



CEREMONIES FOR UEFA EURO 2020, UEFA CLUB FINALS 2019-2021 AND  
UEFA NATIONS LEAGUE FINALS 2019

# Invitation to express interest

## 1. Introduction

### 1.1 UEFA EURO 2020

UEFA EURO 2020 will be held in 12 different host cities all over Europe.

*"There is great pleasure in being able to bring EURO 2020 to so many countries and cities, to see football acting as a bridge between nations, and to carry the competition closer to the fans, who are the essential lifeblood of the game,"* said UEFA President Aleksander Čeferin.

The purpose of the Ceremonies is to provide an outstanding and memorable spectacle as an experience for the fans at the Stadium and the TV audience.

In relation to UEFA EURO 2020, UEFA will require the organization and implementation of the following ceremonies:

- **The Opening Ceremony**, which will take place before the opening match in the Stadio Olimpico in Rome;
- **The Closing Ceremony**, which will take place before the final match in Wembley Stadium in London
- **The Cup Presentation Ceremony**, which will take place after the final match in Wembley Stadium in London;
- Optional (To be confirmed if implemented): **49 Pre-match ceremonies** (all matches except the opening match and the final) which would take place before the entrance of the players.

### 1.2 UEFA CLUB FINALS 2019 - 2021

**The UEFA Champions League** ("UCL") is a European club football competition organized by UEFA since 1955 for the top football clubs in Europe.

It is one of the most prestigious sport competition 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 the top European club football competition for women organized by UEFA since 2001/2002.

**The UEFA Europa League** is a European club football competition organized by UEFA since 1971 for the eligible football clubs in Europe. It is the largest European club competition in terms of participants, number of matches and country representation. 56 clubs will compete with a total of 205 matches leading to the UEFA Europa League Final 2019.

**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. In relation to UEFA Club Finals 2019-2021, UEFA will require the

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organization and implementation of the following ceremonies over the next 3 years:

- The Opening and Cup Ceremonies, of the UEFA Champions League finals 2019, 2020 and 2021 ;
- The Opening and Cup Ceremonies, of the UEFA Women's Champions League finals 2019, 2020 and 2021 ;
- The Opening and Cup Ceremonies, of the UEFA Europa League finals 2019, 2020 and 2021 ;
- The Opening and Cup Ceremonies, of the UEFA Super Cup 2019, 2020 and 2021 ;

### 1.3 UEFA NATIONS LEAGUE FINALS 2019

The 2018–19 UEFA Nations League will be the inaugural season of the UEFA Nations League, an international association football competition involving the men's national teams of the 55 member associations of UEFA.

In the top division, League A, teams will compete to become the UEFA Nations League champions. The four group winners of League A will qualify for the Nations League Finals in June 2019, which will be played in a knockout format, consisting of the semi-finals, third place play-off, and final.

In relation to the final match of the UEFA NATIONS LEAGUE FINALS 2019 to take place on 9 June 2019, UEFA will require the organization and implementation of the following ceremonies:

- The Opening Ceremony, and
- The Cup Ceremony

### 1.4 SCOPE OF WORK - RESPONSABILITIES

The selected companies will be responsible for producing, organizing and delivering the ceremonies at the highest possible standard, including the following key elements:

- Establishment and implementation of original creative concepts;
- All production, technical and logistical aspects including all necessary Ceremony structures and materials;
- Staffing (at all levels) and recruitment of performers including clearance of performers' rights and compliance with relevant legislation regarding staff and performers
- Liaison with authorities for all necessary authorizations and consents; and
- Clearance of any and all music rights.

The Ceremonies according to this tender process (with the exception of the Cup Ceremonies) are purely of an entertainment nature, and do not include any protocol elements.

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## 2. The Selection Process

The process for the selection of company(ies) for the ceremonies defined in this document, as currently planned, is divided into two-phases:

- Phase 1 – Invitation to Express Interest: the initial, pre-Tender phase during which UEFA collects information regarding the candidate(s) based on which it evaluates eligibility of such candidate(s) to participate in Phase 2;
- Phase 2 – The Tender: the tender for the selected candidate(s) and/or any other entities invited by UEFA, during which UEFA will evaluate proposals and subsequently select and appoint a qualified company(ies) for the ceremonies of UEFA EURO 2020, UEFA Club Finals 2019-2021 and the final match of the UEFA Nations League Finals 2019 .

All participants in the Tender will receive the Invitation to Tender document (“ITT”), which will set forth all applicable terms and conditions for the Tender.

To give each candidate(s) an overview of the timing and further proceedings, UEFA has put into place the following tender process plan (which may be subject to change at any time, as deemed necessary by UEFA):

Publication of this Invitation to Express Interest	21 May 2018
↓	
Candidates express interest	8 June 2018
↓	
Selected entity(ies) receive the ITT	15 June 2018
↓	
Selected entity(ies) submit their proposals for the Tender	15 August 2018
↓	
Communication to short-listed candidates	24 August 2018
↓	
Presentation of the short-listed proposals at UEFA HQ in Nyon, Switzerland	10 - 12 Sept. 2018
↓	
Communication to selected candidate(s)	20 Sept. 2018
↓	
Signing of contract(s)	15 October 2018

### 3. Submissions of Expression of Interest

In order to be considered to participate in the Tender, interested candidate(s) shall respond to this Invitation to Express Interest by submitting the relevant information and documentation as set out below.

Candidate(s) shall submit to UEFA an official letter, on headed notepaper and in English (the "Letter") expressing their interest in participating in the Tender and requesting the ITT, by no later than **8 June 2018**. The Letter shall include the following supporting information:

- full details of the return address and contact person for all matters in connection with this Invitation to Express Interest;
- all of the information/documents (in English only) required in Section 4 below entitled "Required Information and Documentation"; and
- "Statement of Undertaking" in the form provided in Appendix 1 to this Invitation to Express Interest, duly signed by an authorized representative from the interested entity.

The Letter with all supporting information and documentation must be sent in hardcopy and by registered post to the following address by no later than 18h00 CET on **8 June 2018** to:

Stéphane Ehrhart  
UEFA Events S.A.  
Route de Genève 46  
CH-1260 Nyon 2

For general queries, please contact:

Stéphane Ehrhart  
UEFA Ceremonies coordinator

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Direct Tel: +41 (0)22 707 2146  
Mobile Tel: +41 (0)79 829 2146  
Main Tel: +41 (0)848 00 27 27

Incomplete submissions which do not include all of the above information and/or documentation will not be considered by UEFA.

Upon receipt of the Letter with all required supporting information and documentation, UEFA shall determine, at its sole discretion, if it requires further information/documentation or clarification from any or all of the candidate(s). In such cases, UEFA reserves the right to contact the relevant candidate accordingly and to request that they provide such additional information/documentation.

UEFA, at its sole discretion, will decide which candidate(s) are qualified to participate in the Tender and such qualified candidate(s) will receive the ITT. Unsuccessful candidate(s) will be informed accordingly and UEFA shall not be obliged to give any reason for its selection or rejection.

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## 4. Required Information and Documentation

Before selection of the candidate(s) that may participate in the Tender and receive the ITT, UEFA shall evaluate the eligibility of the candidate(s) based on the review of the following information and documentation (all documentation must be returned in English):

- description of proven experience in implementing any ceremony or live show for sports or large events in a stadium or sports environment. For each reference, please specify the number of spectators, whether it was broadcast live and if yes, through which broadcast channels. In addition, please specify the role that you were given (lead company, subcontractor).
- proof of strong financial standing with up-to-date declarations from the inland revenue, national treasury department or other relevant governmental body; Annual reports or key accounting figures from the last three years;
- Size of permanent staffing
- organizational chart with key personnel (must be English-speaking and adequately trained).

NOTE: During any part of the Tender, UEFA reserves the right to request additional information/documentation as deemed necessary, including but not limited to any guarantees.

## 5. Legal Provisions

1. This Invitation to Express Interest does not constitute an invitation to make offers or an invitation to participate in the Tender, nor does it constitute the basis of any contract which may be concluded upon conclusion of the Tender.
2. Information collected through this Invitation to Express Interest will be used by UEFA solely for its analysis and will not be disclosed to the public.
3. UEFA reserves the right to reject any and all submissions of expression of interest, amend or supplement any rules set up herein and/or cancel part of or the entire selection process (and/or the Tender). If part of or the entire selection process is cancelled, it may be restarted at any time and any given interested candidate may or may not be invited to participate in the new selection process, at UEFA's absolute discretion.

4. UEFA has taken all reasonable care to ensure that any information provided by UEFA in relation to this Invitation to Express Interest, the Tender and/or the ITT is accurate in all material respects. However, any such information 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 responsibility for the accuracy or completeness of any such information. Nor shall they be liable for any loss or damage suffered by any applicants in reliance on such information or any subsequent communication made by UEFA.
5. The candidate agrees that:
  - 5.1. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITEI and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITEI and/or the Tender;
  - 5.2. 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);
  - 5.3. it shall only be entitled to use confidential information for the purpose of the Tender; and
  - 5.4. it shall not discuss the financial terms of the Tender with rival candidates.
6. Each candidate is responsible for all costs, expenses and liabilities incurred in the preparation of its Letter, any responses to requests for further information by UEFA and any negotiation with UEFA following receipt by UEFA of its Letter (whether or not an invitation to participate in the ITT is issued). UEFA shall bear no liability whatsoever in this respect.
7. Each candidate is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this ITEI, the Tender, UEFA, and/or any UEFA competition (whether it is invited to participate in the Tender or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion.
8. UEFA shall not be liable to any interested candidate for any costs or losses arising in connection with the submission of information and documentation related to this Invitation to Express Interest.

## Appendix 1:

### Phase 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 the provision of CEREMONIES at the UEFA EURO 2020, UEFA Club Finals 2019-2021 and UEFA Nations League Final 2019, 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, the Invitation to Express Interest 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 ITEI and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITEI 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 Invitation to Express Interest and/or the Tender belong exclusively to UEFA;
5. it is capable of and shall comply with all legal provisions contained in the ITEI 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 Invitation to Express Interest 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 re-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 Invitation to Express Interest, 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) for the provision of CEREMONIES at the UEFA EURO 2020, UEFA Club Finals 2019-2021 and UEFA Nations League Final 2019, 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:



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WE CARE ABOUT FOOTBALL