UEFA Marketing Research Programme
Module 6 – Digital owned channels
Club Competitions, 2021-24
National Team Competitions, 2022-2024
Request for Proposals

Deadline for receipt of proposals: 17:00 CET on 22 February 2021
TABLE OF CONTENTS

Module 6: Monitoring and reporting services for UEFA owned digital channels......................................................... 8
Introduction

About UEFA

The Union des Associations Européennes de Football ("UEFA") is the official body for European football responsible to its members for the governing of the sport of football in Europe and for the sanctioning and staging of certain national team football competitions ("National Team Competitions") and certain club football competitions ("Club Competitions") that are, in each case, identified in Appendix 1 (together the "Competitions").

Further details of the Competitions are set out in the relevant statutes, rules and regulations of UEFA which can be found at: https://documents.uefa.com/search/all?filters=FT_ContentType~%2522Competition+Regulations%2522_%2522Technical+Regulations%2522*FT_ContentType_custom~%2522Competition+Regulations%2522_%2522Technical+Regulations%2522&content-lang=en-GB.

About UEFA’s Agencies

As at the date of this RFP, UEFA has appointed three agencies:

- T.E.A.M. Marketing AG ("TEAM"), primarily in respect of Club Competitions; and
- CAA Eleven Sàrl ("CAA11"), primarily in respect of National Team Competitions

Both agencies are responsible for the day-to-day communication, liaison and account management of UEFA’s commercial partners for the relevant Competitions (in particular, broadcast partners (UBPs), sponsors, suppliers and licensees).

References to “UEFA Agencies” in this RFP shall mean CAA11, TEAM and any other agency(ies) appointed by UEFA in respect of the Competitions. In this respect, bidders should note that UEFA is currently considering appointing an additional agency that would be responsible for the sale of certain sponsorship packages for certain of the women’s football Competitions.

In addition, for the purposes of this RFP:

- references to “UBPs” shall mean UEFA’s broadcast partners in respect of the relevant Competition(s). Further details of the UBPs for the current 2018-21 national team cycle and 2018-22 club competition cycle are set out in Appendix 7;
- references to “NAS” shall mean UEFA’s member national associations;
- references to “Clubs” shall mean clubs participating in the Competitions;
- references to “Europe” shall mean the territories of the UEFA NAs and “Outside Europe” shall mean the rest of the world.

Objectives of this RFP

UEFA will use the outputs of its research and monitoring programme (the "Programme") to provide support to its revenue and marketing activities. As UEFA’s primary revenue drivers are media rights and sponsorship sales, the research and monitoring programme must provide appropriate support in the following three areas:
• **Development** – support for the long-term strategic development of the Competitions (including their brands, commercial concepts and packaging);

• **Sales** – support to maximise the commercial revenues from media rights and sponsorship rights sales; and

• **Delivery** – support for the account management and delivery of rights to media, sponsorship and licensing partners

• **Valuation** – support in ascertaining the value of existing inventory and delivery as a whole and partially and benchmarking to market-based competitive and alternative value propositions

The Programme must ensure:

• **Data collection** – efficient, effective and accurate data collection, ideally with the ability to harmonise data across modules;

• **Analysis** – the information should be efficiently contextualised with wider market trends, with a historical perspective, within a combination and/or correlation of relevant datasets; and

• **Reporting** – easy access and exporting capabilities for all data/deliverables, employing, where possible, real-time reporting to rapidly build analysis or reports across the Programme, dashboards and messaging is efficiently managed end to end;

• **Presentation** – insights are creatively visualised and tailored towards specific target audiences (spanning from external audiences such as media and sponsorship partners, through to internal audiences tasked with the strategic management and development of the Competitions). Bidders should refer to the document entitled ‘Example slides of reporting standards.pptx’ in **Appendix 7**.

By offering a comprehensive Programme across all of the Competitions and related activities, UEFA expects to achieve certain benefits and improvements including:

• **Operational synergies** – it is expected that by combining the service requirements for the Club Competitions and the National Team Competitions, the combined volume of work will create opportunities for operational efficiencies that will enable more to be done with fewer resources and will result in an improved quality of delivery;

• **World-class best practices measurement and methodology** – best practices and methodologies are to be applied across all of UEFA’s Competitions (i.e. both Club Competitions and National Team Competitions) with full traceability and transparency for all data, data transformation, methodologies and sources used;

• **Transparency of operations and resource management** – as UEFA is acquiring services that will be managed/used by UEFA, the UEFA Agencies and other relevant stakeholders, UEFA expects full transparency of all processes, operations and resource allocation;

• **Project and resource management efficiencies** – UEFA and the UEFA Agencies must have full access to all relevant deliverables across all relevant services as well as the ability to manage and trace all activities. Accordingly, all requests made, resources used and deliverables provided must be logged, accessible and reported in the manner required by UEFA. In this regard, it is envisaged that:
  - all research deliverables should be deposited on UEFA’s BOX or Sharepoint sharing platforms (details of which can be requested by bidders from UEFA); and
quarterly, bi-annual and annual/seasonal analysis should be provided together with proposed recommendations and corrections to the relevant processes; and

- a real time ongoing resource allocation tracking required to be managed through task and project log available to UEFA management

- **Innovation** - innovative proposals by bidders for the services are encouraged. Any such proposals should seek to improve speed and accuracy and reduce cost. Innovation in research operations, methodologies and reporting and communication insights is equally important – please note, however, that UEFA will review bidder’s innovations in the context of achieved, proven and demonstrated results rather than on the basis of ‘theoretical potential’.

- **Best industry standards in data collection, data management, analysis and reporting** - it is expected that the services will use the digitally-native processes in data collection, data management, report collation and other available and applicable technologies so as to ensure improved quality, flexibility and efficiencies of accessing/manipulating data and research results;

![Illustration of example of the workflow and real time data management from data collection to communication of insights](image)

Bidders should also consider the following requirements as part of their bids:

- **Global and local programme** - unless specifically stated otherwise, the proposed services should provide global level coverage together with an ability to drill down into market-level, if required. Accordingly, bidders should propose a full global research approach across all relevant service elements and provide relevant details/information in relation to pricing and resourcing. Bidders must ensure that their proposed approach with regard to data/methodology reflects best industry practice;

- **Strategic, club and national football needs** – proposals must be designed to equally serve UEFA’s needs in relation to both club and national team football as well as to provide industry insights relevant for formulating the development of the Competitions; and
• **Bidders should specify any licensing cost of sharing data** – proposals must specify itemised licensing costs for the provision of data to UEFA and the UEFA Agencies as well as any subsequent required sharing of data with NAs and club stakeholders. Data licensing cost can be split in categories if necessary i.e. “for internal use”, “shareable with stakeholders” with licensing agreement and “for public use” or similar and where it applies.

**UEFA competitions in scope of this RFP**

<table>
<thead>
<tr>
<th>Year</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
<th>2024/25</th>
<th>2025/26</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Club competition cycle ’21-24</strong></td>
<td>Club competition cycle ’24-27</td>
<td>National team competition cycle ’22-26</td>
<td>NT cycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tournament cycle ’18-22</strong></td>
<td><strong>Scope for next RFP</strong></td>
<td>2021-24 club competitions</td>
<td>2022-23 national team competitions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UEFA EURO 2024 is included

Excluded from RFP:
- UEFA EURO 2020 - rescheduled to 2021 - not included
- UEFA Women’s EURO ’21- rescheduled to 2022 - not included

*See link below for UEFA events latest schedules*

https://www.uefa.com/insideuefa/about-uefa/news/025c-0f8e787ef28c-879e44a21e77-1000--updated-uefa-competitions-calendar/?iv=true

In exceptional cases, where bidders think extending the project, over the nominal ’21.-24 period can be significant if term of the project savings, efficiencies or other benefits, additional offers can be made to the core 21-24 period.

For information purposes only and subject to change by UEFA

**Bid responses**

Bidders are invited to submit proposals covering all or a selection of the available modules.

Bidders should consider the specific requirements set out in this RFP to be UEFA’s minimum level of service requirements and deliverables.

Bidders are welcome to make alternative proposals in respect of innovative and/or alternative means of delivering UEFA’s requirements provided that:

- the proposed solution addresses all of UEFA’s objectives/requirements for the relevant module;
- the bidder supplies an appropriate and comparable level of detail (to that required by this RFP) in respect of such alternative proposal; and
- the bidder also provides a response to the ‘standard’ requirements for that module set out in this RFP.

UEFA is also interested in receiving proposals that contain innovative solutions and ideas about additional or new ways in which the ‘performance’ of the Competitions can be measured and the results of such research/monitoring exploited (commercially or otherwise).
When preparing bids, bidders should:

- ensure their bid is focused on the provision of solutions for the Programme and on ‘adding value’. In this respect, bidders should provide appropriate evidence of how the services will be delivered (including the range of various elements for the relevant services) and by whom;
- provide supporting materials that illustrate how the bidder intends to deliver the services in a manner that meets the objectives and requirements set out in this RFP. Bidders should note that a ‘Specific Bid Requirements’ section has been included in each module that outlines UEFA’s specific (minimum) requirements in this regard;
- (where relevant) provide references from other clients and examples of concrete successes; and
- ensure that all information provided as part of the bid (including, in particular, costs and fee-related information) is presented in a transparent and easy to understand manner.

Cost and budget

Bidders are expected to provide fully transparent and detailed cost breakdowns of their fixed and variable costs with as much granularity as possible with all items, totals and subtotals in a digital format ready for further analysis (excel table or similar).

All resources and operational activities shall be named and costed – from human, technical, licensing or other operational costs as per project requirements, including costs per market, functional unit or other relevant measures.

Any cost not explicitly mentioned will be considered as irrelevant. Any variable costs or optional or provisional costs or rate cards for additional costs shall be expressed as needed in a transparent and constructive manner.

Furthermore, the costs shall be provided in a breakdown by competition and by season.

Cost tables are crucial to understand the structure of the project and resource allocations, not just the grand total. Therefore, it is important to ensure that such tables are appropriately detailed, annotated and labelled for easy understanding. We expect that the bidders have expertise in analysing complex data and presenting such data in an accurate and easy to understand format.
Module 6: Monitoring and reporting services for UEFA owned digital channels

OBJECTIVES

- Implement and manage analytics systems across UEFA owned digital channels and ensure high quality and consistency on an ongoing basis
- Assist UEFA’s and UEFA Agencies’ (including their suppliers’) teams in accessing and utilising digital metrics and analytics.
- Provide reporting and analysis assistance.
- Manage digital analytics architecture and guidelines and ensure implementation of related tagging or other technologies.
- Management, maintenance and quality assurance of all systems.
- Ensure all data, processes and technology is compliant with relevant consumer, data protection and privacy best practices, legislation and industry standards.
- Analysis and reporting as per UEFA’s requirements (see below).
- Optionally provide direct licences for relevant technologies (e.g. tag management and digital analytics core systems etc.).

CONSIDERATIONS

Digital analytics covers the full service (inclusive of all necessary human and technology resources) required to manage the tracking of UEFA owned digital channels and digital campaigns, to report on and analyse collected data in both a regular and ad hoc capacity as well as to support the marketing and sponsorship digital exposure tracking, digital content production product development and performance tracking, UX and user feedback tracking across all digital products required by UEFA for the Competitions.

The specific organisation / event-driven nature of UEFA’s business together with the fact that UEFA’s stakeholders have different interests and business needs means that a wide range of perspectives in relation to digital products/services is required in order to facilitate the required data analysis and reporting.

EXISTING SOLUTION

The current solution is Google Analytics 360 Enterprise Suite which includes licenses and additional man days provision required to implement and maintain the solutions. This provisions are focused in maintaining technical implementation with Google, UEFA ICT and development teams, correct functioning of the platform for accurate data collection.

Additionally, a separate analyst resource is available on a man-day provision basis to extract, analyse and report across the different needs of UEFA, UEFA agencies and stakeholders. Delivery of dashboards and bespoke reports to business users is the primary focus of this activity.

Bidders should take into account any change and transition as the cost and risk in providing their solutions.
## DELIVERABLES

### PART ONE – DIGITAL ANALYTICS PLATFORM AND TOOLS AND IMPLEMENTATION SUPPORT

<table>
<thead>
<tr>
<th>6.0</th>
<th>Management report</th>
</tr>
</thead>
</table>
| **Overview** | Regular management report containing all activity and resources tracking with open items, questions and issues containing:  
• log of requests, deliverables, activity and resources spent;  
• deliverables in progress and finalised to be named and linked in report;  
• details of costs and resources; and  
• analysis and recommendations. |
| **Frequency** | Monthly, every month. |
| **Timing** | Within the first 3 working days of the month for the previous month. |
| **Delivery Format** | MS PowerPoint presentation or online solution.  
Reports to be delivered in a structured, tabulated/editable format and standard office formats or similar. |

<table>
<thead>
<tr>
<th>6.1</th>
<th>Digital analytics implementation</th>
</tr>
</thead>
</table>
| **Aim** | Develop and manage digital analytics implementation and quality control across all UEFA owned digital channels.  
Currently, UEFA.com has sub sites for each of the Competitions as well as sub sites for organisational and special initiatives.  
In addition, a number of apps are produced for all main Competitions for iOS and Android.  
A resource of 2 full time specialists of various profiles is envisaged to be available. Additional reporting resource might be required at peak times (e.g. around main Competition final tournaments, season starts or other heavy reporting peak times).  
**Bidders should note that additional information and documentation is available upon request from UEFA for all bidders wishing to bid for this module.** |
| **Competitions and digital apps** | All Competitions.  
All websites and apps in a single view analysis. |
| **Deliverables** | Weekly implementation project report with issues and actions.  
Weekly/monthly/as needed updates to digital analytics implementation blueprint and guidelines.  
Weekly/monthly/quarterly project management report including key areas of activity, issues and resources spent. |
<table>
<thead>
<tr>
<th>6.2</th>
<th><strong>Global KPI report on all digital platforms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aim</strong></td>
<td>Key performance indicators (KPIs) for all UEFA digital platforms and channels with review of performance and analysis and recommendations across all key Competitions and/or active final tournaments and final matches. Report should include all dimensions and available trended data and comparisons in analysis (year on year, by matchday and totals, geographies, devices, referring traffic, etc.) <strong>as well as behavioural segment and goal tracking</strong>. Provide actionable insights and recommendations for the development of UEFA digital channels and platforms.</td>
</tr>
<tr>
<td><strong>Competitions and digital apps</strong></td>
<td>All Competitions. All websites and apps in a single view analysis.</td>
</tr>
<tr>
<td><strong>Deliverable</strong></td>
<td>Weekly KPI dashboard(s). Matchday/monthly/quarterly/per tournament report summary for all Competitions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.3</th>
<th><strong>UEFA digital channels - commercial KPIs and data reports for UEFA Agencies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aim</strong></td>
<td>Based on relevant UEFA/UEFA Agency pre-agreed list of KPIs to ensure relevant metrics are implemented and data is reliably collected and reported. Commercial KPIs are defined by UEFA, the UEFA Agencies and UEFA’s Competition sponsors as per the relevant needs.</td>
</tr>
<tr>
<td><strong>Competitions and digital apps</strong></td>
<td>All Competitions. All websites and apps in a single view analysis.</td>
</tr>
<tr>
<td><strong>Deliverable</strong></td>
<td>KPI dashboard(s) per sponsor (allow for c.23 UEFA Club Competitions sponsors) and MS Excel (XLS) delivery. Per Competition KPI summary for mid-season and final season or final tournament.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.4</th>
<th><strong>UEFA digital channels - commercial KPIs and data reports for UEFA Communications and Editorial</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aim</strong></td>
<td>Focusing on content and communications performance, a set of KPIs and relevant automated reports and dashboards highlighting relative performance of content by language, content type, promotion type, temporal or other relevant analysis across UEFA channels and apps.</td>
</tr>
</tbody>
</table>
Competitions and digital apps | All Competitions.  
| All websites and apps in a single view analysis.

Deliverable | Weekly KPI dashboard(s).  
| Monthly/quarterly/per tournament report summary for all Competitions.

<table>
<thead>
<tr>
<th>6.5</th>
<th>Global KPI report on all digital platforms</th>
</tr>
</thead>
</table>
| **Aim** | KPIs for all UEFA digital platforms and channels with review of performance and analysis and recommendations across all key Competitions and/or active final tournaments and final matches.  
Report should include all dimensions and available trended data and comparisons in analysis (year on year, by matchday and totals, geographies, devices, referring traffic, etc.) **as well as behavioural segment and goal tracking**  
Provide actionable insights and recommendations for development of UEFA digital channels and platforms. |
| Competitions and digital apps | All Competitions.  
| All websites and apps in a single view analysis. |
| Deliverable | Weekly KPI dashboard(s).  
| Monthly/quarterly/per tournament report summary for all Competitions. |

**PART TWO – DIGITAL ANALYTICS SUPPORT, ANALYSIS AND REPORTING FOR BUSINESS USERS**

Number of regular and dashboard reports are required for UEFA and UEFA agencies and UEFA commercial partners.

Current provision of this servicing stands at 200 man days per season to cover all needs across all UEFA UEFA agencies and UEFA partners reporting and analysis.

<table>
<thead>
<tr>
<th>6.6</th>
<th>Clubs and NA reports</th>
</tr>
</thead>
</table>
| **Aim** | Reports specific to participating Clubs and NAs relevant to their participation in Competitions.  
KPIs collected from Competition digital platforms and specific indicators to NAs / their teams and Clubs.  
Report should include all dimensions and available trended data and comparisons in analysis (year on year, by matchday and totals, geographies, devices, referring traffic, etc.) **as well as behavioural segment and goal tracking**  
Provide actionable insights and recommendations for development of UEFA digital channels and platforms. |

| Competitions and digital apps | All Competitions.  
|                            | All websites and apps in a single view analysis. |
| Deliverable                | Weekly KPI dashboard(s).  
|                            | Monthly/quarterly/per tournament report summary for all Competitions. |
Appendix 1 – UEFA Competitions

UEFA CLUB COMPETITIONS
For the purposes of this RFP, the relevant Club Competitions are the editions of the relevant competitions set out below that take place during the period 1 July 2021 to 30 June 2024.

- UEFA Champions League ("UCL")
- UEFA Europa League ("UEL")
- UEFA Europa Conference League ("UECL")
- UEFA Women’s Champions League ("UWCL")
- UEFA Super Cup ("USC")
- UEFA Youth League ("UYL")
- UEFA Futsal Champions League ("UFCL")

UEFA NATIONAL TEAM COMPETITIONS
For the purposes of this RFP, the relevant National Team Competitions are the editions of the relevant competitions set out below that take place during the period 1 January 2022 to 31 December 2024.

- UEFA European Football Championship ("EURO")
- UEFA European Women’s Championship ("Women’s EURO" or "WEURO")
- UEFA Nations League ("NL") and UEFA Nations League Finals ("UNL")
- UEFA European Qualifiers to UEFA EURO 2024 ("EQs")
- UEFA European Futsal Championship ("UEFC")
- UEFA European Under 21 Championship ("U21s")
- UEFA Futsal Under 19
- UEFA Regions Cup
- UEFA European Under 19 Championship ("U19s")
- UEFA European Under 17 Championship ("U17s")
- UEFA European Women’s Under 19 Championship ("Women’s U19s")
- UEFA European Women’s Under 17 Championship ("Women’s U17s")

Bidders should refer to the document entitled ‘UEFA and int football events.xls’ set out in Appendix 7 for the provisional schedule and timing of the Competitions (by season and match day) as well as of the
draws and related international football match and event calendar — *For information purposes only and subject to change by UEFA.*

Bidders may *(but are not obliged)* to additionally submit Proposals in relation to the following Competitions:

- in respect of the Club Competitions:
  - UEFA Champions League seasons 2024/25, 2025/26 and 2026/27 (including the UEFA Super Cup matches in 2024, 2025 and 2026); and/or
- in respect of the National Team Competitions:
  - UEFA Nations League Finals 2025 and 2027; and
  - UEFA European Football Championships 2028.
Appendix 2 - Procedure

RFP – PROCEDURE

A) CONTACT DETAILS:
UEFA, Route de Genève 46 CH-1260 Nyon, Switzerland

For the attention of: Igor Masnjak

Subject: UEFA RFP - Research Programme 2021-2024

Email: research@uefa.ch

B) SIGNED ACKNOWLEDGEMENT
Persons wishing to participate in the RFP process are required to sign a copy of the acknowledgement set out in Appendix 4 and email a scanned copy of such signed document to UEFA (at the address set out above). Please note that purely electronic signatures are not acceptable.

Any proposals received by UEFA from persons who did not submit valid scanned, signed acknowledgements will be rejected by UEFA.

A bidder’s submission of a scanned, signed acknowledgement to UEFA shall constitute such bidder’s acceptance of the provisions of this RFP (including the legal provisions set in Appendix 3).

Following the submission of a signed acknowledgement, UEFA will, where possible, provide any clarification reasonably requested by prospective bidders in relation to the contents of this RFP. In this regard, it is currently envisaged that such prospective bidders will (if so required by that party) have the opportunity to have an initial conference call with UEFA (and, if relevant, the UEFA Agencies) in relation to the RFP process. The purpose of such conference call will solely be for UEFA to provide the prospective bidder with any initial clarification required by such prospective bidder in respect of UEFA’s requirements and objectives in this RFP process.

Any requests from prospective bidders for clarification or further information must be addressed in writing to the e-mail address provided above. UEFA’s response may be provided in such form as it considers appropriate. UEFA reserves the right to reject queries received less than three (3) business days before the Closing Date (as defined below).

UEFA reserves the right to make its response to any queries from any prospective bidder available to all recipients of this RFP.

C) PRESENTATION AND SUBMISSION OF BIDS
All bid documents must:

• be complete, in the form specified in this RFP (including Appendices 5 and 6) and otherwise fully in compliance with the terms, conditions and procedures required under this RFP;

• bear the original signatures of authorised representatives of the bidder;

• be submitted in an industry standard electronic format (such as PDF) by e-mail to the e-mail address specified above; and
be received by UEFA by no later than **17:00 hours CET on 22 February 2021** (the “Closing Date”). Please note that unmodified scanned versions of original documents which bear original signatures are acceptable but not purely electronic signatures.

Each bidder must also submit the original one hard copy of its bid documents to the address specified above, however, please note that the bid documents must nevertheless be received by e-mail prior to the Closing Date and any hard copy must be identical to the version submitted by e-mail.

If the contents of a bidder’s electronic bid document conflict with the contents of the original hard copies of such bidder’s bid document, UEFA shall be entitled at its discretion to reject either or both of such documents.

Any bids submitted by any other means (including fax) will not be accepted.

All bid documentation must be in the English language. Any documentation not in the English language must be accompanied by an English language translation and, in the event of any inconsistency between language versions, the English language version will prevail.

Once submitted, a bid is binding on the bidder and may not be withdrawn or amended except at the request of UEFA within ninety (90) days of the Closing Date. Any withdrawal of a bid after such date must be notified to UEFA in writing (by e-mail to the address set out above) at least seven (7) days prior to the relevant date of withdrawal becoming effective.

**D) EVALUATION OF PROPOSALS**

The consideration, evaluation and acceptance of any bid will be at UEFA’s absolute discretion. UEFA reserves the right to accept or reject any proposal without giving any reasons for its decision.

Following the receipt of bids and their subsequent evaluation by UEFA, bidders may be required to provide clarification and/or further information in respect of their bids. Bidders shall co-operate fully with UEFA and the UEFA Agencies in this respect (including in respect of attending meetings and participating in conference calls where and when requested by UEFA).

UEFA is committed to carrying out an objective, fair and transparent RFP process and will consider, evaluate and assess each validly submitted bid on its merits, in accordance with the following criteria (which are not exhaustive and not listed in any particular order):

- the bidder’s proposed service team(s);
- the bidder’s proposed strategy for meeting UEFA’s objectives and requirements;
- the bidder’s demonstrated ability to deliver all of UEFA’s needs and requirements throughout the term; and
- the bidder’s demonstrated existing expertise in providing equivalent services.
- the bidder’s proposed financial arrangements (including any proposed cost efficiencies);

**E) UEFA’S BID RESPONSE**

UEFA reserves the right to respond to bids at its sole discretion, including by:

- accepting or rejecting any bids;
• requesting further information, clarification or revised or amended bids;
• entering into negotiations with one or more of the bidders on such basis as may be determined by UEFA at its sole discretion;
• postponing the continuation of the RFP process; and/or
• terminating the RFP process and conducting an entirely new or revised selection or tender process at UEFA’s sole discretion.

UEFA shall not be required to select any bid proposal submitted by any bidder in relation to this RFP and UEFA reserves the right to organise the delivery of any services related to this RFP at any time from any party at UEFA’s sole discretion and without recourse to any bidder(s) participating in this RFP process.

F) SELECTION OF BIDDER(S)
The selection of any bidder(s) and the relevant bid(s) shall be subject to the execution of a long-form agreement between UEFA and the relevant bidder(s), such agreement(s) to be prepared by UEFA.

UEFA may, as part of its evaluation process, provide any bidder(s) with a copy of the agreement and request all of the bidder(s) written comments thereon within a fixed timeframe.

No agreement between UEFA and any bidder shall be binding on UEFA until such agreement has, at UEFA’s absolute discretion, been accepted and fully executed by UEFA.

UEFA reserves its right at any time to withdraw from negotiations and/or not to execute any agreement submitted by a bidder (whether or not such agreement is signed by the bidder).

Bidders who are unsuccessful will be informed by UEFA without any obligation on UEFA to give any reason for making any selection or rejection.

G) RFP - TIMETABLE
The timetable for this RFP process is set out below. The timetable is indicative only and is subject to change by UEFA at any time at UEFA’s sole discretion.

- RFP sent out to bidders: January 13 2021
- Bidder RFP process clarification opportunities times to be advised by UEFA: January 13 - February 15 2021 (dates and times to be advised by UEFA)
- Closing Date: 17:00 CET, February 22 2021
- UEFA’s evaluation of bids: February - March 2021
- UEFA questions and clarifications sent to bidders: February - March 2021
- Bidding companies’ presentations to UEFA: February - March 2021
- UEFA’s decision: March 2021
- Contracting with selected suppliers: April – May 2021
Appendix 3 - Legal provisions

By agreeing to receive and/or responding to this RFP, each recipient and bidder expressly accepts and agrees to comply with the terms and conditions set out in this RFP document (including, without limitation, the provisions of Appendix 2 and the provisions of this Appendix 3 set out below).

NO GRANT OF RIGHTS

1. This RFP does not, and is not intended to, constitute a contract or an offer which is in any way capable of acceptance. Nothing in this RFP or in any materials provided by UEFA and/or any UEFA Agency, either with this RFP or during the RFP process, shall be construed as a grant (or an offer, agreement or an obligation to grant) by UEFA of any licence, assignment or other right in or to any intellectual property rights which are the property of UEFA or licensed to UEFA by third parties nor a grant or any obligation or agreement to grant to any bidder any rights.

RIGHT TO MODIFY THE RFP

2. UEFA reserves the right in its absolute discretion at any time to:
   - withdraw or modify this RFP in whole or in part (including any of the rights the subject of this RFP and/or the terms and conditions of this RFP);
   - launch an additional or modified tender process; and/or
   - withdraw from any negotiations in respect of any bid.

NO OBLIGATIONS

3. UEFA and the UEFA Agencies neither accept nor assume any obligation under or in connection with this RFP. In particular, UEFA is not under any obligation to accept the lowest bid (in financial terms or otherwise) nor indeed any bid at all. UEFA also reserves the right to reject any bid which is conditional upon or subject to any conditions.

SOLE RIGHT OF DETERMINATION

4. Bidders may be short listed or rejected by UEFA at any time and/or asked to clarify or resubmit any bid which fails to meet the requirements of UEFA set out in this RFP or for any other reason. No reasons need be given for any rejection or for any other decision made by UEFA in connection with this RFP or the bidding process. UEFA shall have the sole right to determine whether or not any negotiations are conducted and to determine the basis, period and method of negotiation.

FURTHER APPLICABLE TERMS

5. The information contained in the body of this RFP is in summary form only and does not purport to set out complete descriptions of:
   - the details, timelines or other specifications relating to the subject matter of this RFP;
   - the arrangements relating to the services that are the subject matter of this RFP; or
   - the contractual terms subject to which those services will be provided. The full details of such matters and the sole basis upon which the relevant services will be provided by the successful bidder shall be detailed in the long form agreement referred to above.

NO REPRESENTATIONS OR WARRANTIES
6. UEFA and the UEFA Agencies neither make nor give any representation, warranty or promise:

- as to the accuracy, adequacy or completeness of the information contained in this RFP or within any subsequent clarifications made or further or supporting materials provided by UEFA; or

- that the use of such information will not infringe upon the rights of any third party. Furthermore, UEFA and the UEFA Agencies accept no responsibility for any loss, damage, liability or expense that may be suffered or incurred through the use of or any reliance upon such information. All terms, conditions, warranties and representations in any of these regards, whether express or implied (by statute or otherwise) are hereby excluded.

UEFA and the UEFA Agencies shall not be responsible for any loss, damage, liability or expense that may be suffered or incurred by the bidder or any other person in relation to the RFP process and/or subsequent negotiations.

CONFIDENTIALITY

7. Subject to paragraph 9 (Intellectual Property Rights) below, UEFA and the UEFA Agencies agree that any information of an actual confidential nature (and marked as such) included within bids received (including all financial information) will be kept confidential and will not be disclosed to any third party other than UEFA and the UEFA Agencies’ advisers and affiliates. For the avoidance of doubt, UEFA and the UEFA Agencies (and their affiliates) shall be free at all times to disclose any information of a confidential nature included within bids received to each other.

No prospective bidder is entitled to make any announcement relating directly or indirectly to this RFP, and in particular to its bid, or any acceptance or rejection thereof. Each bidder acknowledges and agrees that UEFA (and, if so elected by UEFA, the relevant UEFA Agency) shall have the sole right to make any announcement in relation to this RFP, and the selection of the successful bidder(s).

OWN COSTS

8. Each bidder is responsible for all costs, expenses and liabilities incurred by it or by any third party who assists the bidder in the preparation of its bid and in any subsequent stage of the bidding process (including in any negotiations with UEFA) following submission of its bid (whether or not a long form agreement is entered into with such bidder). In the event that any translations into other languages of documentation (including the final execution version of the long form agreement) are required, the cost of preparation of such translations shall be borne by the bidder. UEFA will not in any circumstances be liable for any costs, expenses or liabilities incurred by a bidder relating to this RFP or the preparation, negotiation, contracting or execution of any long form agreement.

INTELLECTUAL PROPERTY RIGHTS

9. All rights, title and interests (including, but not limited to, copyright) in and to this RFP and any materials provided by UEFA and/or the UEFA Agencies to any bidder or prospective bidder is and shall remain the exclusive property of UEFA.

Once received by UEFA, each bid document (and the physical media upon which it is recorded) shall become the physical property of UEFA. Irrespective of whether any bid is successful or not, UEFA shall be freely entitled to use (free from any payment or restriction) all ideas, concepts, proposals, recommendations or other materials (save for third party trade marks and copyright
materials) contained in such bid or otherwise communicated to UEFA in writing during the bid process. The bidder waives and shall not make any claim against UEFA (including its affiliates) and/or the UEFA Agencies 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 third party trade marks or copyright materials) contained in its bid documents.

DEFINITIONS
10. References in this RFP to “Appendices” shall (unless the context requires otherwise) refer to the appendices of this RFP. Each Appendix forms a part of and is incorporated within this RFP. References to "include" and "including" shall be construed as being illustrative and without limiting the matter to which such term relates.

NO RIGHT TO BIND UEFA
11. No third parties (including the UEFA Agencies) have any authority to bind or otherwise commit UEFA or to waive any right on behalf of UEFA.

GOVERNING LAW
12. This RFP and any related documentation, correspondence and any agreement entered into between UEFA and any bidder shall be governed by, and construed in accordance with, the laws of Switzerland. Any and all disputes arising in relation to this RFP or the bidding process shall be submitted to the exclusive jurisdiction of the courts of Nyon, Switzerland.
Appendix 4 – Acknowledgement

To:
UEFA, Route de Genève 46, CH-1260 Nyon, Switzerland

For the attention of: Igor Masnjak
Email: research@uefa.ch

Subject: UEFA RFP - Research Programme 2021-2024

<table>
<thead>
<tr>
<th>Full corporate name of bidder</th>
<th>Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address, telephone number and fax number of registered office and principal place of business, if different</td>
<td>Tel:</td>
</tr>
<tr>
<td></td>
<td>Fax:</td>
</tr>
<tr>
<td>Contact details of bidder nominated contact person</td>
<td>Address:</td>
</tr>
<tr>
<td></td>
<td>Tel:</td>
</tr>
<tr>
<td></td>
<td>Fax:</td>
</tr>
<tr>
<td></td>
<td>E-mail:</td>
</tr>
</tbody>
</table>

Please list all the modules that you intend to bid for

By signing below, I/we hereby confirm that I/we have read and understood the terms and conditions of the UEFA RFP – Research Programme 2021-2024 and I/we accept and agree to comply with and to be bound by such terms and conditions.

Signature: ___________________________________________

Name: _______________________________________________

Title: _______________________________________________

Date: _______________________________________________
Appendix 5 - Details of Bidder and the Bid Response Format

The following information must be provided by each bidder in the general order and format set out below.

(A) CONTACT DETAILS

<table>
<thead>
<tr>
<th>Full corporate name of bidder</th>
<th></th>
</tr>
</thead>
</table>
| Address, telephone number and fax number of registered office and principal place of business, if different | Address: ..........................................................  
| | ..........................................................  
| | ..........................................................  
| | ..........................................................  
| Tel: ..........................................................  
| Fax: ..........................................................  |
| Country of incorporation and company registration number and legal status | Country: ..........................................................  
| | ..........................................................  
| | ..........................................................  
| Reg. No. ......................................................  
| Legal Status: ..............................................  |
| Contact details of bidder nominated contact person | Name: ..........................................................  
| | ..........................................................  
| Address: ..........................................................  
| | ..........................................................  
| Tel: ..........................................................  
| Fax: ..........................................................  
| E-mail: ..........................................................  |

(B) FINANCIAL AND CORPORATE INFORMATION

| Comprehensive company audited accounts for the immediately preceding three accounting periods including the auditor report and any risk assessment compliance if mandatory in the country of registration | To be attached |
| Evidence of the bidder's financial standing and creditworthiness, including bank credit rating | To be attached |
| Composition of board of directors | To be attached |
| Corporate structure chart showing the ultimate holding company and all group companies (including ownership structure of all group companies and | To be attached |
shareholdings in ultimate holding company)  
Corporate registry information  
To be attached

(C) TRACK RECORD

Details of the bidder’s current service provision to UEFA and/or the UEFA Agencies (if any)  
To be attached

Details of the bidder’s past related relationships and experience and expertise in relation to the provision of equivalent services
To include details of the bidder’s expertise in the general media, entertainment, sports and marketing industries (in particular, as regards sports and football)  
To be attached

(D) ORGANISATIONAL STRUCTURE, STAFFING AND INFRASTRUCTURE

Proposed dedicated service team and resources  
In relation to ‘key personnel’, please include details of their relevant qualifications and prior experience  
To be attached

Proposed (bidder owned) work-tools and infrastructure, such as databases or software  
To be attached

Proposed (third party owned) work-tools and infrastructure, such as databases or software  
To be attached

(E) SERVICE MODULES

Details of the modules to which the bid relates  
To be attached

Details of the bidder’s experience and expertise of providing equivalent services to those described in the Research and monitoring modules and deliverables section for each module  
To be attached (response must contain all information required by the relevant module including in relation to the relevant deliverables)

(F) FINANCIAL PROPOSAL

In respect of each module to which this bid relates, please specify the proposed fees.
Please use the table format for each module set out in Appendix 6  
To be attached
Please also complete the pricing tables in **Appendix 6**

*All amounts must be stated in Euros.*

*Please note that all payments made by UEFA to the successful bidder(s) will be made inclusive of any and all taxes (including VAT), deduction and withholdings of whatsoever nature which may be applicable in respect of such payments. The successful bidder(s) will be solely responsible for any such taxes, deductions or withholdings.*

<table>
<thead>
<tr>
<th>Any proposed additional fees (for example, services required to be provided in the relevant module but excluded in your bid)</th>
<th>To be attached (if applicable to your bid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any anticipated additional fees (for example, services not mentioned in the module but which in your experience may be required to be provided in order to achieve UEFA’s objectives and requirements)</td>
<td>To be attached (if applicable to your bid)</td>
</tr>
</tbody>
</table>

**G) PROPOSED EXPLOITATION OF DELIVERABLES**

In respect of each module to which this bid relates, please specify any proposed exploitation of the relevant deliverables

<table>
<thead>
<tr>
<th>To be attached</th>
</tr>
</thead>
</table>

Please provide financial estimates/projections in respect of such exploitation

<table>
<thead>
<tr>
<th>To be attached</th>
</tr>
</thead>
</table>

**H) UEFA OBJECTIVES & REQUIREMENTS**

Proposed strategy for demonstrating the bidder’s commitment to meeting UEFA’s objectives and requirements set out in this RFP

<table>
<thead>
<tr>
<th>To be attached</th>
</tr>
</thead>
</table>

Details of the general consultancy services the bidder will provide to UEFA in relation to the services described in this RFP

<table>
<thead>
<tr>
<th>To be attached (if applicable to your bid)</th>
</tr>
</thead>
</table>

Bidder’s suggestions as relating to how the research and monitoring service deliverables could be used by UEFA commercially (including, for example, to enhance the sale of sponsorship and broadcast rights)

<table>
<thead>
<tr>
<th>To be attached (if applicable to your bid)</th>
</tr>
</thead>
</table>

**I) OTHER RELEVANT INFORMATION**

Include any other information which the bidder considers is relevant to its offer.

<table>
<thead>
<tr>
<th>To be attached</th>
</tr>
</thead>
</table>

The bidder hereby warrants and represents to UEFA that:

- the information contained in and/or attached to this bid is not false or otherwise misleading;
• if, following submission of this bid, there is any change in circumstances which may render such information false or otherwise misleading or otherwise adversely affect such information, it will promptly notify UEFA in writing setting out the relevant details in full;

• it has not engaged in any activity which could or does bring into disrepute or otherwise compromise or negatively impact upon the reputation, goodwill and/or image of UEFA, European football and/or any Competition;

• it has complied, and will continue to comply, with all applicable laws; and

• the signatories below have been duly authorised by the board of directors (and/or any similar body with such authority) of the bidder to submit this bid and to be bound by it on the basis set out in the UEFA RFP – Research Programme 2018-2022.

Submitted by [bidder] acting by its authorised representative(s) and with the acceptance of all stated terms and conditions of such RFP.

Signature: ________________________________________________

Name: ________________________________________________

Title: ________________________________________________

Date: ________________________________________________
Appendix 6 - Pricing

Total pricing for services and modules shall be provided at a minimum broken down by following tables for each module and or version of the offer per module.

Please provide for all the modules and services provisions on a pricing per Competition basis as per the tables below.

<table>
<thead>
<tr>
<th>PRICING PER COMPETITION AND SEASON FOR THE PERIOD AND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>All prices in EUR</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>UEFA Champions League</td>
</tr>
<tr>
<td>UEFA Europa League</td>
</tr>
<tr>
<td>UEFA Europa Conference League</td>
</tr>
<tr>
<td>UEFA Super Cup</td>
</tr>
<tr>
<td>UEFA Youth League</td>
</tr>
<tr>
<td>UEFA EURO 2024</td>
</tr>
<tr>
<td>UEFA Futsal Champions League</td>
</tr>
<tr>
<td>UEFA Futsal EURO</td>
</tr>
<tr>
<td>UEFA Futsal Under 19</td>
</tr>
<tr>
<td>UEFA Regions Cup</td>
</tr>
<tr>
<td>UEFA Under 17</td>
</tr>
<tr>
<td>UEFA Under 19</td>
</tr>
<tr>
<td>UEFA Under 21</td>
</tr>
<tr>
<td>UEFA Nations League</td>
</tr>
<tr>
<td>UEFA Women's Champions League</td>
</tr>
<tr>
<td>UEFA European Qualifiers to UEFA EURO 2024</td>
</tr>
<tr>
<td>Women's Under 17</td>
</tr>
<tr>
<td>Women's Under 19</td>
</tr>
</tbody>
</table>
### PRICING BY FUNCTIONAL AREA OF THE PROJECT

<table>
<thead>
<tr>
<th>All prices in EUR</th>
<th>Season 2021/22</th>
<th>Season 2022/23</th>
<th>Season 2023/24</th>
<th>Total 2021-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setup or other fixed costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources – by activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other resources – by activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software licenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology or similar costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Content licensing or other rights based licences</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For each module and service provision following additional pricing overviews are required.

Please name and provide all relevant area of the project pricing even if not requested here.
Appendix 7 – Additional Information

Certain relevant additional information referred to this RFP can be accessed via clicking on the links set out below.

Available competition schedule documents -- For information purposes only and subject to change by UEFA
https://uefa.box.com/s/j9sqdaplzrq353y99k2qjqfzfoqlu24q

See link below for UEFA events latest schedules
https://www.uefa.com/insideuefa/about-uefa/news/025c-0f8e787ef28c-879e44a21e77-1000--updated-uefa-competitions-calendar/?iv=true

UCL – UEL – UECL Competition format (link to document below)
https://uefa.box.com/s/tczemlvqro53xpzo77u2rbicj0nxelgo

UEFA Broadcasters lists for UCL and UEL
https://uefa.box.com/s/cupiex8cd04v2h877zl22nrr67cimfnb
https://uefa.box.com/s/8xmdkxo8ma8xq7dfvqlpj3ptu5g9gcqy

UEFA EURO 2020 - Rights Exploitation Guidelines EUROPE - June 2020
https://uefa.box.com/s/6zzyw7a2d44py0714wygx13f7mvh68so

UEFA EURO 2020 - Rights Exploitation Guidelines EX-EUROPE - June 2020
https://uefa.box.com/s/wfo77ki3go5flez6nbn8d6ux0232tfx

Overview of National Team UBPs 2014-2018
https://app.box.com/s/7dzmtu8qh5lpxw5vk9eydgcqetwbwt

Example slides of reporting standards
https://app.box.com/s/vgrzcjeopam62y3b5hvxs2p2eh8t0rp