



UEFA HOSPITALITY BRAND & DECORATION SERVICES FOR THE
2020 UEFA CHAMPIONS LEAGUE™ FINAL IN ISTANBUL &
2021 UEFA CHAMPIONS LEAGUE™ FINAL IN ST. PETERSBURG OR MUNICH

Invitation to Tender (ITT)

Contents

1. GLOSSARY	3
2. INTRODUCTION	7
3. SCHEDULE	9
4. SCOPE OF SERVICES	9
SHOWCASE	14
5. INFORMATION TO BE INCLUDED IN THE PROPOSAL	15
6. TARGET GROUPS	16
7. ADDITIONAL CONSIDERATIONS	27
8. SUPPLIER INFORMATION REQUIRED	27
9. COST/BUDGET INFORMATION REQUIRED	27
10. SUBMISSION OF PROPOSALS	28
11. DEAL PRINCIPLES	29
12. LEGAL PROVISIONS	33
APPENDIX 1 - STATEMENT OF UNDERTAKING	37
APPENDIX 2 - COST CHART	38
APPENDIX 3 - 2D LOUNGE LAYOUT	39
APPENDIX 4 - 3D LOOK & FEEL RENDERING	41
APPENDIX 5 - SPECIFICATIONS (BUFFETS AND BARS)	45
APPENDIX 6 - BRAND MANUAL	47
APPENDIX 7 - SUSTAINABILITY	48

1. GLOSSARY

Standard terms in this document will be as follows:

Applicable Law	means all applicable laws, regulations, rules, codes of practice, guidelines, directions, licenses, certificates and degrees imposed or issued by law or any competent authority.
Agreement	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.
Applicant	means any legal entity that submits a Proposal in response to this ITT.
Background Visuals & Brand Manual	<p>means the design concept provided by UEFA for the Event which will display the look and feel of the Event, the further details of which can be accessed by the Applicant in accordance with the instructions contained in APPENDIX 6 – BRAND MANUAL.</p> <p>To request this appendix, please send us an email to hprofinals@uefa.ch</p>
Champions Village (CV)	means the Commercial Partners' Hospitality areas, which are an exclusive and innovative environment for up to 7'700 guests, where the Commercial Partners' and UEFA's business relations' guests are hosted. It will be a village built especially for the occasion of the Final. It will be located in the direct vicinity of the Stadium.
Commercial Partners (CP)	means 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.
Confidential Information	means any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Final 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.
Cost Chart	means the template to be used for the Applicant's cost proposal as contained at APPENDIX 2 – COST CHART . To request this appendix, please send us an email to hprofinals@uefa.ch
Deal Principle(s)	means the fundamental and non-negotiable provisions listed in Section 11 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.
Final or Event	means the final match of the UEFA Champions League™ season 2019/2020 to be held on 30 May 2020 at the Stadium in Istanbul and the UEFA Champions League™ season 2020/2021 to be held in May 2021 (exact date to be announced) at the Stadium in either St. Petersburg or Munich (the UEFA Champions League™ Final 2021 host will be announced at the end of September 2019).
Finalists	means any of the two teams participating in the Final.
Finalists' Areas	means the Finalists' guests' hospitality area(s), which are exclusive and innovative environments. They can be inside or outside the Stadium.
Hospitality Areas	means together the Champions Village, the Official Hospitality Club, the Suites, the VIP Area, the Finalists' Areas and the Official Areas where the Successful Applicant shall be required to provide the Services. Further details are listed in the matrix at Section 6 of this ITT: TARGET GROUPS .
Host City	means the city in which the Final is due to take place.
Intellectual Property	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).
Invitation to Tender (ITT)	means this Invitation to Tender document and all of its appendices.
MD/Match Day	means the day of the Final as follows: <ul style="list-style-type: none"> • 2020 – 30 May • 2021 – to be confirmed
MOOD BOARD	The mood board for the inspiration of the concept for UCLF20 in Istanbul – Appendix 8. To request this appendix, please send us an email to hprofinals@uefa.ch
Proposal	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.
Official Hospitality	means together the Suites, the Official Hospitality Club and Official Areas inside and outside the Stadium where Official Hospitality guests will be hosted.
Official Hospitality Club	a hospitality area dedicated to Official Hospitality guests attending the UCLF.
Official Areas (Lounges)	means the Official Hospitality guests' areas, which are an exclusive and innovative environment composed of several lounges located inside the Stadium.
Services	means the branding and decoration services for the Hospitality Areas to be provided by the Successful Applicant(s) in accordance with and as set out in this ITT.
Suites	means all the private lounges inside the Stadium with the corresponding seats in the tribune.
Stadium	means the stadium where the Final will be held as follows: <ul style="list-style-type: none"> • UCLF2020 – Ataturk Olympic Stadium, Istanbul, Turkey • UCLF2021 – to be announced in due course between either: <ul style="list-style-type: none"> - Arena München, Munich, Germany; or

	<ul style="list-style-type: none"> - Saint Petersburg Stadium, St. Petersburg, Russia
Statement of Undertaking	<p>means 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.</p> <p>To request this appendix, please send us an email to hprofinals@uefa.ch</p>
Successful Applicant	<p>means the Applicant(s) appointed by UEFA for the provision of all or part of the Services pursuant to an Agreement to be executed between such Successful Applicant(s) and UEFA.</p>
Tender	<p>means the tendering process for the Services, in accordance with and as set forth in this ITT.</p>
UCL	<p>means the UEFA Champions League™.</p>
UCLF	<p>means the UEFA Champions League™ Final.</p>
UEFA	<p>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.</p>
UEFA Club	<p>means the hospitality lounge where the official broadcasters and UEFA's business relations' guests are hosted on MD. It is located in the Champions Village.</p>
UEFA Subsidiaries	<p>means any entity which UEFA may create or appoint in order to assist with the staging or organisation of the Final, including UEFA Events S.A.</p>
Venue or Site	<p>means any location used for the performance of the Services by the Successful Applicant(s), which may include the Stadium as well as other venues in the vicinity of the Stadium of each UCL Final, if so required by UEFA for the Final and/or the performance of the Services.</p>
VIP Area	<p>means the VIP hospitality guests' area, which is an exclusive and innovative environment.</p>

2. INTRODUCTION

Hospitality has become much more than just enjoying a glass of champagne and exquisite canapés in an exclusive dedicated hospitality lounge.

Nowadays, hospitality is about the ultimate experience, the moment that money cannot buy. It is about immersing into a different world, about entertainment, fun and interaction. It is about experiencing hospitality with all senses. It is about the use of technology, about social media, about bringing people together. Hospitality is about capturing guests at every touching point of their experience and throughout their entire journey – from arrival to the moment a hospitality guest is leaving – and, in an ideal world, even beyond.

The UEFA Champions League Final, one of the world's most prestigious annual sporting events will take place in the following venues over the next 2 years:

1. On 30 May 2020, the UEFA Champions League Final will take place in Istanbul, Turkey. The Ataturk Olympic Stadium will host the UEFA Champions League Final 2020
2. In May 2021 (date tbc) the UEFA Champions League Final will take place either in St. Petersburg (Russia) or Munich (Germany) (with such venue being announced by UEFA in due course)

OBJECTIVE OF THE REQUEST FOR PROPOSALS

Building on the success of the previous UEFA Champions League Final editions and with the objective of being the best in class and a benchmark within the sphere of world class sports events hospitality, UEFA is constantly aiming to bring its hospitality services to a different level and to set the trend for the future of sports hospitality. As such, UEFA's objective is to provide inventive and one-of-a-kind experiences to its various hospitality target groups

In order to achieve such goals, UEFA wishes to collaborate with the best partners, because outstanding and extraordinary services can only be delivered by outstanding and extraordinary people with a strong ambition to strive for excellence.

UEFA is therefore seeking to appoint a highly creative event architect to draw the lines of **an inspiring and innovative look and feel concept for the different hospitality areas and target groups of the UEFA Champions League Final 2020 and 2021.**

This document is an Invitation To Tender (ITT) and is part of a selection and evaluation process, which will be administered by UEFA.

The purpose of this ITT is to invite interested Applicants to submit their **creative, financial and project planning Proposal for brand and decoration services** and to enable UEFA to appoint the most adequate Applicant to design and implement first-class brand and decoration solutions for **all Hospitality Areas** at the UEFA Champions League Finals in 2020 and 2021.

The submitted Proposals will be assessed based on the following three main criteria:

1. Creativity and innovation:

- The Applicants' creative capacity will be one of the key aspects for selection. Illustrations of previous finals are made available for reference. However, Applicants are expected to come up with innovative ideas and new elements including, but not limited to, new technologies.
- In addition to showcasing the UEFA Champions League brand imagery and assets (as explained further in **the Brand Manual in APPENDIX 6**), Applicants are expected to include imagery / footage / other features they deem relevant to the context and the proposed concept.
- Applicants are invited to propose innovative materials and shapes as well as print and production methods. Quality of the look and feel as well as compliance with the brand colour scheme of the Event should thereby always be a prevailing factors.
- Applicants are expected to integrate elements / structures as visual eye-catchers to break the monotony of volumes and heights (e.g. platforms, ceiling-high structures) and to enhance the guest flow and spatial perception within the Hospitality Areas.
- Applicants are invited to integrate football and memorabilia elements to immerse our guests into the UEFA Champions League Final atmosphere which is full of emotions, unforgettable moments and fun.

2. Financial proposal:

- Applicants are requested to provide a clear and transparent costing structure, with unit prices, running meter / square meter prices and per head prices.
- Applicants must demonstrate their ability to produce applications locally to a certain extent in order to minimise transportation costs and to allow for potential on-site requests.

3. Project Planning:

- Applicants are requested to provide clear and transparent project planning. This planning shall include elements such as:
 - i. Timings of the design of 2D and 3D artworks to be validated by UEFA
 - ii. Timings of the production of all elements
 - iii. Initial proposition for the set-up and dismantling schedule
 - iv. Budget milestones

The pages hereafter contain a foreseen timeline as well as an overview of the estimated scope of the project and the requirements of UEFA for the Services, which need to be delivered for and around the Finals.

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

3. 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:

⊕ Publication of the ITT	: Friday, 13 September 2019
⊕ Applicants to submit their offer to UEFA	: Monday, 07 October 2019
⊕ Potential presentation to UEFA in Nyon	: Week of 21-25 October 2019
⊕ Provisional appointment of Successful Applicant(s)	: Beginning of November 2019
⊕ Signing of Agreement	: Mid November 2019
⊕ Site Visit in Istanbul	: Week of 18-22 November 2019

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

4. SCOPE OF SERVICES

For the UEFA Champions League Final, UEFA provides hospitality services to the following target groups (further specified under **Section 6 of this ITT: TARGET GROUPS**):

- VIP hospitality guests hosted in the VIP Areas
- Finalists' hospitality guests hosted in the Finalists' Areas
- Official Hospitality guests hosted in Suites, Official Areas and the Official Hospitality Club
- Commercial Partners hospitality guests hosted in the Champions Village

The hospitality services provided to these target groups include catering services, entertainment and other benefits contributing to an extraordinary Match Day guest experience. The defined level of services provided to each target group as well as other relevant additional information are further specified under **Section 6 of this ITT: TARGET GROUPS**.

For the 2020 UEFA Champions League Final a total of approximately 13'000 hospitality guests are expected, and will be hosted in the different Hospitality Areas.

For the 2021 UEFA Champions League Final, we expect approximately the same number of guests, but the areas inside or outside the Stadium will be defined at a later stage.

Along with the afore-mentioned hospitality services, brand and decoration services form an integral part of the overall UEFA Champions League Final hospitality guest experience. The overall look and feel as well

as the individual brand and decoration elements to a large extent enhance the guest experience by facilitating and enriching the guest journey and adding an emotional and highly creative component to it.

Within the scope of this ITT, Applicants are invited to come up with a detailed Proposal for the UEFA Club lounge and the Champions Village communal garden area, the lounge in the VIP Area as well as one Suite for the UCLF 2020.

Such Proposal shall include the following (please also find more details in **Section 5 of this ITT: INFORMATION TO BE INCLUDED IN THE PROPOSAL**):

- A comprehensive and creative look and feel concept as per the below specifications under CREATIVE CONCEPT for UCLF 2020.
- A rate card of individually listed and priced branded elements as per the below specifications under BRANDED ITEMS for UCLF 2020 and UCLF 2021 (both St-Petersburg and Munich).
- A detailed financial proposal specifying and detailing all Services offered. This should be developed for the two Finals, and three Stadia (Istanbul, St-Petersburg and Munich).
- A detailed project planning as mentioned in **Section 2: Project Planning**

The elements proposed by the Applicant within the Cost Chart should be able to be applied by UEFA to the in-stadia hospitality lounges and Suites. Applicants are therefore invited to suggest any additional elements and features that they might consider relevant or adequate to enhance the look and feel of the hospitality areas inside the Stadium.

CREATIVE CONCEPT

A strong focus is attributed to the provision of an overall creative and innovative look and feel concept. Such concept should tell a story, following a coherent and comprehensive central theme and shall take into account any potential touching point with guests along their hospitality guest journey from the welcome to the guests' departure (and beyond).

The concept shall put a strong focus on the guest experience being:

- entertaining;
- emotional;
- fun and joyful;
- immersive; and
- top-class.

The concept shall also include:

- memorabilia;
- football elements and emotions; and
- players emotion.

Images contained within the concept should be more than simple photos and they should match with the relevant brand guidelines.

In its Proposal the Applicant is expected to illustrate its proposed concept for the UEFA Club lounge and the Champions Village communal garden area, for the lounge in the VIP Area as well as for a Suite **for UCLF 2020**. The brand and decoration elements should set a "visual framework" to the other hospitality services delivered (such as entertainment, catering services, etc.).

Applicants are free in their creative approach towards the concept. Therefore, no specifications regarding a potential theme or regarding the implementation of the Services will be provided by UEFA.

The Services related to the provided concept and to be provided by the Successful Applicant must include the following:

- Provision of an overall creative design and look and feel concepts;
- Development and provision of all artwork;
- Development and provision of all required Hospitality Area layouts and technical drawings including furniture, decoration and lighting, as requested by UEFA;
- Allocation plans per area with all brand, decoration and signage;
- Production of the brand and decoration elements;
- Coordination with any third party, as required;
- Set-up and dismantling; and
- On-site support.

The Successful Applicant will be requested to elaborate a creative concept for UCLF 2021, once the Brand Manual is available and shared by UEFA (expected to be around August 2020).

BRANDED ITEMS

In addition to and in line with the proposed concept, a series of pre-defined elements need to be provided by the Successful Applicant.

The following overview lists such elements that shall be included in the Applicant's Proposal:

- Applicants are invited to integrate elements / structures as visual eye-catchers to break the monotony of volumes and heights (e.g. platforms, room dividers, ceiling-high structures) and to enhance the guest flow and spatial perception within the Hospitality Areas; and
- Applicants shall propose creative solutions for the branding and dressing of bar and buffet elements.

Moreover, Applicants are invited to include features such as:

- Welcome desks;
- Backdrops with double sided branding (for welcome desks, room dividers, bar & buffet back walls);
- Room dividing elements;
- Divider walls to close off the view into the kitchens, hospitality back-offices and toilets;
- Branded window frosting (where applicable);
- DJ booth; and
- Directional signage inside the Hospitality Areas to WC and to seats.

This list is not exhaustive

The Services shall cover all target groups, both in the Champions Village, Official Hospitality Club, as well as inside the Stadium, as outlined in **Section 6 of this ITT: TARGET GROUPS**.

UEFA reserves the right to extend or limit the scope of the Services under this ITT due to any change of circumstances around the Final or otherwise, provided however that the Applicants will be informed by UEFA promptly about any such change, including receiving updated scope of the Services required. In addition, UEFA may decide to appoint more than one company to perform the Services or any parts thereof if, following the evaluation of the Proposals received from the Applicants, UEFA decides that it is in its best interest to do so.

The Successful Applicant will be requested to create artworks that will be produced by third party suppliers. As such, collaboration with such relevant third party suppliers is an important and critical aspect of the project (see **Section 6 of this ITT: TARGET GROUPS**). A close relationship with the third party suppliers is a key-element to deliver the project successfully. Weekly calls with all the relevant suppliers (Brand & Decoration, Tent, Catering, AVL suppliers) and UEFA will take place during the full duration of the project to allow constant and regular collaboration and exchange between all parties involved.

PROJECT MANAGEMENT

A thorough management of the project will be essential in order to ensure the successful delivery of the requested Services.

Therefore, Applicants shall present how they intend to manage the following topics:

- Set-up of a strong and consistent management team and organisation;
- Management of the project from concept and design through to the delivery and dismantling;
- Dedicated client-service team in direct contact with UEFA's hospitality production team;
- Presentation of a detailed project plan;
- Presentation of a detailed operations plan, including set-up and dismantling timeline;
- Delivery of a detailed logistic plan including all deliveries;
- Presentation on how the Applicant intends to source products and utilise local suppliers, if applicable;
- Dedicated client-service person in direct contact with UEFA's hospitality production team and potentially the Commercial Partners in addition;
- Set-up of a strong and consistent organisation across all Hospitality Areas at the Venue (inside and outside of the Stadium);
- Appropriate staffing and quality control;
- Appropriate quality control and compliance with any prevailing local health and safety laws and regulations and sustainability requirements;
- VAT handling;
- Waste handling during the set-up phase and post event;
- Preparation of 3D renderings and technical drawings as seen in **APPENDIX 3 – SUPPORT DOCUMENTS**: Example of 2D Lounge Layout and **APPENDIX 4 – SUPPORT DOCUMENTS**: Example of 3D Look & Feel Renderings;

- Preparation of presentation materials for meetings as necessary;
- Attendance at meetings, workshops and working visits as deemed necessary by UEFA;
- Strong budget management with a minimum of monthly reporting to UEFA.

The table on the next page is a summary of the project scope for the Successful Applicant and should be taken into account by the Applicant in its Proposal. All elements apply to both Finals, 2020 and 2021.

Scope of work for all Hospitality Areas and for UCLF 2020 and UCLF 2021:

Services to be delivered	In project scope
Creative concept	
Provision of an overall creative design and look and feel concepts for all Hospitality Areas	Yes
Development and provision of all artwork for all Hospitality Areas	Yes
Development and provision of all required Hospitality Areas layouts and technical drawings including furniture, decoration and lighting, as requested by UEFA	Yes
Allocation plans per all Hospitality Areas with all brand, decoration and signage	Yes
Production of the brand and decoration elements for all Hospitality Areas	Yes
Integration of elements / structures as visual eye-catchers for all Hospitality Areas	Yes
Creative solutions for the branding and dressing of bar and buffet elements for all Hospitality Areas	Yes
Champions Village and Official Hospitality Club entrance tents: concept artwork for the interior design (the production of all items fixed to the tent structure, such as printed lining and PVC walls, will remain with the tent supplier) and design for the cloakroom (including counters)	Yes
Champions Village and Official Hospitality Club communal gardens areas: design of the artwork of the counters for the merchandise shop (see Champions Village layout - structure is the responsibility of the tent supplier) and design and production of the bar(s) branding (the bar structure is the responsibility of the caterer)	Yes
Production of welcome desks structure and branding for all Hospitality Areas	Yes
Production of backdrops with double sided branding (for welcome desks, room dividers, bar & buffet back walls) for all Hospitality Areas	Yes
Production of room dividing elements for all Hospitality Areas	Yes
Production of divider walls to close off the view into the kitchen, hospitality back-offices and toilets for all Hospitality Areas	Yes
Provision of branded window frosting (where applicable) for all Hospitality Areas	Yes
Production of directional signage inside the Hospitality Areas to WC and to seats for all Hospitality Areas	Yes
Production of DJ booth for all Hospitality Areas	Yes
Production of directional signage outside the lounges with the exception of the access corridor to the Suites (see Section 6 of this ITT: TARGET GROUPS)	No
Provision of light, sound and screens (unless they are directly linked to the proposed look and feel concept or integrated in the corresponding elements)	No
Provision of plants and flowers	No
Provision of furniture, bars and buffets	No
Design of print materials such as menu cards and buffet cards	Yes
Production of print materials such as menu cards and buffet cards	No
Branding of the Entrance of the stadium lounges	No
Interior lounge design of the Commercial Partners' tent	No
Provision of adequate and sufficient space for Hospitality Areas, free of charge	No
Staffing	
Appropriate staffing for the provision of all Services	Yes
Any transportation/customs costs as well as staff related expenses	Yes
Handling of all their respective accreditation and meal needs, including, without limitation, employees of any sub-contractor(s)	Yes
Project Management	
Setup of a strong and consistent management team and organisation	Yes
Management of the entire branding and decoration from concept design to delivery	Yes
Sub-contractor research and selection of third party suppliers (if required)	Yes
Development of a detailed operations plan (on-site support as well)	Yes
Reporting timeline foreseen	Yes
Coordination with any third party, as required	Yes
Set-up and dismantling schedule	Yes
Attending site visit when required	Yes
Organization of site visits (however paid for by the Successful Applicant)	No
Administration	
Strong budget and financial planning - budget updates milestones	Yes
Provision of all necessary permits, licenses, authorisations, all customs clearances for relevant equipment and goods to comply with all Applicable Laws	Yes
Provision of all Health & Safety documents required by UEFA	Yes
Protection of existing structures in any existing Hospitality Areas inside the Venues and in existing exterior locations that are used for hospitality set-up purposes (including, without limitation, floor covering, any elevators used for hospitality set-up and dismantling, wall protection in passage areas, etc.)	Yes
Any damages to these structures and facilities caused by its staff or that of its subcontractors (procedure for identifying and signing-off damages as and when they occur so as to facilitate the post-event Venue hand back procedure to be provided)	Yes
Branding related waste management in compliance with any Applicable Laws and Venue procedures	Yes
All appropriate insurance cover, including third party liability, for damages to any Venue infrastructure;	Yes
Compliance with all Applicable Laws relating to the delivery of the hospitality and/or branding Services; and	Yes
Additional services	
Provision of adequate and sufficient storage space for the Successful Applicant	No

SHOWCASE

A showcase session will be planned and shall be attended by the Successful Applicant to present real size samples of all the various components of the Services to be produced for the Final to check print quality and the correct implementation of the official brand elements. For UCLF 2020, the showcase is scheduled to take place at the end of February 2020 in Vienna (date and exact location subject to confirmation), with a further showcase taking place in respect of the UCLF 2021 at a later stage (date and location to be defined). Additional details about the deliverables required from the Successful Applicant for the showcase will be shared with the Successful Applicant in due course.

5. INFORMATION TO BE INCLUDED IN THE PROPOSAL

Applicants are requested to come up with a comprehensive offer that comprises the following documents and to comply with the specifications contained in this ITT:

- **Detailed and comprehensive overall creative look and feel concept for the UEFA CLUB and the Champions Village communal garden area, a lounge in the VIP Area as well as a Suite for UCLF 2020;**
- **2D lounge layout proposal for the Champions Village garden area and the UEFA CLUB as well as for a lounge in the VIP Area and a Suite for UCLF 2020 (as per the example contained in APPENDIX 3 – 2D LOUNGE LAYOUT);**
- **3D rendering giving an impression of the overall look of the Champions Village communal garden area, the UEFA CLUB, a lounge in the VIP Area and a Suite for UCLF 2020 (see example in APPENDIX 4 – 3D LOOK & FEEL RENDERING);**
- **Cost Chart (as per the template contained in APPENDIX 2 – COST CHART) for UCLF 2020 and 2021 (both potential stadia);**
- **Specifications of all elements proposed shall be included (material, dimension, etc.)**
 - **The Applicant should be coherent in its use of material.**
 - **The Applicant should account for the fact that these elements will have direct light applied to them, any reflecting material shall therefore be avoided).**
 - **The Applicant shall include pictures or renderings of all individual items quoted.**
- **Project planning schedule for UCLF 2020.**

The Proposal and related documents should take into account the aforementioned criteria for assessment.

UEFA may ask for additional documents during the Tender process as well as at any given moment throughout the duration of the cooperation.

6. TARGET GROUPS

Close to 13'000 guests are anticipated to be hosted in the various Hospitality Areas at the Final during both UCLF 2020 and 2021.

The following section provides Applicants with an overview of the different target groups and the respective hospitality concepts.

For the sake of completeness and for Applicants to be aware of the full scope of the project, specifications of all target groups and Hospitality Areas are outlined hereafter (Champions Village, Official Hospitality Club and Stadium).

HOSPITALITY PROGRAMS

The Matrix on the next page is an overview of the different target groups and their specificities.

In order to illustrate the areas that the Applicant will have to include in its Proposal, some examples from the previous UCLF in Madrid and UELF in Baku are available on the next pages.

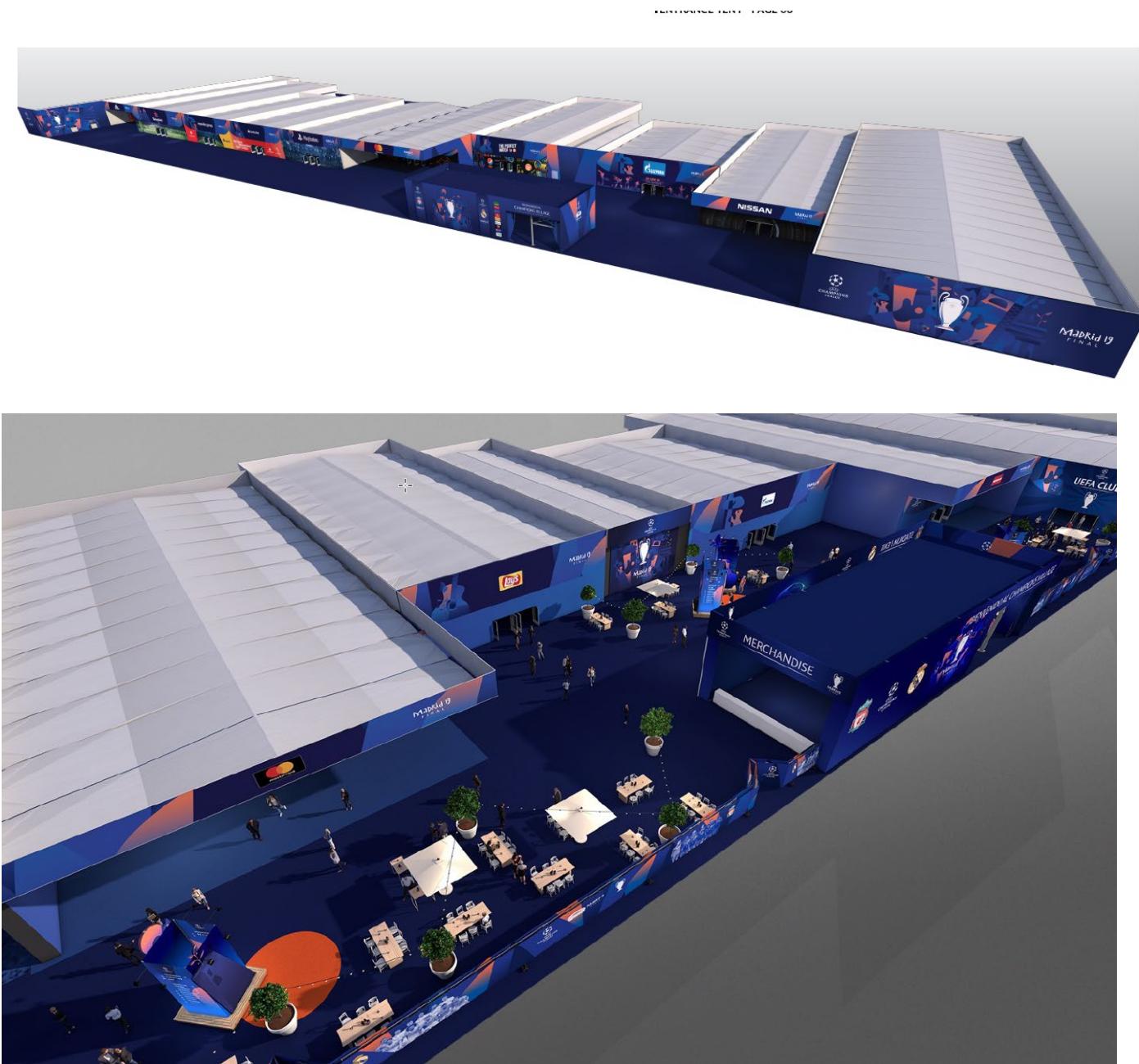
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MATRIX - TARGET GROUPS												
PRODUCT CATEGORy	VVIP HOSPITALITY		VIP HOSPITALITY		OFFICIAL HOSPITALITY			COMMERCIAL PARTNERS HOSPITALITY		FINALISTS		
	HONORARY LOUNGE	VIP LOUNGE	OFFICIAL HOSPITALITY CLUB	OFFICIAL HOSPITALITY LOUNGES	SUITES	CHAMPIONS VILLAGE - COMMUNAL AREAS	UEFA CLUB IN CHAMPIONS VILLAGE	FINALISTS NORTH AND SOUTH				
PRODUCT NAME	Always inside	Always inside	Always outside in a temporary structure	Inside	Always inside	Always outside	Always outside	outside (in 2020) and inside (in 2021)				
INSIDE OR OUTSIDE STADIUM FACILITY	Always inside	Always inside	UCLF 2020 and UCLF 2021	UCLF 2020 and UCLF 2021	UCLF 2020 and UCLF 2021	UCLF 2020 + UCLF 2021	UCLF 2020 + UCLF 2021	UCLF 2020 + UCLF 2021				
FINALS	UCLF 2020 and UCLF 2021	UCLF 2020 and UCLF 2021	UCLF 2020	UCLF 2021	UCLF 2020 + UCLF 2021	UCLF 2020 + UCLF 2021	UCLF 2020 + UCLF 2021	UCLF 2020 + UCLF 2021				
APPROX. NUMBER OF GUESTS	250	700	UCLF 2020: 3400 UCLF 2021: no FY planned	UCLF 2021: no FY planned	UCLF 2020: awards Official Hospitality lounge UCLF 2021: 1700	UCLF 2020: 370 UCLF 2021: 2000	UEFA CLUB: 1660	600 (300 per final)				
m2 per lounge (approx.)	1800m2	1800m2	6900m2	500 to 900m2 per lounge	N/A	4835m2 (Only Garden area)	2400m2	600m2 (per Finalist lounge)				
m2 per pas (approx.)	1.8m2	1.8m2	1.5m2	1.5m2	2.5m2	N/A	1.5m2	1.5m2				
SET-UP	Lounge	Lounge	Lounge	Lounge	Suite	Lounge	Lounge	Lounge				
GUESTS PROFILE	UEFA, the local organizing committee and the highest representatives of the Finalists "to-one" guests	UEFA, the local organizing committee and the highest representatives of the Finalists "to-one" guests	Corporate guests or individual high-profile guests that are either actual customers of the Venue, or existing UEFA customers (very different nationalities)	Corporate guests or individual high-profile guests that are either actual customers of the Venue, or existing UEFA customers (very different nationalities)	Existing Suite owners and their guests, UEFA's international Official clients, international high net worth individuals	Guests from the Commercial Partners	Broadcasters and UEFA business relations guests	Members of the clubs, their partners and close relatives of the players				
ATMOSPHERE	Clarity, unique & formal atmosphere,	Clarity, unique & formal atmosphere,	Informal, joyful and casual	Informal, joyful, clarity and casual	Exclusive, private, formal	Emotional, tender, joyful, informal, casual	Emotional, joyful, informal, casual	Stress-free atmosphere (focus on competing teams), emotional, sincere, casual				
CATERING CONCEPT	Buffetstyle catering	Buffetstyle catering	Buffetstyle catering	Buffetstyle catering	Services at the table	No catering inside the communal areas, only bars	Buffetstyle catering	Buffetstyle catering				
FURNITURE CONCEPT	Informal/standing Round-table furniture concept	Informal/standing Round-table furniture concept	Informal/standing Round-table furniture concept	Informal/standing furniture concept (100%)	Same furniture style as the top shelf will have standard furniture	Informal/standing furniture concept	Informal/standing furniture concept	Informal/standing furniture concept				
ENTERTAINMENT CONCEPT	Soft and discrete entertainment, light lounge music	Soft and discrete entertainment, light lounge music	DJ, light lounge music, live band and performers, photo opportunities	DJ, light lounge music, live band, no performers	No entertainment	DJ, light lounge music, potentially live band, photo opportunities	Light lounge music and DJ, team picture photo opportunity	Light lounge music and DJ, team picture photo opportunity				
LOOK & FEEL CONCEPT	Balanced visibility of each Finalist is a must (Football atmosphere)	Balanced visibility of each Finalist is a must (Football atmosphere)	Official environment, rather limited space for decoration	Official environment, rather limited space for decoration	Official and clary environment, rather limited space for decoration	UEFA 2020 Suitemaxi: - 2x3 pax, 2x10 pax, 10x12 pax, 4x10 pax, 12x9 pax UCLF 2021 Suitemaxi: - 1x7 pax, 10x8 pax, 2x9 pax, 1x10 pax, 1x11 pax, 2x12 pax, 2x13 pax, 1x14 pax, 1x15 pax, 1x16 pax, 7x10 pax, 5x19 pax, 4x20 pax, 1x21 pax, 1x22 pax	UEFA 2021 Suitemaxi: 2x8 pax, 4x9 pax, 2x10 pax, 4x11 pax, 10x12 pax, 4x13 pax, 8x15 pax, 8x16 pax, 2x20 pax, 2x21 pax, 6x22 pax	1. Exclusive Hospitality Area for UEFA & Commercial Partners to host their guests. As part of their partnership agreement, each Commercial Partner is entitled to a dedicated lounge 2. It is a Commercial Partner's responsibility to exclusively book for the Event and complete definition of their contractual obligations, another with all of them having access to a limited garden area. To offer the most convenient access to the guests, the Champions Village is located in the direct vicinity of the Stadium. The communal garden areas are open to all in the platform. 3. Each Commercial Partner is in charge of the brand's decoration of their sun area. If Commercial Partners wish, UEFA is available to provide branding on their lounge bar and buffets or will arrange a memo desk at the entrance of the lounge.	N/A	N/A		
ADDITIONAL INFORMATION	N/A	N/A	N/A	N/A	N/A	UEFA 2020 Suitemaxi: - 2x3 pax, 2x10 pax, 10x12 pax, 4x10 pax, 12x9 pax UCLF 2021 Suitemaxi: - 1x7 pax, 10x8 pax, 2x9 pax, 1x10 pax, 1x11 pax, 2x12 pax, 2x13 pax, 1x14 pax, 1x15 pax, 1x16 pax, 7x10 pax, 5x19 pax, 4x20 pax, 1x21 pax, 1x22 pax	UEFA 2021 Suitemaxi: 2x8 pax, 4x9 pax, 2x10 pax, 4x11 pax, 10x12 pax, 4x13 pax, 8x15 pax, 8x16 pax, 2x20 pax, 2x21 pax, 6x22 pax	All Champions Village guests will access the Hospitality Areas via an entrance tent where their hospitality tickets will be checked by a referee. In case a guest is checked in, they will allow guests to easily prove their belonging and/or invite. The referee will open, close and manage the entrance and make sure they access to the corresponding Commercial Partners' tents for their hospitality needs. Entrance tent should have a sum effect!	All Champions Village guests will access the Hospitality Areas via an entrance tent where their hospitality tickets will be checked by a referee. In case a guest is checked in, they will allow guests to easily prove their belonging and/or invite. The referee will open, close and manage the entrance and make sure they access to the corresponding Commercial Partners' tents for their hospitality needs. Entrance tent should have a sum effect!	A very important principle to respect is equal treatment between the two teams in every aspect of the hospitality (e.g. same number of attending, diamonds, photos, bar, food, drinks, coffee, etc.).	N/A	
SPECIFICITIES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	To-one/fan-all options, emblematic moments of those to-one, photo opportunities				
VISUALS	Emblematic moments of the Finalists and the Champions League logo, memorabilia, Final branding	Emblematic moments of the Finalists and the Champions League logo, memorabilia, Final branding	Parc for football, Champions League logo, emotional moments, Finalist touch	Parc for football, Champions League logo, emotional moments, Finalist touch, Final branding	Clarity and corporate with a touch of football	Fan moments, celebration moments and Final branding in the communal areas (garden & entrance)	Emblematic moments of the Finalists and UCL logo, memorabilia, Final branding	To-one/fan-all options, emblematic moments of those to-one, photo opportunities				
FURNITURE	Seating ratio	70%	70%	70%	70%	N/A for Commercial Partners' tents	60%	60%				
	Standing ratio	30%	30%	30%	30%	N/A for Commercial Partners' tents	40%	40%				
	Tabled ratio	100%	100%	100%	100%	N/A for Commercial Partners' tents	100-90%	100%				
	Lounge furniture ratio	15%	15%	10%	10%	N/A for Commercial Partners' tents	20%	0%				
	Low table ratio	15%	15%	30%	40%	N/A for Commercial Partners' tents	0%	20%				
	High table ratio	70%	70%	60%	50%	N/A for Commercial Partners' tents	80%	80%				

Examples of visuals:

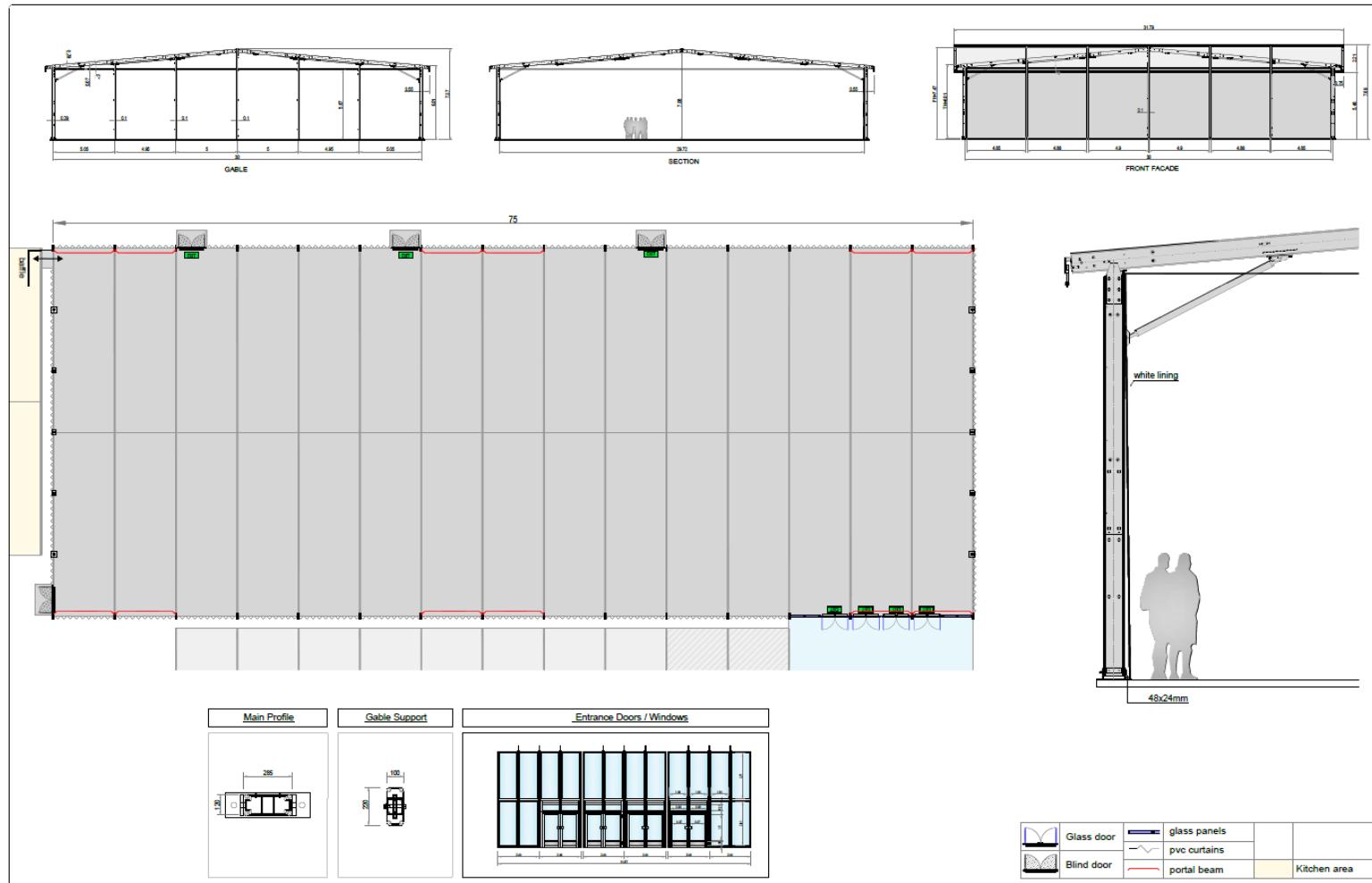
Champions Village layouts from UCLF 2019:

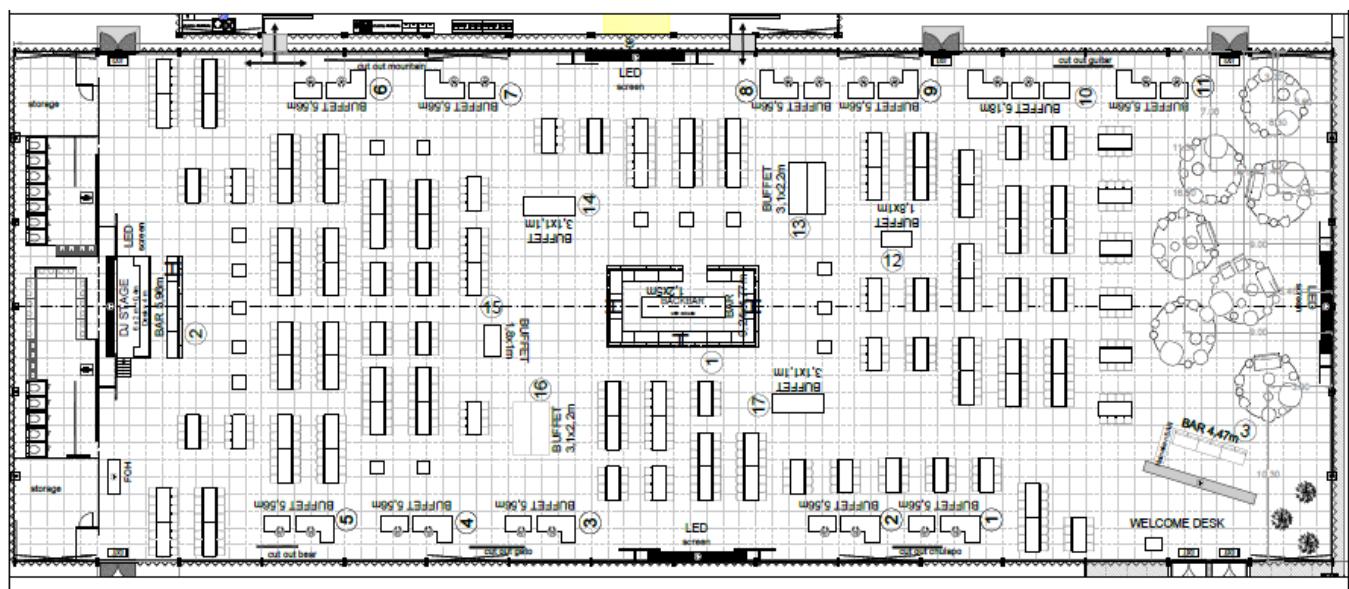
The Applicant is requested to provide proposals for the Champions Village and the UEFA CLUB (Solution tent)



Invitation to Tender (ITT)

Solution tent UEFA CLUB (DRAFT):





VIP:

The Applicant is requested to provide proposals for the lounge in the VIP Area

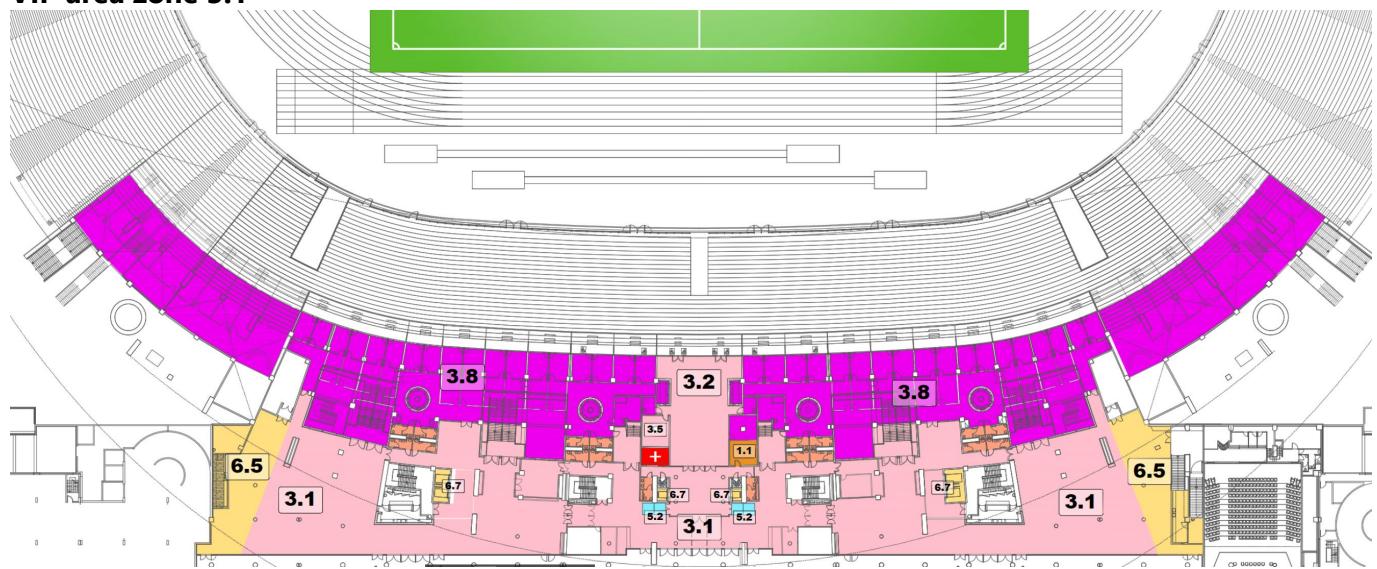
1. Visuals from UCLF 2019 and UELF 2019
2. Plan & visuals from UCLF 2020

1. *Visuals*



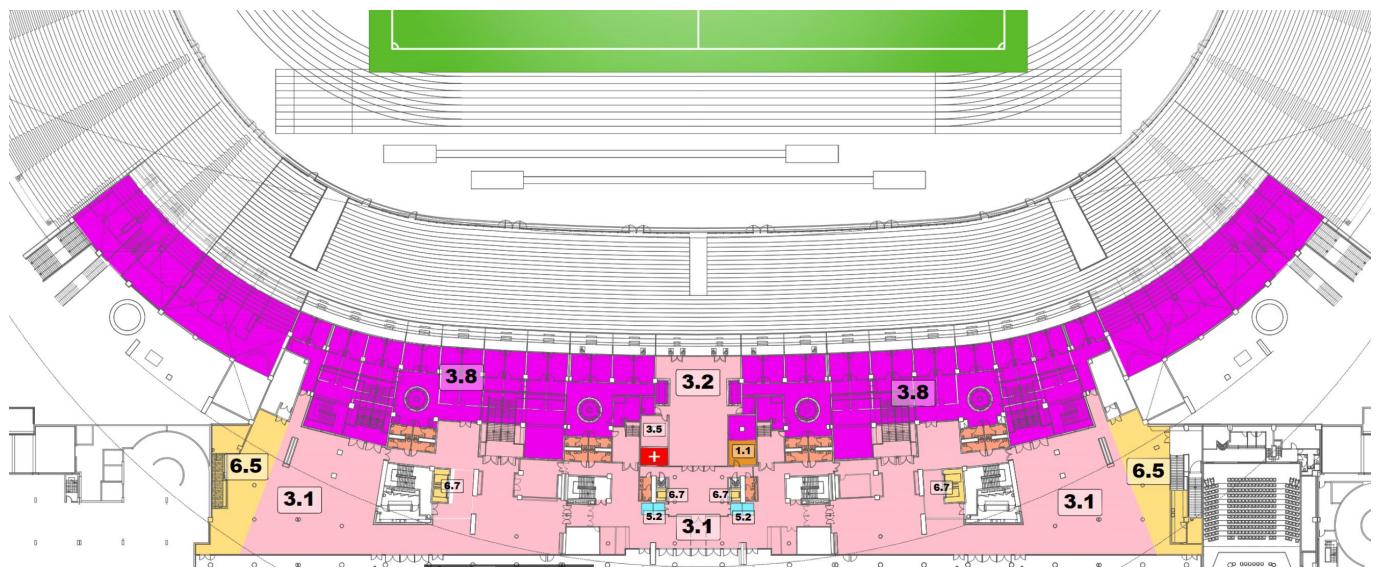
2. Plan & visuals UCLF 2020

VIP area zone 3.1



Plan & visuals UCLF 2020:

VVIP 3.2

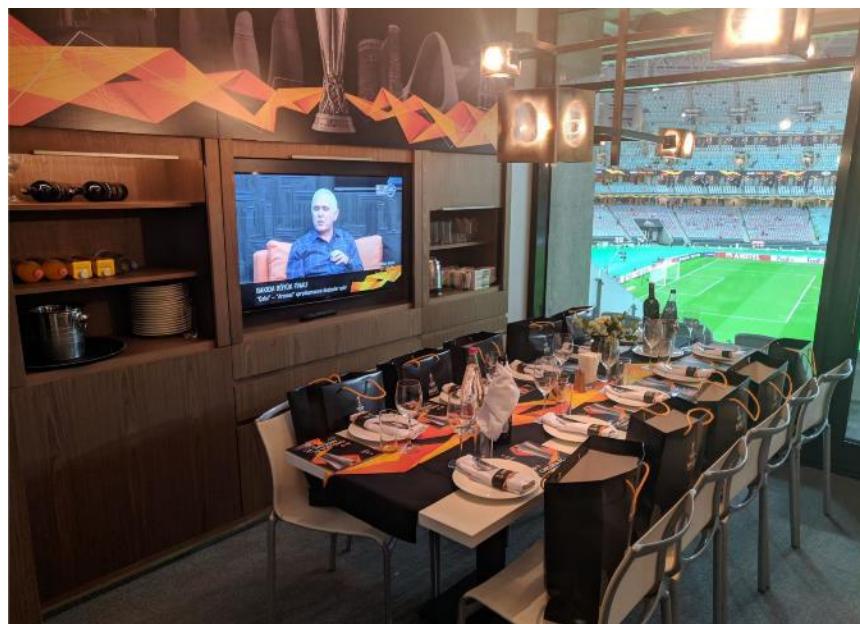


Suite:

The Applicant is requested to provide proposals for one Suite

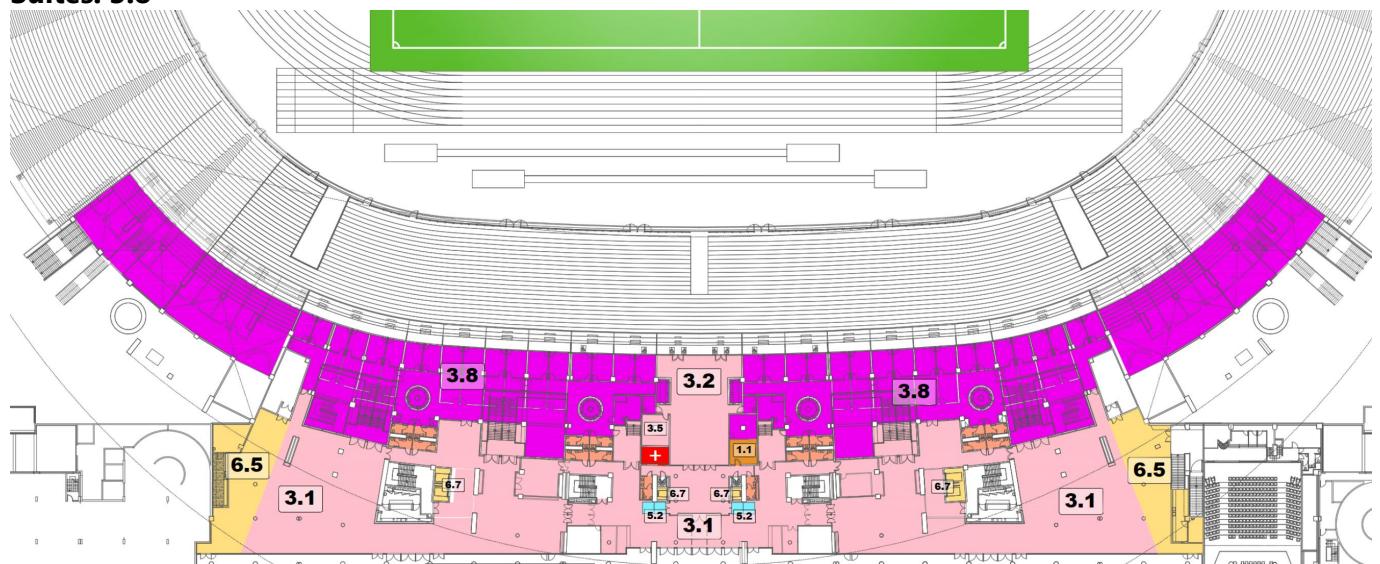
1. Visuals from UCLF 2019 and UELF 2019
2. Plan from UCLF 2020

1. Visual

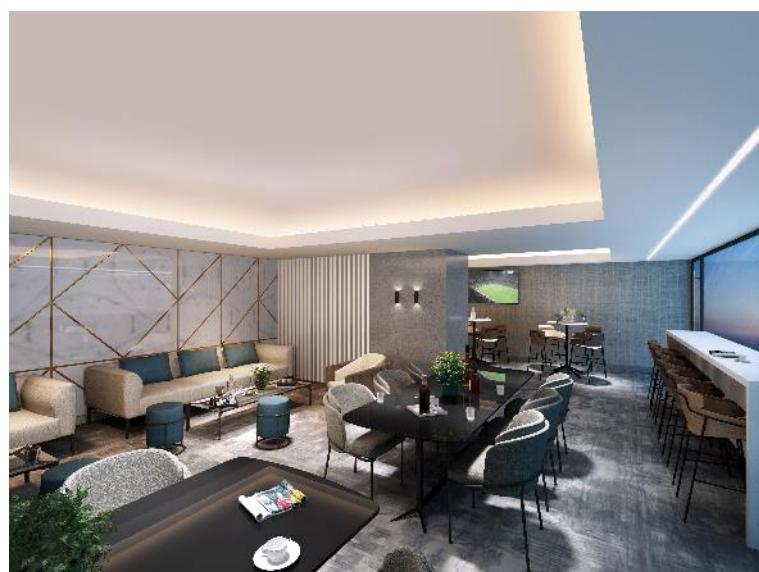


Plan & visuals UCLF 2020:

Suites: 3.8



Large Skybox:



Narrow Skybox:



7. ADDITIONAL CONSIDERATIONS

It is expected that a strong focus will be placed in presenting and detailing how the expected high level of quality on both branding & decoration and related services (as listed above) will be reached (in terms of print quality, structures and fabric quality as well as in terms of fixing methods) in all of the areas covered by this ITT.

No artwork should be produced without the prior approval of UEFA. Compliance with the UEFA processes regarding the validation of the artworks, the logistics of the deliveries for the set-up and dismantling and accreditations are an important aspect of the project that the Successful Applicant is expected to fulfil with the required level of professionalism and commitment.

8. SUPPLIER INFORMATION REQUIRED

The Applicant is asked to provide the following information:

- Company form and ownership;
- References of the company of comparable performances in the last three years (including the name and contact details of the reference customer);
- References of the company contact person (main contact) of comparable performances of last three years;
- Number of employees; and
- 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.

9. COST/BUDGET INFORMATION REQUIRED

- The completion of the Cost Chart and the submission of a detailed cost breakdown is an integral and essential part of the Proposal to be provided.
- The Applicant is required to provide a detailed overview of any and all costs for the Services in their Proposal using the Cost Chart contained in APPENDIX 2. For the avoidance of doubt all prices shall include all additional costs anticipated in connection with the performance of the Services as described in the Proposal and shall be properly and clearly identified.
- All costs submitted in the Proposal must be expressed in EURO.
- All costs must be shown on a per head basis based on the estimated guest numbers applicable to each Hospitality Area as communicated in **Section 6 of this ITT: TARGET GROUPS** as well as on a square meter, running meter or unit basis.
- The costs are to be presented for each Hospitality Area separately and should include any and all taxes excluding Value Added Tax (VAT).
- Should any assumptions be made in the cost calculations, the Applicant is asked to clearly indicate them on its quote, otherwise any quote received will be treated as having been made with full knowledge of all requirements.
- The Proposal should contain as much detail as possible with regards to the requirements, not only in financial aspects but also in terms of the proposed materials to be used and sub-contractors,

project management information, background of the staff working on the project and any other relevant information the Applicant considers appropriate to share with UEFA.

10. SUBMISSION OF PROPOSALS

The Applicants are invited to submit their Proposals based on the information provided in this ITT, in both electronic and hard copy format.

Applicants should send their full and complete Proposals to the following address:

Hospitality UCL Final 2020 / 2021
UEFA Events SA
Revenue Operations, Hospitality Production
Route de Genève 46
1260 Nyon 2
Switzerland
E-mail address: hprofinals@uefa.ch

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

In order to be considered by UEFA, each Proposal must contain a signed copy of the Statement of Undertaking contained in APPENDIX 1.

For any questions regarding the ITT, and to obtain a copy of the relevant appendices which are not attached to this ITT, please contact UEFA via e-mail: hprofinals@uefa.ch

Proposals must be received no later than **Monday, 07 October 2019 at 23:59 (CEST)**.

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:

- The creative and innovative capacity of the Applicant (as stated in Section 4 of this ITT);
- The competitiveness and transparency of the estimated costs (expressed in EURO, excluding VAT) for the provision of the Services (as stated in Section 4 of this ITT);
- Quality of the services offered;
- The acceptance of the Deal Principles contained at Section 11 of this ITT;
- Expertise of the Applicant company;
- 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 7; 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.

UEFA is not obliged to accept or evaluate any Proposal and for the sake of clarity, it is acknowledged and agreed by each Applicant that UEFA is not under any obligation to accept either the best (in terms of quality and/or financial terms) or the lowest Proposal. At any time UEFA may, in its discretion:

- Withdraw the ITT document;
- Amend the terms of the ITT document (and inform the Applicant accordingly);
- Issue a supplementary or replacement ITT document;
- Request written or verbal clarification of certain points or issues;
- Seek additional information from interested Applicants; and/or
- Negotiate with some or all of the interested Applicants.

11. 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"> 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. Such insurance coverage shall contain an endorsement of the interest of UEFA and the

	<p>Successful Applicant shall, if requested by UEFA, supply UEFA with a copy of the relevant insurance certificates.</p> <ol style="list-style-type: none"> 2. The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary. 3. 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: <ol style="list-style-type: none"> a. 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; b. any breach or non-performance by the Successful Applicant of any provision of the agreement; c. any negligent act or omission of the Successful Applicant whether or not such claim arises during or after the term of the agreement; d. any failure by the Successful Applicant to secure, pay for and maintain any applications, permits and/or licenses; e. any claim, loss or damage arising from or in connection with the death or personal injury to any person caused by or in connection with the provision of the Services; and/or f. any failure by the Successful Applicant to provide the Services in the agreed and timely manner or perform the Services for any reason whatsoever.
Applicable laws	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.
Consent, permits and licences	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 are located) and any inspections and/or tests required by any relevant authorities. Any such additional costs, if not known at

	<p>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>
Costs and Pricing	<p>For the purposes of this ITT, and as further detailed in Section 9 above, the Applicant shall complete the Cost Chart and provide a "per head" costs proposal based upon the anticipated guest numbers in respect of each Hospitality Area. The Applicant shall also provide the relevant figures in respect of running metres/m²/unit prices of any materials, as relevant.</p> <p>Following the provisional appointment of the Successful Applicant, and upon confirmation of the final layouts of the Hospitality Areas and confirmed guest numbers by UEFA, the Successful Applicant shall be expected to provide UEFA with an "Initial Order" which shall be a detailed breakdown of all materials and services due to be provided, together with technical specifications/dimensions/quantities and corresponding unit prices.</p> <p>Upon the approval of UEFA, the Initial Order shall be included into the Agreement and the amounts contained therein shall become the fees due and payable to the Successful Applicant.</p> <p>In the event that UEFA wishes to cancel any items contained in the Initial Order prior to their production, UEFA shall be entitled to do so and the fees contained in the Initial Order shall be reduced accordingly. In the event that any items have already been produced, UEFA shall be liable only for any actually incurred and unavoidable costs in respect thereof.</p> <p>In the event that UEFA wishes to make any orders for extra or additional items, the costs in respect of such additional orders shall, where possible, be calculated in accordance with the unit prices contained in the Initial Order.</p>
Open-book policy	<p>The Successful Applicant agrees that the provision of the Services will be based on an open books basis in order to assess the actual costs paid or incurred by the Successful Applicant in respect of the Services provided.</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"> ▪ request immediate remedy or rectification; ▪ request replacements;

	<ul style="list-style-type: none"> ▪ 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	<p>UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:</p> <ul style="list-style-type: none"> ▪ 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; ▪ 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.
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 UCL 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"> ▪ either to associate it or themselves with UEFA and/or the UCL (including, without limitation, through the use of the materials or any Intellectual Property); or ▪ 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.

Damage to Sites	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 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.
Intellectual Property	<p>The Successful Applicant shall expressly acknowledge and agree that:</p> <ul style="list-style-type: none"> ▪ any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA and/or the UCL belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA's ownership thereof; and ▪ it shall not use trademarks or other Intellectual Property of or related to UEFA, the UCL or any other UEFA's events other than as permitted by UEFA strictly for the performance of the Services. <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 or the UCL. 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"> ▪ 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	<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 http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html) 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 date required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines (www.globalreporting.org).</p>

12. 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 an Agreement. Such Agreement shall contain the detailed terms and conditions of such appointment and,

inter alia, include the Deal Principles contained at Section 11 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 11 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/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 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 the 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 the branding & decoration services for the UEFA Champions League™ Final 2020 and 2021 ("Services"), 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;
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 extend or limit the scope of the Services under the ITT and the Tender due to any change of circumstances around the Final or otherwise, or to re-open part of or the entire tendering process at a later stage. UEFA may decide to appoint more than one company to perform the Services or any parts thereof if, following the evaluation of the Proposals received from the Applicants, UEFA decides that it is in its best interest to do so; and
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 the Services, 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: _____

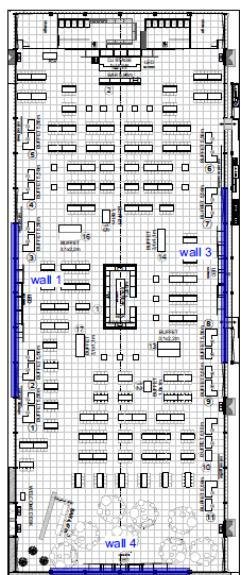
APPENDIX 2 – COST CHART

Applicants should request a copy of this Excel sheet template by emailing hprofinals@uefa.ch

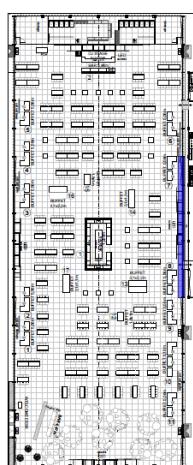
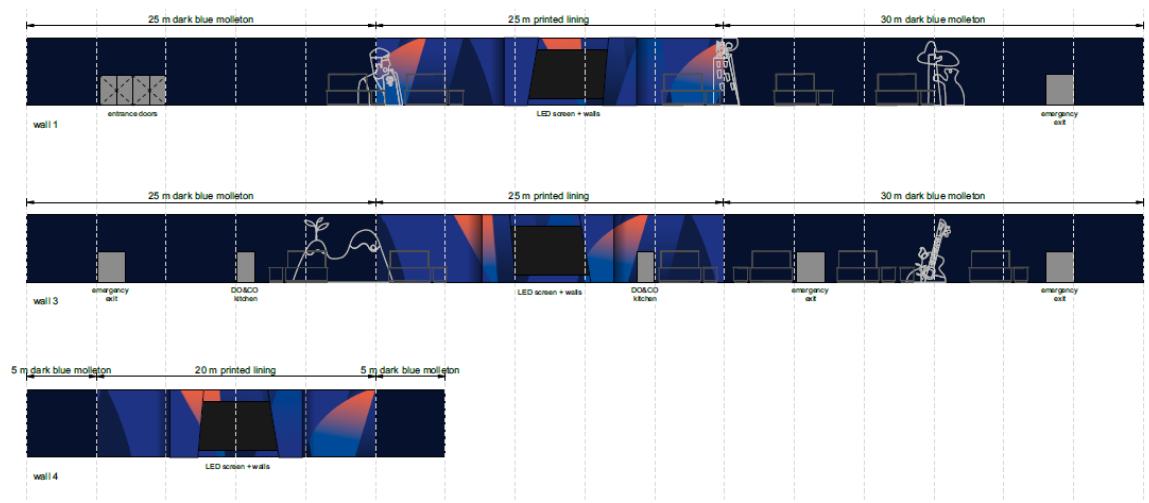
APPENDIX 3 – 2D LOUNGE LAYOUT

Applicants should take into account all of the elements (bars, buffets, columns, doors...) to develop its artwork accordingly.

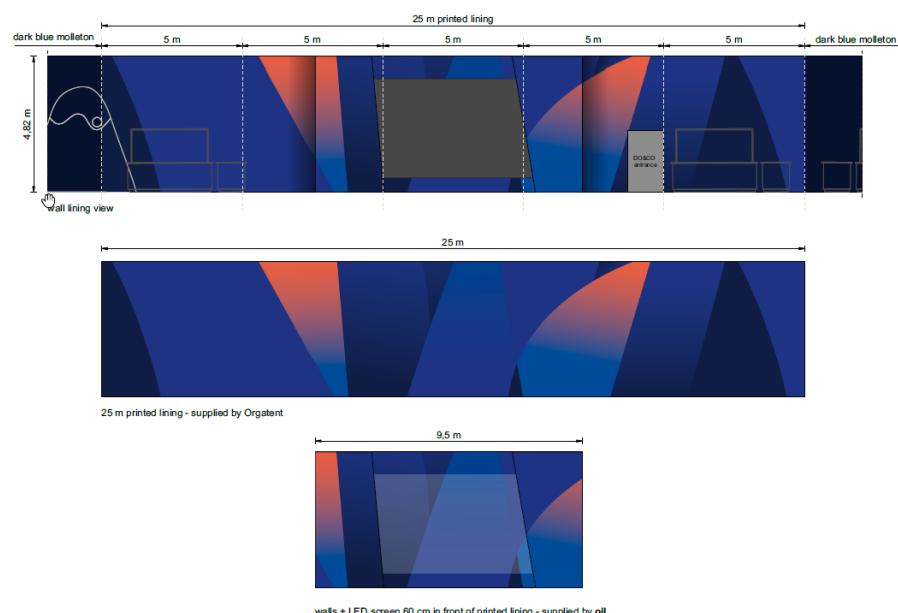
Example from the UCLF 2019 in Madrid:

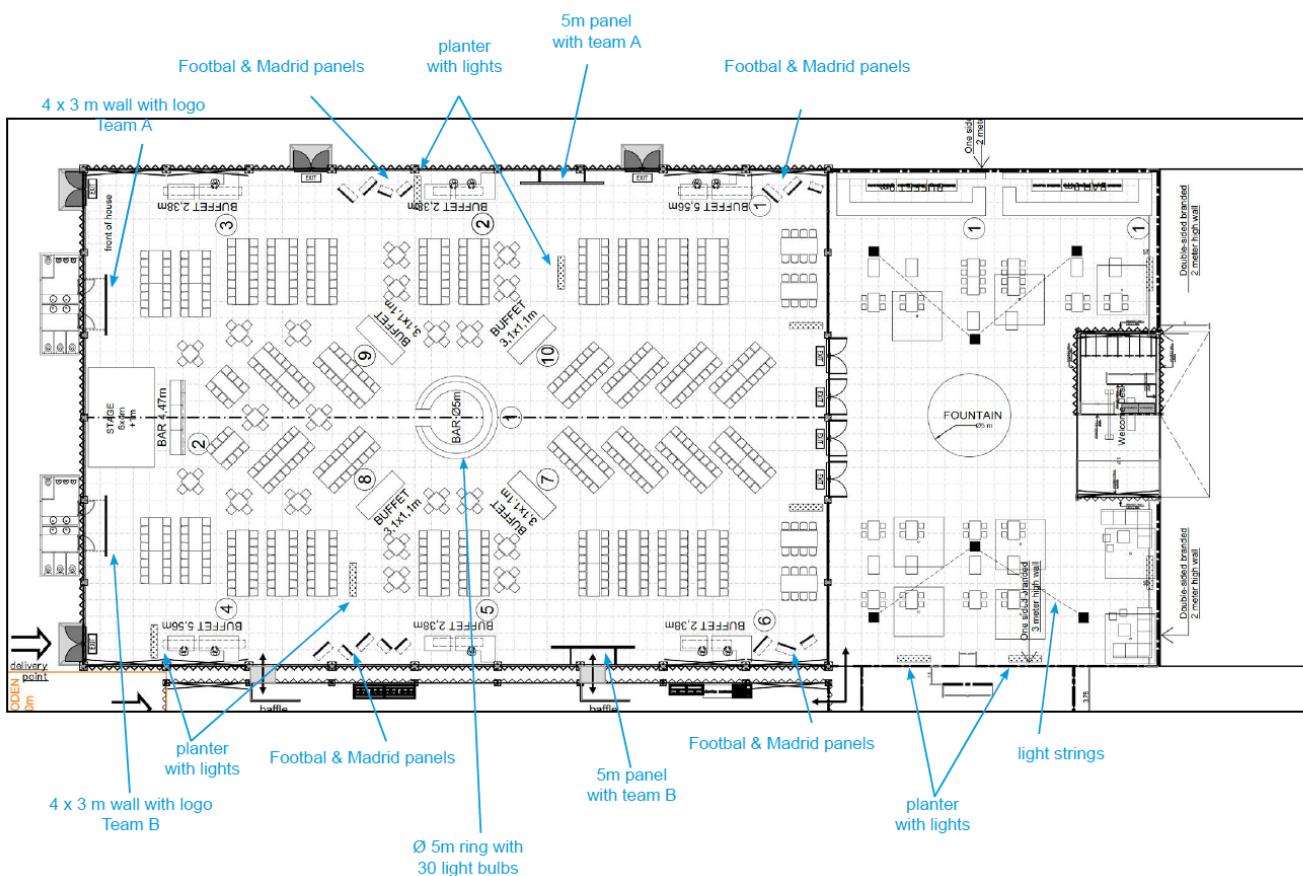


UC - LINING OVERVIEW

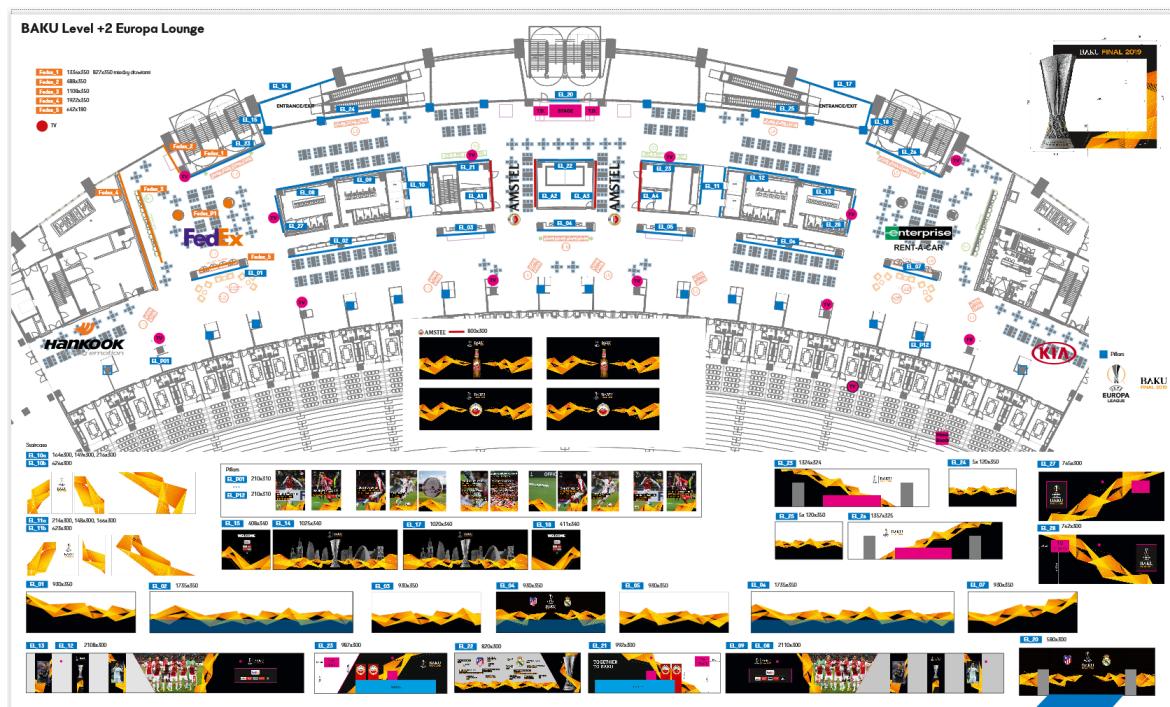


UC - WALL 3





ALLOCATION PLANS (example from the UEFA Europa League Final 2019 in Baku)

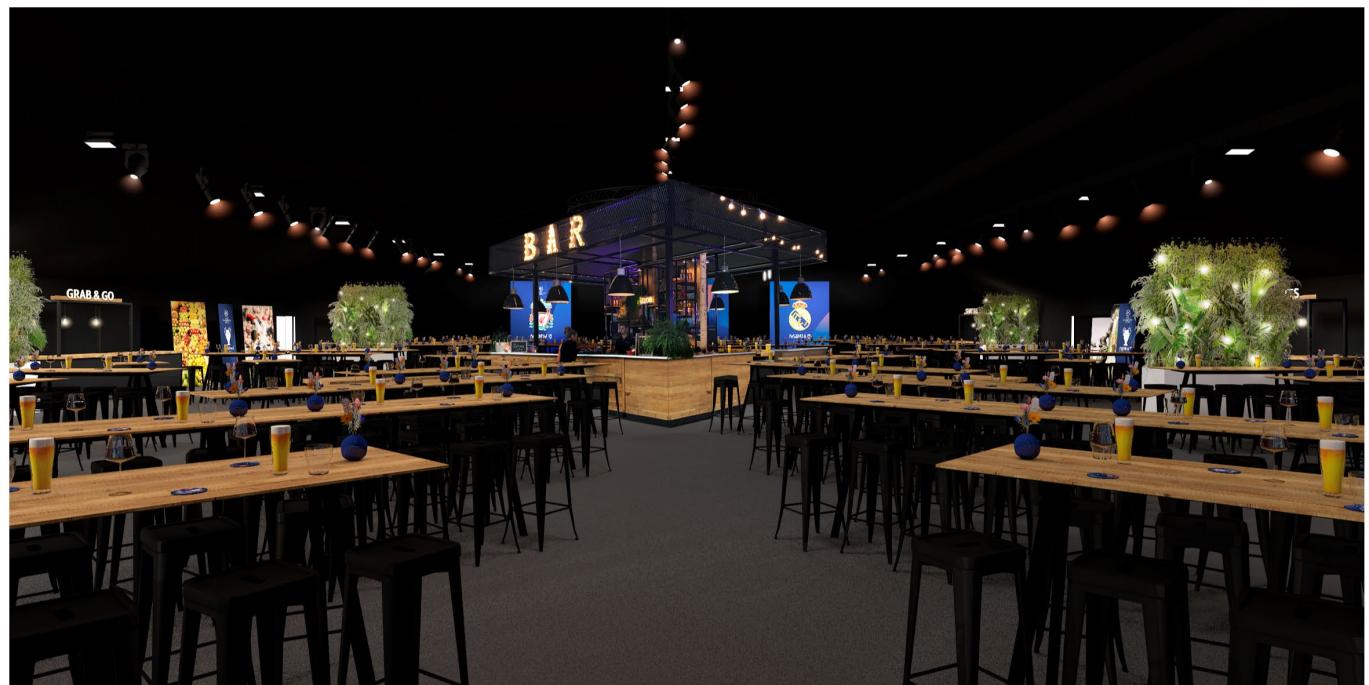
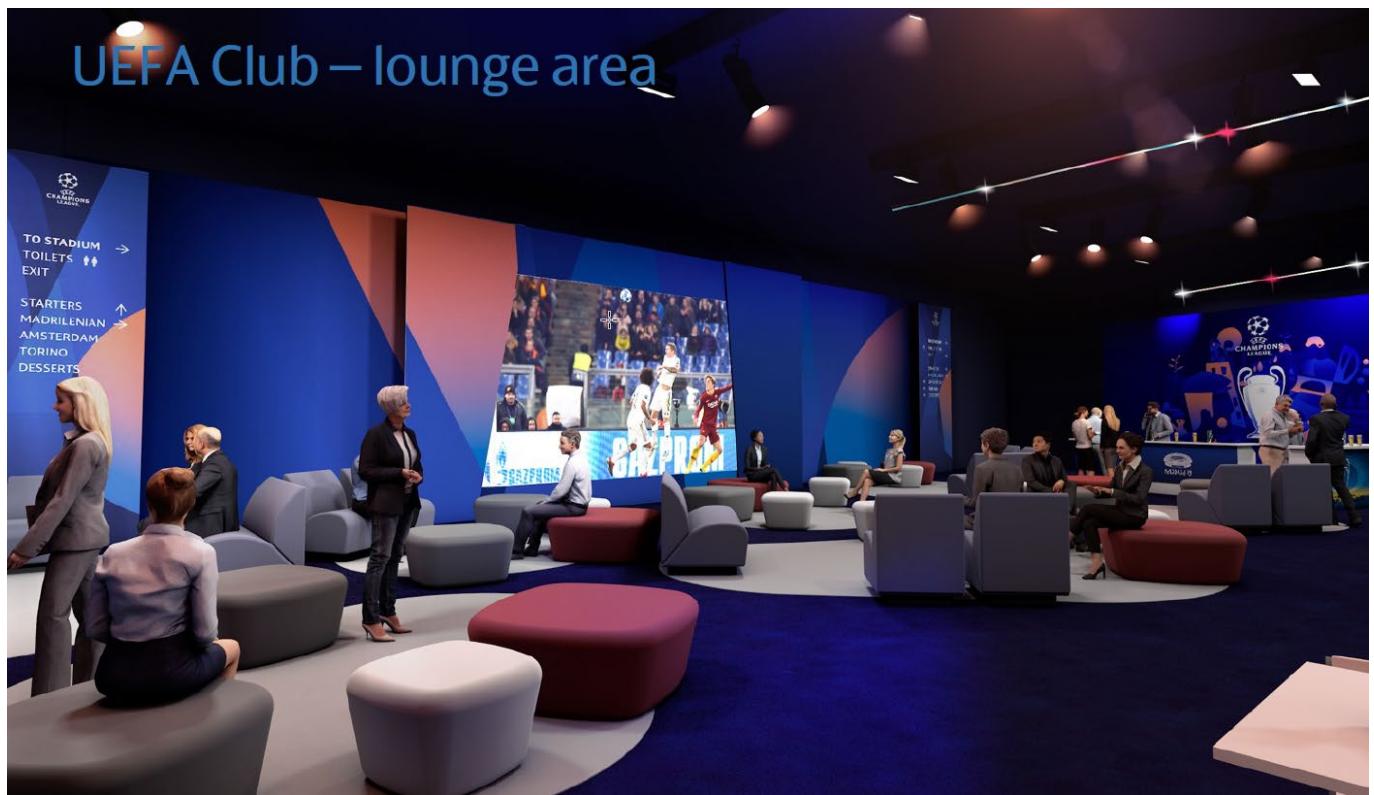


APPENDIX 4 – 3D LOOK & FEEL RENDERING

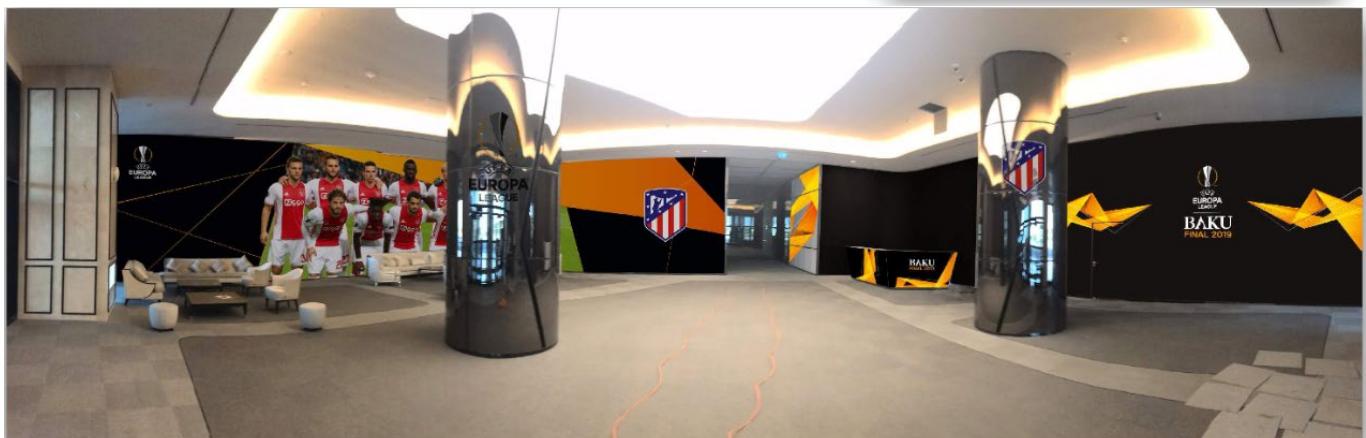
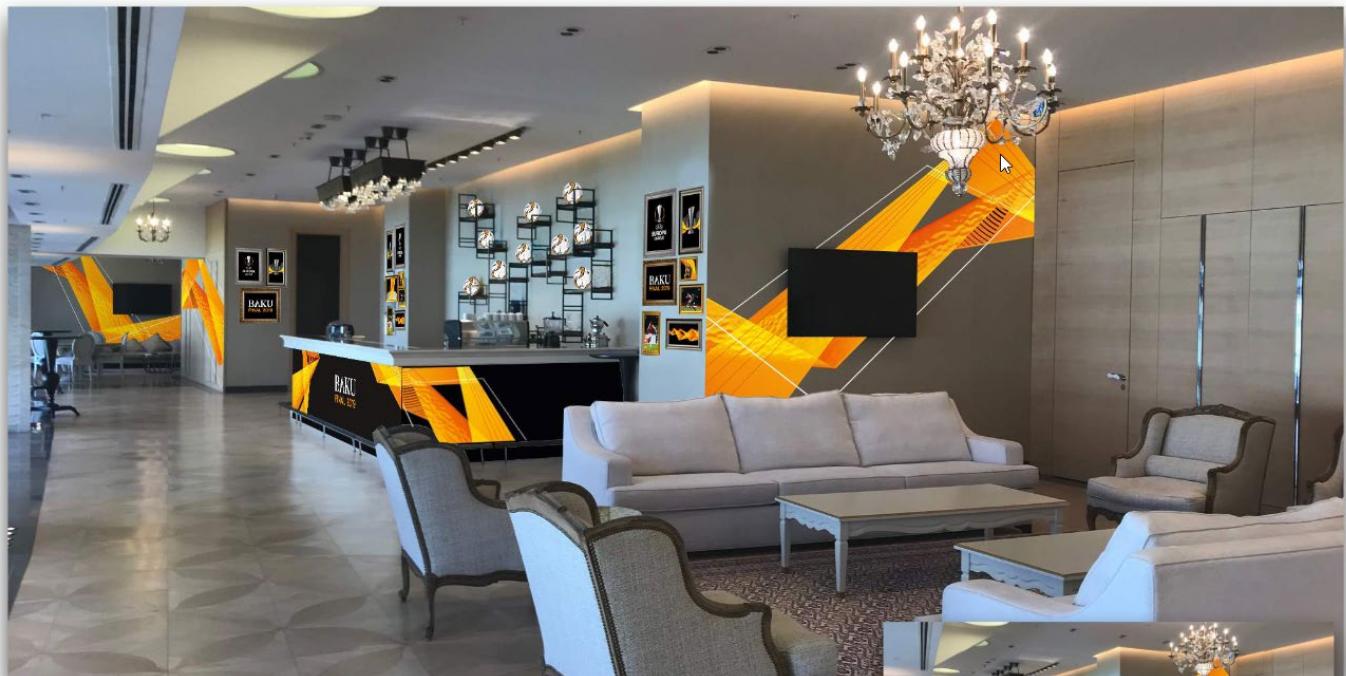
Examples from previous finals:

UCLF 2019 in Madrid:

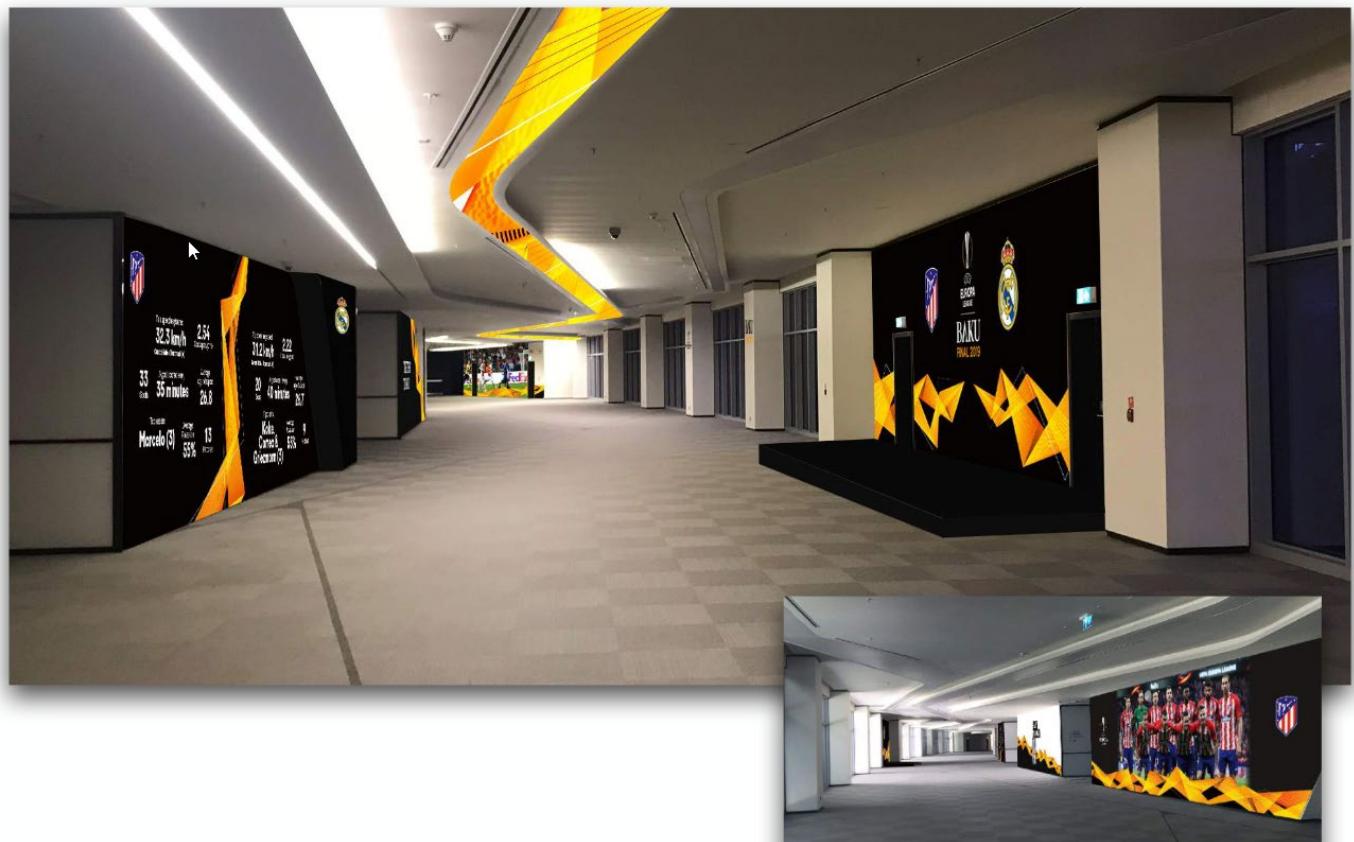
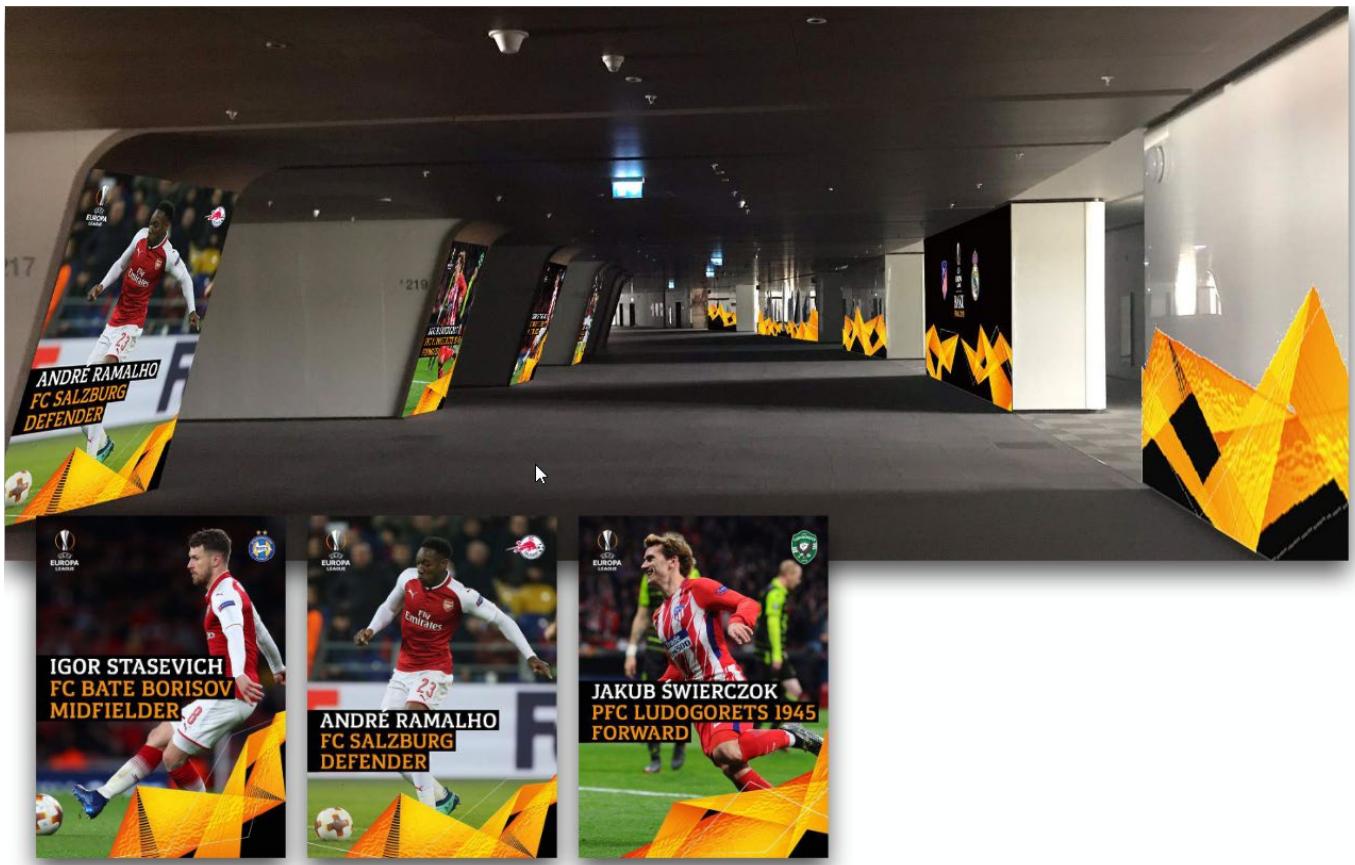




UELF 2019 in Baku:



Request for Proposals

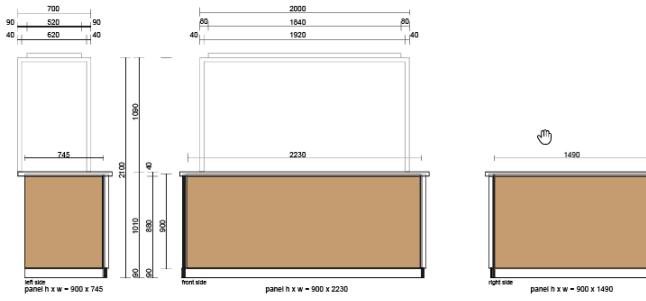


APPENDIX 5 – SPECIFICATIONS (BUFFETS AND BARS)

Buffets specifications:

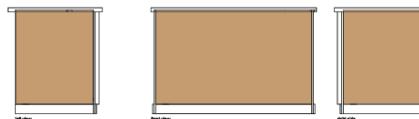
DO&CO BUFFET CORNER ELEMENT / WOODEN FRONT

UC: no. 2, 3, 5, 6, 7, 8, 10 / 7 pc.
VIP: 2, 4 / 2 pcs.



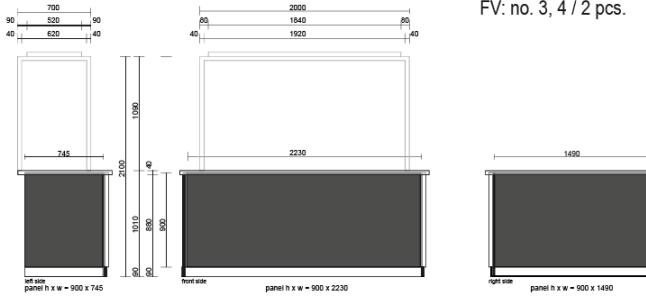
DO&CO BUFFET STRAIGHT SHORT / WOODEN FRONT

UC: no. 2, 3, 5, 6, 7, 8, 10 / 7 pc.
VIP: 2, 4 / 2 pcs.



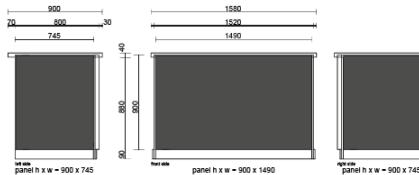
DO&CO BUFFET CORNER ELEMENT / STONE FRONT

FV: no. 3, 4 / 2 pcs.



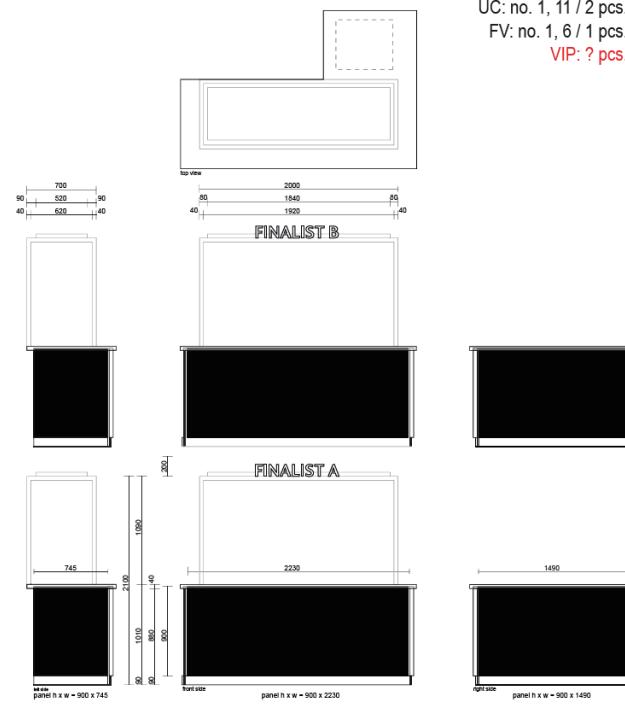
DO&CO BUFFET STRAIGHT SHORT / STONE FRONT

FV: no. 3, 4 / 2 pcs.



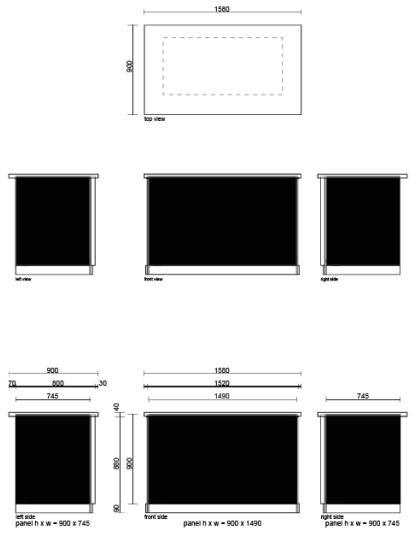
DO&CO BUFFET CORNER ELEMENT / FINALISTS

UC: no. 1, 11 / 2 pcs.
FV: no. 1, 6 / 1 pcs.
VIP: ? pcs.



DO&CO BUFFET STRAIGHT SHORT / FINALISTS

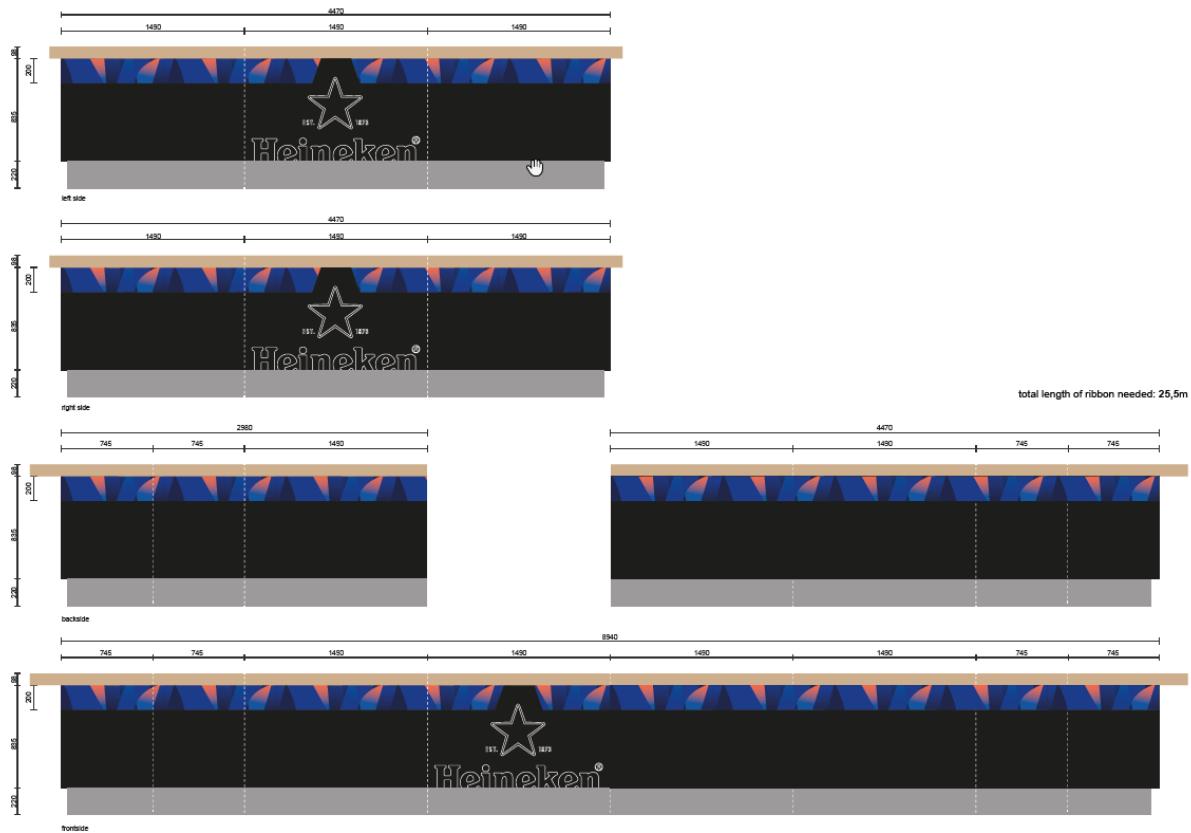
UC: no. 1, 11 / 2 pcs.
FV: no. 1, 6 / 2 pcs.
VIP: no. 2, 4 / 2 pcs.



Bar specifications:

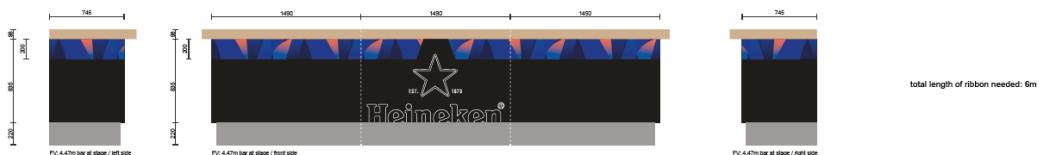
DO&CO CENTRAL BAR / UEFA CLUB / UCL BRANDED

1 pc.



FV / DO&CO SIDE BAR / UCL BRANDED

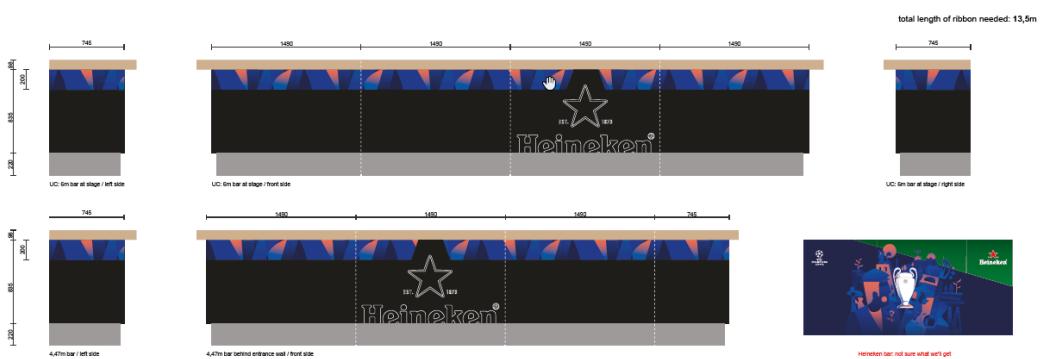
1 pc.



FOOTBALL VILLAGE BAR - colours and measurements uncertain / DO&CO / decoration to be produced by oil

UC / DO&CO SIDE BARS / UCL BRANDED

1 pc. each



APPENDIX 6 – BRAND MANUAL

Please request a copy of the UEFA brand guidelines files (these files are confidential) by emailing hprofinals@uefa.ch

APPENDIX 7 – 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.

APPENDIX 8 – MOOD BOARD

Please request a copy of the MOOD BOARD for UCLF20 Istanbul (these files are confidential) by emailing hprofinals@uefa.ch



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