EBSUEFA EURO 2020 SPECTATOR JOURNEY MAPPING
FIELD STUDY AND WORKSHOP DELIVERY

Invitation to Tender
Contents

1. GLOSSARY ................................................................................................................................. 3
2. INTRODUCTION .......................................................................................................................... 7
3. SCHEDULE .................................................................................................................................... 8
4. SCOPE OF SERVICES ..................................................................................................................... 8
5. KEY REQUIREMENTS .................................................................................................................. 12
6. TECHNICAL REQUIREMENTS ..................................................................................................... 17
7. SUPPLIER INFORMATION REQUIRED .................................................................................... 17
8. COST INFORMATION REQUIRED .............................................................................................. 18
9. SUBMISSION OF PROPOSALS ..................................................................................................... 19
10. DEAL PRINCIPLES ...................................................................................................................... 20
11. LEGAL PROVISIONS .................................................................................................................. 23
APPENDIX 1 - STATEMENT OF UNDERTAKING ........................................................................... 27
APPENDIX 2 - SUSTAINABILITY ..................................................................................................... 28
1. GLOSSARY

Standard terms in this document will be as follows:

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement</td>
<td>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.</td>
</tr>
<tr>
<td>Applicant</td>
<td>any legal entity that submits a Proposal in response to this ITT.</td>
</tr>
<tr>
<td>Commercial Partners</td>
<td>any persons appointed from time to time by UEFA whether as sponsors, broadcasters, suppliers, licensees or otherwise officially associated with the Event, through any designation granted by UEFA or any other persons granted commercial rights in respect of the Event, by UEFA.</td>
</tr>
<tr>
<td>Confidential Information</td>
<td>any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Event or any other UEFA’s events of 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.</td>
</tr>
<tr>
<td>Deal Principle(s)</td>
<td>the fundamental and non-negotiable provisions listed in Section 10 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.</td>
</tr>
<tr>
<td>Event/UEFA EURO 2020</td>
<td>the final tournament of the UEFA European Football Championship 2020 which is due to take place in June &amp; July 2020 in twelve (12) countries across Europe.</td>
</tr>
<tr>
<td><strong>Fan Zone</strong></td>
<td>an area in a Host City that is set aside for fan entertainment and/or public viewing of live coverage of UEFA matches by members of the general public which is operated in accordance with the Fan Zone guidelines.</td>
</tr>
<tr>
<td><strong>Field Study FIFA Russia World Cup 2018/ Field Study</strong></td>
<td>a qualitative focused on site research programme to be delivered both pre and during the FIFA World Cup 2018 by the Successful Applicant.</td>
</tr>
<tr>
<td><strong>FIFA World Cup/ World Cup</strong></td>
<td>an international association football competition contested by the senior men’s national teams of the Fédération Internationale de Football Association (FIFA).</td>
</tr>
<tr>
<td><strong>Host City</strong></td>
<td>the twelve (12) cities which are due to host the Event, namely London, Munich, Glasgow, Dublin, Baku, St Petersburg, Amsterdam, Bilbao, Rome, Budapest, Copenhagen and Bucharest.</td>
</tr>
<tr>
<td><strong>Host City Sites</strong></td>
<td>the key locations spread across an Event Host City that combine to make up a spectator’s tournament journey (e.g. airports, Fan Zones, stadium).</td>
</tr>
<tr>
<td><strong>Host Country</strong></td>
<td>the country of the member association appointed by UEFA as the Host Association.</td>
</tr>
<tr>
<td><strong>ITT</strong></td>
<td>this Invitation to Tender document and all of its appendices.</td>
</tr>
<tr>
<td><strong>Intellectual Property</strong></td>
<td>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).</td>
</tr>
<tr>
<td><strong>Proposal</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>the services to be delivered by the Successful Applicant in accordance with the provisions of this ITT and more fully described in Sections 4 to 6.</td>
</tr>
<tr>
<td><strong>Spectator Experience/SPEC Team</strong></td>
<td>the UEFA Operations / Event Operations unit competence centre. Spectator Experience is responsible for championing the needs of the spectator client group. Its goal is to facilitate a seamless spectator journey, connecting the touchpoint owners and driving enhanced spectator service levels. Core deliveries include: the Spectator Journey Mapping programme, the UEFA EURO 2020 “Spectator Guide App” and the “Venue Spectator Services” function.</td>
</tr>
<tr>
<td><strong>Spectator Journey Mapping Report</strong></td>
<td>the final document to be produced by the Successful Applicant following the completion of both the FIFA World Cup Field Study and the Spectator Journey Mapping Workshop. The report will capture UEFA EURO 2020 Spectator Journeys by “Spectator Type” and providing the spectator insight to drive the analysis of tournament services.</td>
</tr>
<tr>
<td><strong>Spectator Journey Mapping Workshop(s)</strong></td>
<td>the Spectator Journey Mapping Workshop(s) is the post Field Study platform to be delivered by the Successful Applicant and attended by UEFA EURO 2020 tournament stakeholders. The purpose of the Spectator Journey Mapping Workshop(s) is to map and analyse the journey of a UEFA EURO 2020 spectator.</td>
</tr>
<tr>
<td><strong>Spectator Journey</strong></td>
<td>the series of touchpoints and their associated services that - when viewed in a linear perspective – map a spectator’s tournament experience.</td>
</tr>
<tr>
<td><strong>Statement of Undertaking</strong></td>
<td>the Statement of Undertaking in the form provided in Appendix 1 of this ITT, which shall be signed by the duly authorised representative(s) of each Applicant and submitted with its Proposal.</td>
</tr>
<tr>
<td><strong>Successful Applicant</strong></td>
<td>the Applicant(s) appointed by UEFA for the provision of all or part of the Services pursuant to a long-form agreement to be executed between such Successful Applicant(s) and UEFA.</td>
</tr>
<tr>
<td><strong>Tender</strong></td>
<td>the tendering process for the Services, in accordance with and as set forth in this ITT.</td>
</tr>
<tr>
<td><strong>UEFA</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>UEFA EURO 2020 Services Inventory</strong></td>
<td>the document produced by the SPEC Team that captures all tournament services that a spectator will engage with on their UEFA EURO 2020 tournament journey.</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>UEFA EURO 2020 Spectator Journey Mapping (SJP)</strong></td>
<td>the process of identifying how &amp; where a spectator interacts with a tournament, using a combination of research and analysis to breakdown their overall experience.</td>
</tr>
<tr>
<td><strong>UEFA Subsidiaries.</strong></td>
<td>any entity formed or used by UEFA to assist in the organisation and/or administration of its events, including UEFA Events S.A.</td>
</tr>
</tbody>
</table>
2. INTRODUCTION

The UEFA European Football Championship™ is one of the world’s biggest sporting events, although the competition’s genesis was more difficult than might be expected. When it all started back in 1958 where the first competition took place over 22 months there were 17 teams competing in the tournament whereas today the final round of the UEFA EURO is played with 24 teams spread over 6 groups.

UEFA EURO 2020 will be held across 12 different European cities in the summer of 2020 as UEFA marks the 60th anniversary of the continent’s top national-team competition.

11 cities will host 3 group stage matches and either one round of 16 or quarter final match. These are: Amsterdam, Baku, Bilbao, Bucharest, Budapest, Copenhagen, Dublin, Glasgow, Munich, Rome and St. Petersburg. London will be the host for the two semi-finals and the final, which will be played at Wembley stadium.

At the heart of UEFA EURO 2020 are the fans, with over 2.8 million tickets to be sold and many millions more attending the official Fan Zones, it will be their combined experiences that will determine the lasting success of UEFA EURO 2020.

With this in mind the first goal of the Spectator Experience team (SPEC Team) is to drive a “spectator centric” approach to Event delivery. At the core of the strategy is the spectator journey, the sequence of touchpoints and associated services that - when viewed in a linear perspective – form a spectator’s Event experience.

The process of mapping the UEFA EURO 2020 Spectator Journey will require UEFA to identify exactly how & where a spectator will interact with the Event, using a combination of research and analysis to breakdown individual experiences and tailor service delivery accordingly.

The “UEFA EURO 2020 Spectator Journey Mapping” project will enable the UEFA SPEC team to effectively collaborate with various parts of the wider organisation involved in the delivery of the Event, and will be vital for building a foundation for a shared understanding of experience from the perspective of spectators.

The project will be broken down into four key stages, each of which are outlined in the scope of services section below. This document is an Invitation to Tender (ITT) for Stage 2b “Field Study FIFA Russia World Cup 2018” and Stage 3 “Spectator Journey Mapping Workshop(s)” & “Spectator Journey Mapping Report” and forms part of a Tender process which will be administered by UEFA.

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

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

- Applicants receive the ITT: 06/04/18
- Applicants submit follow-up questions: No later than 19/04/17
- Applicants submit Proposals: 20/04/18
- Presentations to UEFA: 03/05/18
- Provisional appointment of Successful Applicant(s): 11/05/18
- Signing of Agreement: 17/05/18

These dates are indicative only and are subject to change at UEFA’s discretion at any time.

4. SCOPE OF SERVICES

As mentioned above, the “UEFA EURO 2020 Spectator Journey Mapping” (UEFA EURO 2020 SJP) will allow UEFA to deliver a ‘spectator-centric’ approach to Event delivery. The project will allow UEFA to view the Event through the eyes of a spectator, monitoring their touchpoint interactions and analysing the thoughts and feelings that drive their decision-making.

The end goal of the project is to use spectator insight to analyse the services planned for UEFA EURO 2020 and deliver a set of recommendations that will improve Event delivery, providing UEFA’s spectators with a once in a lifetime experience.

The UEFA EURO 2020 SJP can be broken down into four key stages, two (2) elements of which are the subject of this Tender:

- Stage 1 – UEFA EURO 2020 Services Inventory (June – Dec 2017) – UEFA Delivery
- Stage 2a – Spectator Survey (Dec 17 – Feb 18)
- **Stage 2b – Field Study (Dec 17 – Jul 18)**
  

- Stage 4 - Final Recommendations (December 2018) – UEFA Delivery
Stage 1 – UEFA EURO 2020 Services Inventory (June – Dec 17)

As previously detailed, the focus of the UEFA EURO 2020 SJP is to establish an “outside-in” approach to Event delivery.

The UEFA EURO 2020 Services Inventory captures the services planned for the Event, in a chronological format. The UEFA EURO 2020 Services Inventory is first broken down into Event stages (see below), each stage is then split into channels (Internet, App, Event Staff etc.), then by individual touchpoints (UEFA EURO 2020 Website, UEFA EURO 2020 APP, UEFA EURO 2020 Volunteer etc.), then finally the identification of planned services.

Event Stages
- **Ticketing Process** – The services provided to support the UEFA EURO 2020 ticketing process.
- **Tournament Planning** – The services provided to support spectators in the planning of their UEFA EURO 2020 tournament experience.
- **Host City Experience (Ports of Entry, City Center & Accommodation)** - The tournament support services & activities delivered across key Host City sites.
- **Fan Zones** – The services and engagement planned for Fan Zones.
- **Match Day Travel** – The services and operations in place to support spectator travel on a match day.
- **Last KM** – The services and engagement planned for the Last KM before arriving at the stadium.
- **Stadium Experience** – The full range of spectator facing services on offer at the stadium.

The key drivers for delivering the UEFA EURO 2020 Services Inventory as stage 1 of the UEFA EURO 2020 SJP process are as follows:

- Future Event Planning: With UEFA EURO 2020 being a future event, there is no existing spectator journey to analyse. The inventory of planned services provides a foundation on which to base the Stage 2 research and more importantly, a framework against which the Stage 3 Journey Mapping exercise can be modelled.
- Event Structure & Timelines: The complexity of the UEFA EURO 2020 tournament format (12 Host Countries) puts heavy time constraints on the tournament delivery schedule. Bringing the inventory of services forward allows us to move without interruption from Stage 2 to Stage 3.

Stage 2 – Spectator Research (Dec 17 – Jul 18)

The second stage of the UEFA EURO 2020 SJP project is split into two separate research elements. Stage 2a will see the delivery of a quantitative research survey(s) sent to the UEFA ticketing database. Stage 2b will be a qualitative focused Field Study to be delivered at the FIFA World Cup in 2018. The combination of the two pieces will provide the spectator insight required to execute Stage 3, the Spectator Journey Mapping Workshop & Spectator Journey Mapping Report.
Stage 2a: UEFA Ticketing Database Survey (UEFA Delivery)

A survey(s) will be sent to the UEFA ticketing database to evaluate all stages of the spectator journey. The focus of the survey is to breakdown expectations, priorities and preferences of UEFA spectators when interacting with the services provided at tournament touchpoints. The survey will be carried out internally by UEFA and the results will be shared with the Successful Applicant.

Beyond the questions asked, the strength of this survey lies in the size and the relevance of the database being canvased. The end goal is to accumulate a host of data that can supplement the findings delivered by the Field Study. At present an initial survey is planned for late January 2018, which could be supported by a further study (if requested by the Successful Applicant) in September 2018 following the completion of Stages 2 & 3.

Stage 2 b: Field Study FIFA Russia World Cup 2018 (Tender Deliverable)

The Field Study is the first element of the UEFA EURO 2020 SJP that forms part of this ITT. The purpose of the Field Study is to observe first-hand how spectators interact with a tournament, from the moment of ticket purchase through to the in-stadium experience.

The Field Study will be held at the FIFA World Cup 2018. The Successful Applicant will be required to recruit an appropriate number of spectators for the study, ensuring the sample is representative of an international football tournament demographic. The Successful Applicant must then track and analyse their unique tournament journeys, using a combination of qualitative methods designed to maximise spectator insight.

The focus of the Field Study is not to review the quality of the tournament services on offer at the FIFA World Cup 2018, but instead to understand how different types of spectators interact with each tournament touchpoint and its respective services: what are the drivers behind their decision making, why do they choose to interact with one touchpoint over another, what emotions are they feeling as they interact etc.

The quality of the Field Study & subsequent learnings will be fundamental in determining the overall success of the UEFA EURO 2020 SJP project, providing the essential insight into how, why and where a spectator interacts with a tournament.

Following the Field Study the Successful Applicant will be required to produce an interim report detailing the research findings. This will also provide the opportunity to finalise an approach to the “Spectator Journey Mapping Workshop(s)” & “Spectator Journey Mapping Report”, incorporating any Field Study learnings and formalising the “spectator types” required for the UEFA EURO 2020 mapping exercise in Stage 3.
Further information on the exact requirements for the Field Study FIFA Russia World Cup 2018 are carried in Section 5.


Following the completion of Stage 2, the Successful Applicant shall deliver the Spectator Journey Mapping Workshop(s) & Spectator Journey Mapping Report.

The purpose of the Workshop(s) & Report is to deliver a spectator led review of the UEFA EURO 2020 Event journey. The Successful Applicant (with the support of the UEFA SPEC Team) will be required to plan and deliver all aspects of the Workshop, engaging Event stakeholders in the mapping process. This is vital to ensuring that the stakeholders are supportive of any recommendations drawn from the final report.

The basic premise of the Workshop will be to map and analyse the journey of a UEFA EURO 2020 spectator. This will require the use of the UEFA EURO 2020 Services Inventory (Stage 1) as an Event framework, while using the spectator insights gained from the Field Study (Stage 2) to map out the individual journeys and analyse the fit of the services on offer.

The implementation of a successful Workshop should see attendees leaving with a fresh spectator perspective, a better understanding of the spectator’s tournament needs and the opportunity to meet these needs through improved service delivery.

Following the Workshop the Successful Applicant will be responsible for delivering a set of project deliverables referred to as the EURO 2020 Spectator Journey Mapping Report. The report should detail the different spectator journeys and provide the analysis by which the SPEC Team can produce their final recommendations to all stakeholders. The report analysis should include a breakdown of key spectator journey pain points, an evaluation of experience design, as well as highlighting opportunities for service elevation through new or enhanced delivery.

It will be the role of the Successful Applicant to determine the best format for the UEFA EURO 2020 Spectator Journey Mapping Workshop(s) & EURO 2020 Spectator Journey Mapping Report, however key considerations and further information for both deliveries are contained in Section 5.

**Stage 4 - Final Recommendations (December 2018) – UEFA Delivery**

Based on the findings and analysis delivered in the Spectator Journey Mapping Workshop(s) & Spectator Journey Mapping Report, the SPEC Team will produce a set of recommendations to support the delivery of improved Event service delivery. These recommendations may focus on an individual touchpoint / service or equally they may reflect a requirement for a wider shift in strategy affecting multiple projects and their associated services.
5. KEY REQUIREMENTS

UEFA is looking for a supplier with a proven track record in delivering experience mapping projects and research programmes. While it is vital that the Applicant demonstrates a solid understanding of the brief and its key requirements, UEFA is also looking for an Applicant who can bring industry expertise, new ideas / methods and an ability to “think outside the box”.

STAGE 2b: Field Study FIFA Russia World Cup 2018

The primary goal of the Field Study is to build a picture of an international tournament experience from the perspective of the spectator. It is currently envisaged that this will involve identifying key types of spectator representative of the tournament demographic, and documenting behaviours, needs and pain-points across their tournament journeys. UEFA also expects this type of research to provide other rich insights and broad themes that may not be directly translated into a journey map, but essential for enhancing UEFA’s understanding of the audience and informing UEFA’s strategy.

Match / Venue Selection

Applicants will need to identify their preferred location(s) for the delivery of the Field Study. The foundation for this project was based on multiple spectators at a single match/venue. However if the Applicant wishes to base their proposal on multiple fixtures/venues they are free to do so, though they must be aware that there will be no additional budget to support this change in scope.

A preliminary review of the World Cup identified the following fixtures as strong candidates for the Field Study, although Applicants are welcome to select an alternative match.matches:

- **England vs Belgium, Kaliningrad 28th June 2018**: This match is one of only six group fixtures that involves two European teams, key to matching the spectator demographics of UEFA EURO 2020. It also involves one native English speaking nation and one nation with a high percentage of English speakers, helpful when working with Field Study participants. Finally Kaliningrad as a location offers relatively easy access for residents of Europe, a shared characteristic with UEFA EURO 2020.

- **Denmark v France, Moscow 26th June 2018**: One weakness of England vs Belgium is the size of the host city - Kaliningrad circa 400,000. Only one Host City at UEFA EURO 2020 has a population of under 500,000. Therefore an alternative (or additional) fixture is Denmark v France in Moscow on the 26th June 2018. Moscow offers the strength of being a large capital city with all of the associated infrastructure. In addition, a secondary fixture in Moscow (Serbia v Brazil 27th June 2018) will increase spectator numbers in the city and provide another opportunity to analyse spectator behaviour.

- **Russia v Egypt, St Petersburg 19th June 2018**: Despite not offering an all-European fixture, St Petersburg is the only venue being used for both the World Cup in 2018 and UEFA EURO 2020. For this reason alone it can be considered as a potential candidate for the Field Study.
Participant Selection & Management
The Successful Applicant will be required to develop a participant selection method and criteria - along with a rationale behind their recommendation - weighing the benefits of sample size against the overall cost implications.

In order to ensure that the Field Study takes into account the diverse audience at international football tournaments UEFA recommends that – at a minimum - the following variables are considered during participant selection:

- Socio-cultural differences and the impact that these differences have on expectations and experience of the tournament.
- Football fans vs Team fans - Fans who follow a specific team and who are most likely a member of their national team supporter group, versus fans who are less concerned with national allegiance and simply follow football or even just want to be part of a major event.
- Domestic fans vs International fans – Fans native to either the host city or country, versus fans travelling from abroad for the tournament.
- Group Size / Type: The different behaviour of different types of group, for example the lone fan versus the family versus the work colleagues.

Whilst the research findings will be used to inform the experience during UEFA EURO 2020, UEFA has chosen the FIFA World Cup as a “proxy” for this study. It is acknowledged that this approach may have some limitations in terms of reaching a representative sample. The proposed participant selection approach should take this into consideration and contain a recommendation on the best way to utilise research with World Cup spectators to inform the design of the experience of UEFA EURO 2020.

It is not envisaged that UEFA will be able to supply lists of World Cup ticket applicants or holders to assist with participant recruitment. However UEFA may be able to provide some further information on the audience from the UEFA EURO 2016 event, such as demographics and basic ticket sales data (e.g. group size and number of matches), however the format of the UEFA EURO 2020 event will be significantly different from the previous tournaments, meaning that past data should be treated with care as it may not provide an accurate representation of audience characteristics for the upcoming Event.

Finally it will be the responsibility of the Successful Applicant to deliver a strategy covering all aspects of participant management including: recruitment, communications, support services and logistics.

Please note that research into the experience of VIP guests and hospitality spectators is currently out of scope of this Tender and the Services.

Field Study Structure
In response to this ITT, Applicants will need to provide a detailed Proposal covering all aspects of the Field Study; from selecting the most appropriate research approach, through to the Field Study execution.
The Applicant will be required to consider variables such as: size, format, approach, duration and logistics. It is vital that the study covers all stages of the Spectator Journey (see table in deliverables section), providing an in-depth analysis of spectator actions, thought processes and emotions.

Research methods should include (but are not limited to): digital journals, face-to-face observation and Workshops.

**Research objectives**

High-level research objectives:

- To understand how expectations are formed and how the experience compares to expectations
- To understand goals, motivations and unmet needs across the entire journey (before, during, and after the tournament), for emergent spectator types
- To capture the “highs and lows” of the entire experience for the fans, with specific focus on services provided by the tournament organisers
- To understand how the services delivered by the tournament organisers contribute to the overall perception of a special “once in a lifetime” experience

**Research questions**

**Pre-tournament**

- Why do fans decide to go to the tournament, what does the experience mean to them?
- How are spectator expectations about the tournament formed? What drives these expectations and how can they change over time?
- What strategies do fans use when trying to secure tickets? What is the reaction to the ticketing process and how does the reality of the process compare to expectations?
- What kind of planning do fans do in the lead up to the tournament, what are their activities during the planning stage? How do fans approach this process: who do they involve, what are the key goals they try to fulfil and how do they go about fulfilling these goals?
- How do fans feel during the planning stages and how do their feelings change throughout the process? What are the information needs and what are the key pain points?
- How do fans react and cope when things don’t go to plan? (e.g. can’t find accommodation, delays with visa)

**During tournament**

- What are the moments of anxiety or anticipated challenges from the fans’ perspective? When and why do they arise?
- What are the moments of delight? How do these moments come about?
- How do fans use the services provided? What do they have most and least appetite for? Why?
- What are the needs and pain-points across various touchpoints: host city experience, transportation, fan zone, last KM, stadium experience, communications and digital services, post-match experience? What are their un-met needs?
- How do fans use other services delivered by other parties and not by the tournament?
- How do fans behave both individually and as part of their group, what are dynamics for those attending with friends or family, what are the different roles?
What happens when things don’t go to plan? (e.g. stuck in traffic, lost tickets, fell ill etc)
What are the practices around using digital: how do fans use digital technology and resources throughout their tournament experience?
What are the most treasured memories, and why do these matter to the fans?

Please note: While the pre-tournament steps form a vital part of the overall spectator journey, it is recommended that the majority of the research effort is allocated to investigating the experiences that occur during the tournament.

Throughout the Field Study the Successful Applicant will be required to provide updates on research progress in the form of both raw data and status reports. Following the completion of the Field Study the Successful Applicant will be required to produce an interim report, summarising findings and outlining their approach to Stage 3. More detail on expected deliverables can be found in the deliverables section below.

**Stage 3 – Spectator Journey Mapping Workshop(s) & Spectator Journey Mapping Report**

**Workshop(s) & Report Structure**
In response to this ITT, Applicants will need to provide a detailed Proposal covering all aspects of the Workshop(s) and subsequent documentation. UEFA is proposing that the Workshop(s) are held at the UEFA offices in Nyon, Switzerland in order to maximise the opportunity for stakeholder involvement. Outside of location, the Applicants will need to deliver a strategy covering all aspects of the Workshop from structure to execution.

As detailed above, the Workshop(s) will use the “spectator types” identified during the Field Study to map individual UEFA EURO 2020 Spectator Journeys. The Workshop format should allow UEFA to open the project to the various Event stakeholders and provide them with the opportunity to contribute to the journey mapping process.

Following the Workshop the Successful Applicant will be required to produce a set of deliverables (see deliverables section below), capturing the different spectator journeys and providing the spectator insights and subsequent analysis by which the Spectator Experience function can produce their final recommendation to all stakeholders. As mentioned previously, these recommendations may focus on an individual touchpoint / service or equally they may reflect a requirement for a wider shift in strategy. The analysis carried in the project deliverables should support both.

**Tender Deliverables - Stage 2b & Stage 3**
The following outputs are a minimum requirement for the Tender and are vital in enabling the SPEC Team to use spectator insight to drive improved Event service delivery. Applicants are encouraged to consider alternative formats or additional deliveries, should they provide further insight or help engage Event stakeholders.
STAGE 2b: Field Study FIFA Russia World Cup 2018

- Deliver a Field Study that maximises spectator learnings by using an innovative mixture of research methods. It is key that the Field Study captures all stages of a spectator journey and that the participants can travel along their tournament journey in a natural manner without unnecessary interference from the researcher. The table below outlines the key stages, channels and touchpoints that need to be considered when developing the Field Study structure.

- Creation of a reporting system (raw data, summary reports etc.) that provides UEFA with regular updates on research development and direction throughout the research process.

- Following completion of the Field Study, production of an interim report which should capture the following:
  - A summary of key findings and Field Study learnings.
  - The finalisation of “Spectator Types” based on the Field Study learnings, these are required for Stage 3.
  - A final breakdown of the approach to the workshop(s) and subsequent report, taking into account any Field Study learnings.
  - The sharing of all raw data from the Field Study (e.g. interview transcripts, recordings, observation logs etc., in English)

Stage 3 – Spectator Journey Mapping Workshop(s) & Spectator Journey Mapping Report

- The delivery of the UEFA EURO 2020 Spectator Journey Mapping Workshop(s) and associated materials / tools. The Workshop must provide the platform for Event stakeholders to contribute to the mapping process and should be delivered in an innovative and engaging manner. Workshops will be delivered at the UEFA headquarters in Switzerland, with Applicants allowing between 1 and 2 days for their delivery.

- Delivery of a final report, sharing the UEFA EURO 2020 Spectator Journeys by “Spectator Type” and providing the spectator insight to drive the analysis of tournament services. The report analysis should include (but not be limited to) a breakdown of key spectator journey pain points, an evaluation of experience design, as well as highlighting opportunities for
service elevation through new or enhanced delivery. It is essential that the final report should deliver the ability to make recommendations at both an individual touchpoint level, as well as facilitating higher level strategic analysis.

**Sustainability**

The Applicant shall give due consideration to the sustainability requirements as described in Appendix 2. When preparing its Proposal, each Applicant shall describe in what ways it could enhance sustainability when providing these services. UEFA encourages Applicants to propose, where appropriate, alternative options where such options allow for greater sustainability consideration.

6. **TECHNICAL REQUIREMENTS**

As the World Cup is a FIFA tournament, UEFA will be working with FIFA to agree the research parameters and to arrange access to the tournament for the research team. All activities carried out as part of the fieldwork will need FIFA’s approval and must be directed via UEFA.

The SPEC Team has begun discussing the project requirements with FIFA, however at this point Applicants responding to this ITT should work on the following assumptions:

- no match seats allocated to the research team
- no pitch-side access
- limited access to staff and volunteers
- restricted filming of staff and spectator interactions

**UEFA EURO 2020 Services Inventory**

Upon appointment, or as soon as available, the Successful Applicant will be provided with the UEFA EURO 2020 Services Inventory to support the delivery of the research and mapping stages.

**Quantitative Research – UEFA Ticketing Database Survey**

As of April 2018, the Successful Applicant will be provided with the quantitative research findings to support the delivery of the research and mapping stages.

7. **SUPPLIER INFORMATION REQUIRED**

The Applicant is asked to provide the following information:

a. **General Information**: contact details, registered company address, web address

b. Company form and ownership;
c. A portfolio of work focusing on comparable projects from the past three years, outlining the Applicant’s approach and final delivery. This should include client references and any industry recognition / awards;

d. References of the contact person (main contact) of comparable performances of last three years;

e. Number of employees; and

f. 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.

8. COST INFORMATION REQUIRED

The Applicant is requested to provide a detailed breakdown of costs, structuring the budget to reflect the services and deliverables contained in the ITT.

The cost proposal should include:

- **Staffing** – A detailed breakdown of staffing including the resources allocated to the project and working hours.
- **Logistical Costs** – The budget should include all logistical costs including transport and accommodation.
- **Tools & Resources** – The budget must allow for all tools, resources and equipment required to carry out both the Field Study & Workshops.

Whilst the delivery of a premium service will be key to the selection of the Successful Applicant, cost consideration will also be a major factor. Applicants who can demonstrate an innovative and cost effective approach to delivery in their Proposal will be considered favourably. When planning delivery and structuring the budget, Applicants should keep this in consideration options such as package based budget or levels of service will be welcomed as a way of displaying flexibility.

All budgets must be delivered in Euros and include any applicable VAT, taxes or customs duties.
9. SUBMISSION OF PROPOSALS

To submit its Proposal, each Applicant should email and/or post a hard copy of its full and complete Proposal to ed.barnes@UEFA.ch and/or the postal address below. UEFA will not accept Proposals in any other form or by any other method.

For any questions or further information regarding the Tender please contact:

Ed Barnes
Spectator Experience Manager
UEFA
Rte de Genève 46
CH-1260 Nyon 2
Switzerland

Proposals must be received by no later than 20/04/18 18.00 CET

UEFA may contact Applicants for further information and/or invite selected Applicants to make a presentation at UEFA Headquarters in Nyon, Switzerland.

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

- Quality of the services offered;
- The acceptance of the Deal Principles contained at Section 10 of this ITT;
- Expertise of the Applicant company;
- The competitiveness of the estimated costs (expressed in Euro (€), excluding VAT) for the provision of the Services;
- The financial standing of the Applicant and/or the ability of the Applicant to fulfil the contractual commitments;
- The submission by the Applicant of the Statement of Undertaking attached at Appendix 1 of this ITT;
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in Appendix 2; and
- The quality of the documentation received will also be a factor in the selection of the Successful Applicant.

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.
10. 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:

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>DEAL PRINCIPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractual parties</td>
<td>UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any 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 the UEFA Subsidiaries.</td>
</tr>
<tr>
<td>Liability &amp; Insurance</td>
<td>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:</td>
</tr>
<tr>
<td>1.</td>
<td>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.</td>
</tr>
<tr>
<td>2.</td>
<td>The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary.</td>
</tr>
<tr>
<td>3.</td>
<td>The Successful Applicant shall defend, hold harmless and indemnify UEFA at all times from and against any and all claims, costs, proceedings, demands, damages, losses, expenses and liabilities (including legal expenses) suffered or incurred by UEFA resulting from a breach by the Successful Applicant (or the Successful Applicant’s employees, agents and/or representatives) of any of the terms of the agreement for any reason whatsoever, including but not limited to:</td>
</tr>
<tr>
<td>a.</td>
<td>any claim by any third party (including any Commercial Partners, the clubs or governmental authority) of whatsoever kind or nature by or against UEFA (including UEFA’s affiliates, licensees and assignees) arising from the provision of the Services;</td>
</tr>
<tr>
<td>b.</td>
<td>any breach or non-performance by the Successful Applicant of any provision of the agreement;</td>
</tr>
</tbody>
</table>
### Insufficient Performance

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:
- request immediate remedy or rectification;
- request replacements;
- 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
- ultimately terminate the Agreement with the Successful Applicant.

### Termination

UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:
- the Successful Applicant’s performance of the Services is, following the exhaustion of the process described in the insufficient performance clause, still considered not to be of the required standard;
- the Successful Applicant breaches any provision of the Agreement, which makes it unreasonable for UEFA to continue as agreed with the Successful Applicant;
#### Governing Law

<table>
<thead>
<tr>
<th>The Agreement between UEFA and the Successful Applicant will be governed by Swiss law.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any dispute between the parties arising under or relating to the Agreement shall be submitted exclusively to the courts of Nyon, Switzerland.</td>
</tr>
</tbody>
</table>

#### Announcements & Publicity

<table>
<thead>
<tr>
<th>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 Event without the prior written consent of UEFA both as to the making of that statement and its content.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Successful Applicant acknowledges and agrees that neither it nor any of its affiliates shall have any right:</td>
</tr>
<tr>
<td>- either to associate it or themselves with UEFA and/or the Event (including, without limitation, through the use of the materials or any Intellectual Property); or</td>
</tr>
<tr>
<td>- 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.</td>
</tr>
</tbody>
</table>

#### Intellectual Property

<table>
<thead>
<tr>
<th>The Successful Applicant shall expressly acknowledge and agree that:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA and/or the Event belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA’s ownership thereof; and</td>
</tr>
<tr>
<td>- it shall not use trademarks or other Intellectual Property of or related to UEFA, the Event or any other UEFA’s events other than as permitted by UEFA strictly for the performance of the Services.</td>
</tr>
</tbody>
</table>

- 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
- 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.

Similarly, UEFA reserves the right to terminate the field study in the event that the Successful Applicant fails to recruit sufficient numbers of field study candidates of a suitable calibre.
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 or the Event. 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:

- 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
- acknowledges and agrees that the benefit of all such rights will at all times accrue to and inure to the benefit of UEFA.

### Sustainability reporting

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 [http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html](http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html)) and enhance sustainable solutions when providing the Services.

The Successful Applicant shall, if requested by UEFA, deliver data on the Services provided for the Event, including the date required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines ([www.globalreporting.org](http://www.globalreporting.org)).

### 11. 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 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 - 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 services for the Spectator Journey Mapping Project for UEFA EURO 2020™, 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 services for the Spectator Journey Mapping Project for UEFA EURO 2020 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 2 - 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), 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). 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.