleading;
2. none of the Company's representatives or employees shall make any form of public announcement or statement relating directly or indirectly to UEFA and/or the Tender to any media without the prior written approval of UEFA and that any non-compliance will lead to the penalty of being held responsible for any damages caused;
3. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT and/or the Tender, it shall not disclose confidential information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law) and it shall only be entitled to use confidential information for the purpose of the Tender.
4. all intellectual property and commercial rights in relation to UEFA, the ITT and/or the Tender belong exclusively to UEFA;
5. it is capable of and shall comply with all legal provisions and the Deal Principles contained in the ITT or otherwise agreed in writing with UEFA;
6. UEFA shall not be held responsible for any costs, expenses and/or liabilities incurred in by the Company in the preparation and submission of the information and/or documentation in response to the ITT and/or any responses to requests for further information by UEFA;
7. any association with UEFA or its competitions and events in any manner whatsoever without UEFA's prior written approval is strictly prohibited;
8. UEFA shall not be required to invite the Company to participate in the Tender and reserves the right to organize any services related to the Tender or to re-open part of or the entire tendering process at a later stage;
9. this Statement of Undertaking and any related documentation shall be governed by and construed in accordance with the substantive laws of Switzerland. The place of jurisdiction shall be Nyon, Switzerland.

By submitting this Statement of Undertaking (where capitalised terms shall have the meaning as defined in the ITT, unless otherwise defined herein), I/we confirm that I/we have read and understood the foregoing terms and conditions issued by UEFA regarding the process for selection of a candidate(s) to provide Ceremonies services for the UEFA club competition finals 2018, 2019 and 2020 (as applicable), and agree that the Company which I/we duly represent is bound by such terms and conditions.

Signature: \_\_\_\_\_

Name and Title: \_\_\_\_\_ Date: \_\_\_\_\_

Place: \_\_\_\_\_ Official Stamp: \_\_\_\_\_



## APPENDIX 4 - SUSTAINABILITY

UEFA is committed to a sustainable development long-term strategy, ensuring that its business is conducted in a way that is environmentally sound, economically viable, and socially responsible. UEFA aims to encourage high standards of environmental and social performance amongst its suppliers and their supply chains, particularly in the organisation of UEFA events.

As a result, UEFA requires that the Successful Applicant gives due regard to the following principles, extracted from the United Nations Global Compact ([www.unglobalcompact.org](http://www.unglobalcompact.org)), in connection with the products and services they supply:

- **Human Rights:** The Successful Applicant should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses.
- **Labour:** The Successful Applicant should uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.
- **Environment:** The Successful Applicant should support a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility and encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption:** The Successful Applicant should work against corruption in all its forms, including extortion and bribery.

The Successful Applicant also agrees to inform UEFA about:

- any demand or act when providing the Services that would not be consistent with these principles; and
- every initiative undertaken by the Successful Applicant aiming to promote and respect these principles.

Moreover, all Applicants are required to present information regarding sustainable development strategy or initiatives regarding environmental protection and social responsibility already implemented within its organisation.

**Each UEFA event is organised with the following priorities:**

- Optimise transport operations (general public, logistic and officials) to reduce carbon emissions;
- Enhance local employment (specifically in regions with high unemployment rate);
- Ensure optimal waste management through 3R strategy – reduce, reuse, recycle – in Stadiums and venues;
- Reduce energy consumption and promote use of greener energies;
- Promote a responsible sourcing of products and services;
- Ensure accessibility of the event for disabled persons;
- Deploy anti-racism measures; and
- Implement a tobacco-free policy within stadia and venues.

UEFA events may be evaluated through the Sustainable Development project by producing a 'one-year-to-go' report before each event, and a complete reporting post-event based on the Global Reporting Initiatives (GRI) Guidelines ([www.globalreporting.org](http://www.globalreporting.org)). In this regard, the Successful Applicant may be requested to deliver data on the service or products which it provides for an event.

Applicants shall provide appropriate information setting out how they will comply with the above requirements and any sustainable requirements specific to their industry and services.

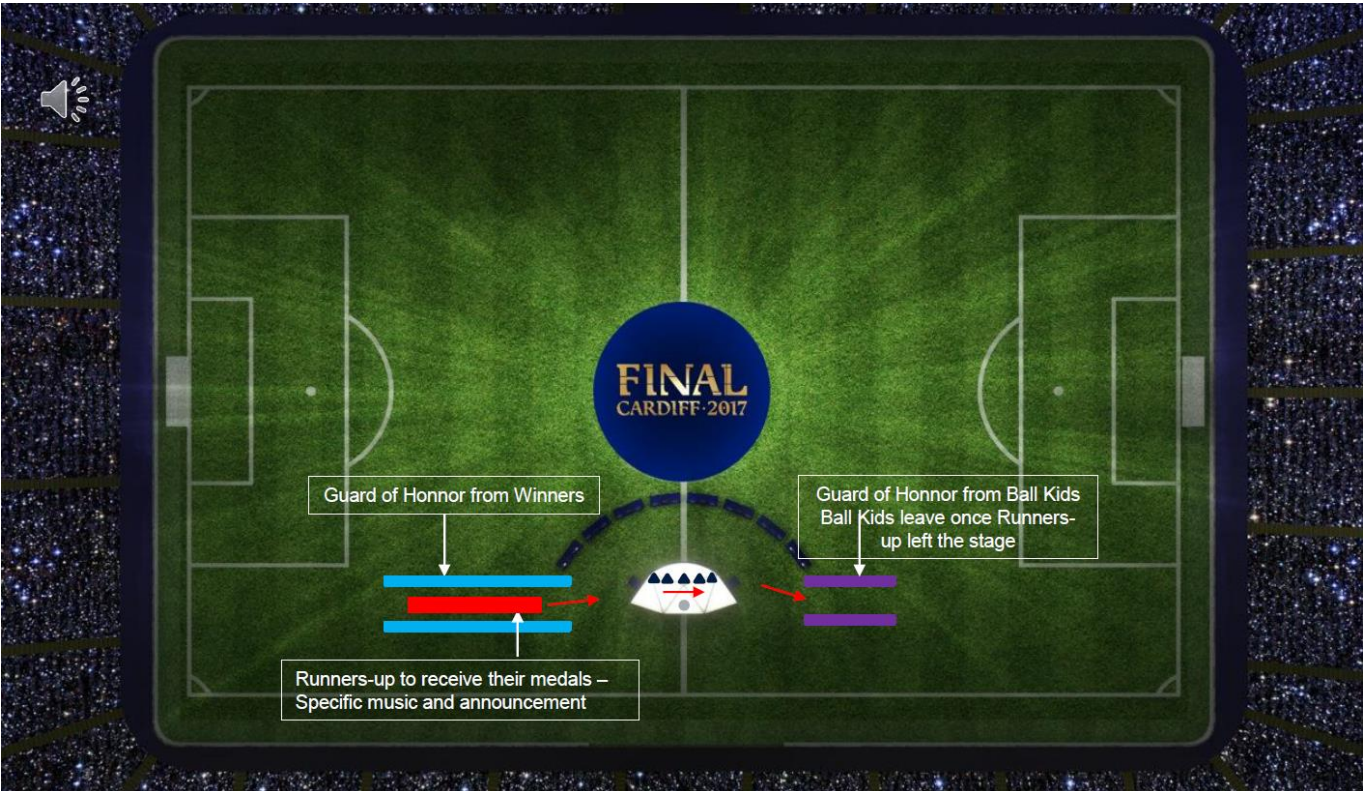
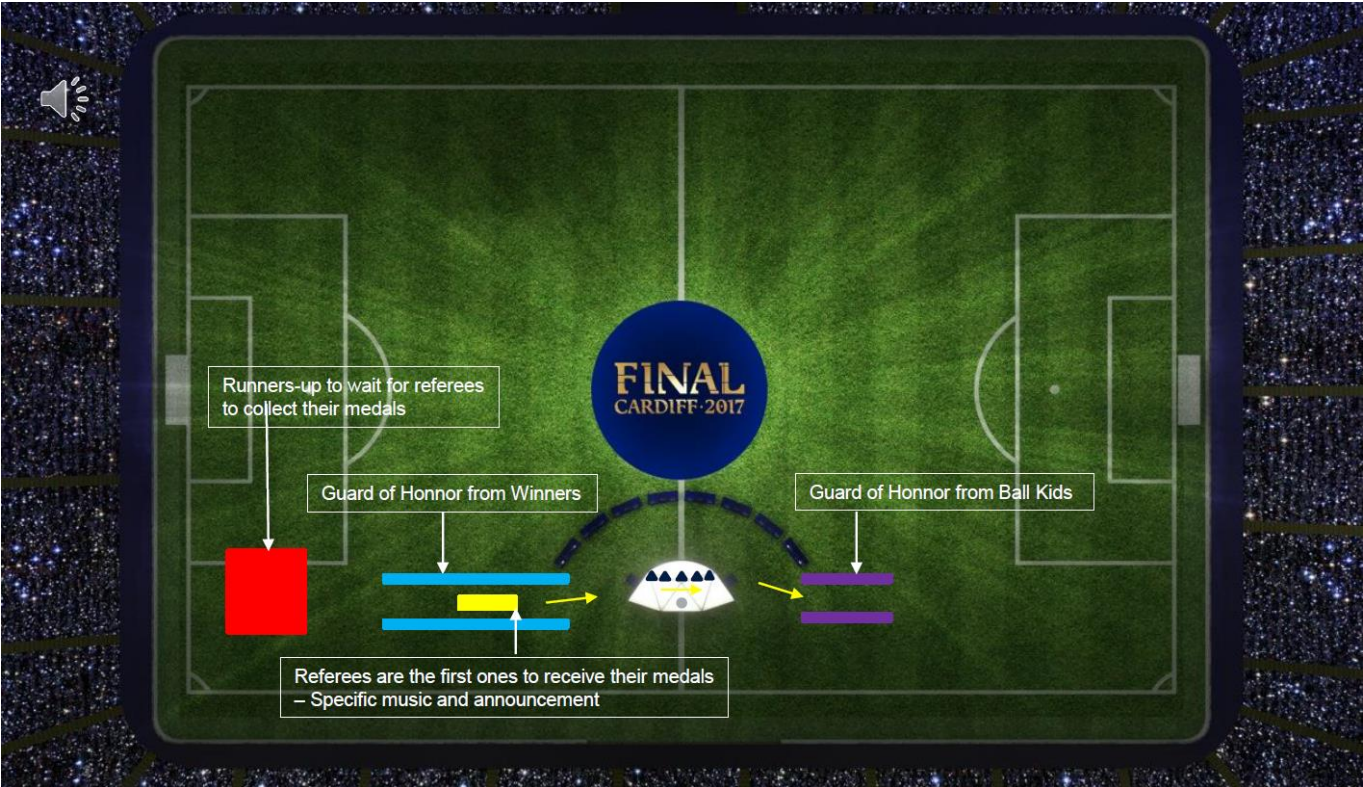
Any additional item suggested by Applicants, in line with the current ITT and that could facilitate achieving these priorities during the event, will be taken into consideration by UEFA and be considered as important assets in the selection process.



# APPENDIX 5 – CUP CEREMONY IMPLEMENTATION











## APPENDIX 6 – COST GRID SUMMARY

ITEM	SUB TOTAL € (without VAT)	TOTAL € (without VAT)	%
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<b>1 - INTERNAL SERVICES</b>	-	€	
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Project Team	
Artistic Team	
Production Team	
Technical Team	

<b>2 - PRODUCTION COSTS</b>	-	€	
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Decorational equipment - including crew and expenses	
Technical equipment - including crew and expenses	
Performers	
Costumes	
Props/banners/Giant Cloth	
Video and music production	

<b>3 - PRODUCTION EXPENSES</b>	-	€	
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Travel	
Lodging	
Food and Beverages	
Off-site Rehearsal costs	
On-site Rehearsal costs	
Production expenses	
Miscellaneous	

<b>4 - AGENCY FEES</b>	-	€	
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Fees	
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<b>TOTAL</b>	-	€
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## APPENDIX 7 – UEFA BRAND MANUALS

In order to prepare the Proposals, the Applicant is invited to download the right Branding Elements from the UEFA platforms:

UCL, UWCL, SCUP  
uclbrandsupport.com  
Email: [UCLAgency@uefa.ch](mailto:UCLAgency@uefa.ch)  
Password: UEFAUCL

UEL  
uelbrandsupport.com  
Email [UELAgency@uefa.ch](mailto:UELAgency@uefa.ch)  
Password UEL1518Pwd



## APPENDIX 08 – EXISTING ELEMENTS

The Applicant may plan to use some existing elements, belonging to UEFA.

### MODULE A : UEFA CHAMPIONS LEAGUE™

- UCL STAR STAGE:



- UCL CENTER CIRCLE



- UCL GIANT CARPET



For the past 3 years, UEFA has used a Giant carpet to cover the pitch during the Opening Ceremony. The carpet that has been used has now been recycled and the successful applicant will have to design, produce and manage a new carpet according to UEFA Brand guidelines.

The cost of this new giant carpet needs to be inserted in the provisional budget.

The management of the carpet on-site, which usually requires at least 100 strong stage-hands, will have to be integrated in the applicants planning and budget as well.



## **MODULE B: UEFA WOMEN'S CHAMPIONS LEAGUE™**

- Big Purple Star: dimensions approx. 50 m from one left point of the star to the right's one.
- Centre Circle

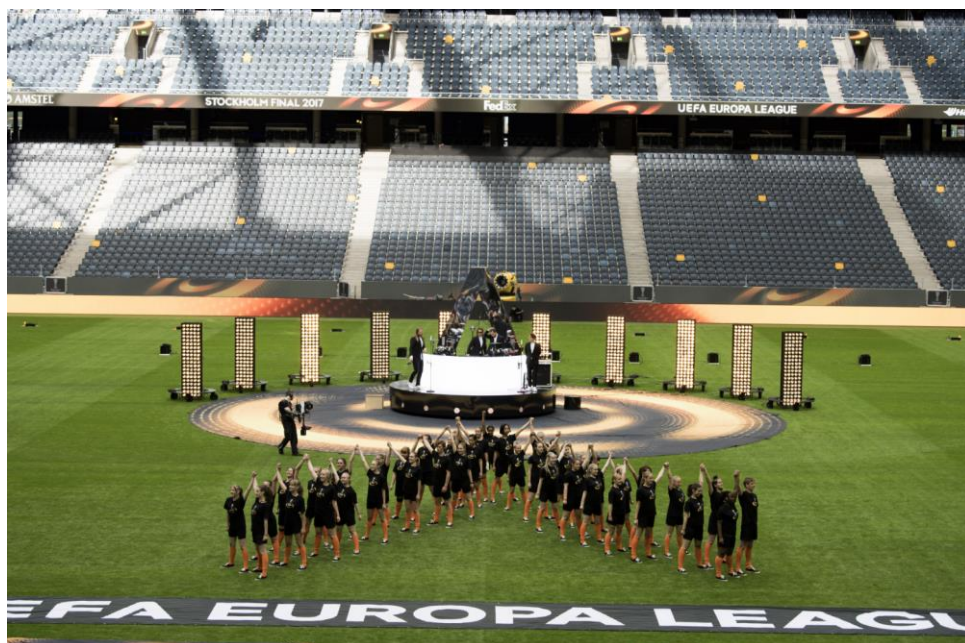


- UWCLF Cup Stage



## MODULE C: UEFA EUROPA LEAGUE™

- UEL Stage
- UEL Centre Circle
- UEL Carpet





- UEL Cup Stage



## **MODULE D: UEFA SUPERCUP™**

- SCUP Centre Circle
- SCUP Carpet







UEFA  
ROUTE DE GENÈVE 46  
CH-1260 NYON 2  
SWITZERLAND  
TELEPHONE: +41 848 00 27 27  
TELEFAX: +41 848 01 27 27  
[UEFA.com](http://UEFA.com) [UEFA.org](http://UEFA.org)

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