UEFA Research Programme
Module 1 – Programme monitoring
Club Competitions, 2021-24
National Team Competitions, 2022-2024
Request for Proposals

Deadline for receipt of proposals: 17:00 CET on 22 February 2021
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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&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 “NASs” 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:
o 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

o quarterly, bi-annual and annual/seasonal analysis should be provided together with proposed recommendations and corrections to the relevant processes; and

o 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;

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**

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<th>2020/21</th>
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- **Club competition cycle ’21-24**
- **Club competition cycle ’24-27**
- **National team competition cycle ’22-26**
- **NT cy**

**Scope for next RFP**
- 2021-24 club competitions
- 2022-23 national team competitions

- **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](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 1: Programme and Internet Broadcast Compliance Monitoring

OBJECTIVES

The broad objectives are to record and analyse programmes of the Competitions as well as other relevant audio-visual content distributed by UEFA broadcast partners (UBPs) worldwide on various media platforms (including TV, internet, mobile, IPTV, over-the-top content, smart TV apps, web sites, third party digital platforms (e.g. social media) or any other current or future broadcast technology capable of being used to distribute the programmes and/or audio-visual content) in order to provide a full and comprehensive review of:

- the implementation by the UBP of the agreed contractual obligations;
- the potential breach by the UBP of the agreed contractual obligations and/or infringement of commercial rights granted by UEFA to third parties;
- the use by the UBP of the relevant Competition brand elements;
- the monitoring and timing of commercial and broadcast sponsorship activity, before, during and after each official broadcast (including checks for any ambush marketing and/or product placement activities which may infringe the rights of any of UEFA’s official partners); and
- the commercial environment in which the UBP exploits the relevant rights granted by UEFA.

The requirements and specific elements for the individual Competitions will vary and the relevant details are explained below.

Bidders may apply to provide the services for the sub-modules ‘programme monitoring’ and internet/digital monitoring’ individually or for both sub-modules. The appointment of any such supplier(s) (or no supplier) remains at the discretion of UEFA.

CONSIDERATIONS

- To unify TV and internet/digital monitoring across Club Competitions and National Team Competitions and to provide further efficiencies by re-evaluating needs in order to optimise price/effort/performance.

PROGRAMME MONITORING

Programme monitoring focuses on UBPs’ main media platforms used for the distribution and fulfilment of obligations regarding Competition programmes such as, for example, ‘live match programmes’, ‘delayed match programmes’, ‘highlights programmes’, ‘magazine programmes’, etc. (UEFA will provide interested bidders with further details upon request). Such programming extends to any and all of the above-mentioned media platforms.

Bidders should provide the following proposals for programme monitoring:

- 100 markets without any limit on the number of channels / media platforms;
- 120 markets without any limit on the number of channels / media platforms;
- 100 markets with a limit of 550 channels / media platforms;
• 120 markets with a limit of 550 channels / media platforms; and
• a proposal for additional markets and channels / media platforms.

(Bidders should refer to the document entitled ‘UEFA Programme Broadcast Compliance Monitoring Markets Chart.xlsx’ in Appendix 7).

The final scope of the markets and channels / media platforms will be agreed with the successful bidder(s) as part of the contract phase.

As a general principle, programme monitoring shall be undertaken in all selected markets. If a limit is agreed and a selection of priority markets determined, the monitoring of any additional markets shall be accessible via a ratecard agreed between UEFA and the successful bidder. If UEFA/the UEFA Agencies’ requirements regarding the number of markets changes (e.g. due to a change in the rights situation in the relevant market) then UEFA / the UEFA Agencies shall be entitled to swap the relevant (no longer required) market for an alternative market from the ratecard free of charge. If the successful bidder is unable or becomes unable to provide reliable monitoring in one or more of the priority markets then (without prejudice to any other rights UEFA may have) UEFA / the UEFA Agencies may swap the unavailable market for an alternative market from the ratecard free of charge (i.e. so as to ensure that the overall number of monitored markets remains the same as the original set limit).

The bidder must be capable of setting-up and recording all of the UBPs’ media platforms that can be used to fulfil their Competitions-related programme obligations within the selected markets. Bidders must also be sufficiently flexible to be able to adapt their set-up throughout the cycle depending on the rights structure and other relevant developments within the selected markets. UEFA and the UEFA Agencies will inform the successful bidder of the selection of the relevant media platforms required for monitoring.

The monitoring scope and samples for individual Competitions will vary and relevant details are set out below.

PROGRAMME MONITORING CONTRACTING TERM FOR NATIONAL TEAM COMPETITIONS

- **Option 2 years: Cycle 2022-24**, which includes:
  
  NTF 2022-24 [UNL 2022 Sep to Nov 2022, EQ Mar 2023 to Mar 2024, Friendly Matches over this period]
  
  UNL Finals 2023
  
  Under-21 2023
  
  UEFA EURO 2024
  
  NTF 2024-26 [UNL Sep 2024 to Nov 2024, EQ Mar 2025 Mar 2026, Friendly Matches over this period]
  
  UNL Finals 2025
  
  Under-21 2025
  
  Women’s EURO 2025

- **Option 4 years: Cycle 2022-26**, which includes:
  
  NTF 2022-24 [UNL 2022 Sep to Nov 2022, EQ Mar 2023 to Mar 2024, Friendly Matches over this period]
  
  UNL Finals 2023
  
  Under-21 2023
  
  UEFA EURO 2024
  
  NTF 2024-26 [UNL Sep 2024 to Nov 2024, EQ Mar 2025 Mar 2026, Friendly Matches over this period]
  
  UNL Finals 2025
  
  Under-21 2025
Women’s EURO 2025

- **Option 6 years: Cycle 2022-28**, which includes:
  
  NTF 2022-24 [UNL 2022 Sep to Nov 2022, EQ Mar 2023 to Mar 2024, Friendly Matches over this period]
  UNL Finals 2023
  Under-21 2023
  UEFA EURO 2024
  NTF 2024-26 [UNL Sep 2024 to Nov 2024, EQ Mar 2025 Mar 2026, Friendly Matches over this period]
  UNL Finals 2025
  Under-21 2025
  Women’s EURO 2025
  NTF 2026-28 [UNL 2026 Sep to Nov 2026, EQ Mar 2027 to Mar 2028, Friendly Matches over this period]
  UNL Finals 2027
  Under-21 2027
  UEFA EURO 2028

**INTERNET MONITORING**

Internet monitoring focuses on UBPs’ proprietary (e.g. UBPs’ own websites) and non-proprietary digital platforms (e.g. social media platforms/pages) used for the distribution of Competition programmes and audio-visual content in relation to the fulfilment of internet broadcast obligations, programme support, promotion, etc.

If one of the proprietary or non-proprietary digital platforms is used by a UBP as their main media platform for Competition programme distribution, this platform shall become the focus of programme monitoring instead of internet monitoring.

A limit of markets for internet monitoring is not foreseen in this RFP.

**VIDEO RECORDINGS**

Digital recording and storage should include all programmes relevant to the Competitions throughout the season broadcast on those UBP media platforms selected for monitoring.

The quality of recordings should be of a sufficiently high resolution and quality (e.g. at least 576p but no lower than 480p) to be suitable for full scale audio-visual analysis of programme content. There should also be an option to obtain higher quality footage (e.g. 720p) on request for presentations or promotional purposes.

**SIGNAL AND CONTENT ACCESS**

The equipment and subscriptions necessary for signal reception for monitoring use (such as decoders, smart cards, SIM-cards, etc.) will typically be provided by the relevant UBPs.

The UBPs will be instructed to white list the successful bidder’s IP addresses used for internet monitoring in order to grant access to the relevant geo-blocked content.

If a UBP is not in a position to provide equipment or subscriptions, the successful bidder shall be responsible for acquiring the relevant equipment and subscriptions required for signal reception (the relevant (evidenced) net cost of the equipment and subscriptions may be re-charged back to UEFA).

**METHODOLOGY**
The envisaged monitoring process shall consist of the recording, processing and evaluation of the respective broadcasts on selected media platforms as per the criteria and sample basis outlined for the individual Competitions below. The monitoring shall be undertaken using appropriate detection software where applicable as well as manual analysis where necessary.

The results of such analysis shall be reported to UEFA and the UEFA Agencies in a format to be approved by UEFA and the UEFA Agencies. The successful bidder shall be responsible for data quality (including by ensuring that senior personnel perform systematic checks before the data is published to UEFA and the UEFA Agencies).

The preferred method of signal reception for programme monitoring purposes shall remain that of classic TV broadcasts (e.g. satellite, cable or terrestrial). However, if signals from these broadcast methods are not accessible to the bidder or the UBP relies on a different signal distribution technology (e.g. OTT, IPTV, etc.), the successful bidder must invest, at its own cost, into the necessary infrastructure and technical development required to capture the Competition content via the available signal distribution methods.

Without prejudice to the foregoing, the successful bidder must be ready, at its own cost, to explore and invest into infrastructure that will enable footage to be captured on any current or future broadcast technology used by UBPs to distribute relevant audio-visual content live or on demand.

Bidders may propose (additional) alternative, innovative methodologies and technologies to provide the required monitoring services but must provide appropriate evidence to demonstrate their effectiveness.

In their bids, bidders should include an outline in relation to how they consider present and future technology could enable monitoring and research in this area (in particular, bidders should identify any future developments in this area that could have a positive impact on their proposals).

**ONLINE DATABASE**

All data accumulated (including the digital recordings) must be stored in an online database and be accessible to UEFA and the UEFA Agencies via a web-based tool. The digital recordings shall be made available in full length within a reasonable timeframe after the relevant broadcast took place (on average within 3 working days and, in any event, within a maximum of 7 working days). All such data and databases shall remain available to UEFA and the UEFA Agencies online on an on-going basis via state of the art secured access. All data, the contents of the databases and footage must also be made available to UEFA and the UEFA Agencies after the term of the relevant services contract (either online or via a suitable for review and application offline medium).

The online database must have the capacity to act as a pivotal point of reporting for the entire monitoring project. As a minimum, the database is required to:

- have an option to select programmes for monitoring and automatically display the number of credits/quotas used per broadcaster category;
- contain a list and run-downs of monitored programmes;
- contain a listing of recorded irregularities;
- store various reports;
• link to the recording of the Competition programmes with the option to create and download clips from the footage;
• have a function to track feedback, leave notes, etc;
• create and distribute notifications including content of identified irregularities; and
• be accessible from anywhere in the world.

The data contained in the database must be routinely backed-up in order to avoid data loss.

The precise requirements for the database for the individual Competitions will vary and relevant details are set out below.

**DEVELOPERS**

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| **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;  
• 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. |

**ADDITIONAL DELIVERABLES – CLUB COMPETITIONS**

**PROGRAMME MONITORING**

**KEY ELEMENTS TO BE IDENTIFIED (WHERE RELEVANT)**

• Broadcast sponsorship including voice over details.
• In-programme on-screen credits.
• Other in-programme commercial activities (competitions, 3rd party brand presence, etc.).
• Appearances of UEFA promotional spots.
• Confirmation of delivery by UBPs of minimum broadcast obligations.
• Analysing the commercial environment surrounding key programming (e.g. who is advertising before, during and after the programme).
• The duration of ceremonies screened by UBPs at key matches (e.g. finals of all Club Competitions).
• The use of official, modified and self-made branding and brand elements (including official music).
• UBP produced trailers.
• Additional dedicated programming.

MONITORING SCOPE AND DELIVERY TIMELINES

Panel
As a basis, the Club Competition programme monitoring shall be undertaken in the ‘selected for monitoring markets’ (see the document entitled ‘UEFA Programme Broadcast Compliance Monitoring Markets Chart.xlsx’ in Appendix 7).

Depending on the rights situation, each market may accommodate one or multiple UBPs and channels / media platform brands. The choice of channels / media platforms for monitoring in each of the selected markets must cover the minimal programme obligations of each UBP with regard to the Club Competition programme types: ‘live matches’, ‘delayed matches’, ‘highlights programmes’, ‘magazines programmes’ and ‘programme trailers’.

If a UBP uses multiple similarly branded channels / media platforms to broadcast the aforementioned Club Competition programme types simultaneously then typically the channel / media platform with the highest reach and importance will be selected for monitoring provided that this channel / media platform covers all of the relevant programme types.

If a UBP uses multiple differently branded channels / media platforms to broadcast the aforementioned Club Competition programme types simultaneously or sublicenses all or selected programme types to another UBP and these broadcasts differ significantly with regard to commercial exploitation, branding, or editorial format then typically each of the different channels / media platforms will be selected for monitoring.

The number and selection of the channels / media platforms within the selected markets will be agreed between the successful bidder and UEFA / the relevant UEFA Agency prior to the start of the 2021/24 cycle start but may be adapted throughout that cycle depending on the rights situation in the relevant markets.

Samples
The monitoring shall be undertaken every UCL and UEL/UECL matchday, every UCL, UEL and UECL final as well for every USC.

For UCL PO1, PO2, MD1 and MD2, UEL/UECL MD1 and MD2:
• a sample of approximately 50% of the markets available for monitoring will be selected for UCL PO1, MD1 and UEL/UECL MD2; and
• the other 50% of markets will be selected for UCL PO2, MD2 and UEL/UECL MD1.

The monitoring scope for UCL PO1 and PO2 will be significantly reduced compared to main season monitoring as outlined below.

For UCL MD3-12 and UEL/UECL MD3-14, a sample of 25% of the markets available for monitoring will be
selected for each UCL and UEL/UECL matchday.

Monitoring of the UCL, UEL and UECL finals as well as the USC shall be undertaken in all markets.

The split of the markets monitored for each matchday will be discussed with the successful bidder and finalised ahead of the start of each of the UCL and UEL/UECL seasons. Changes to the split may be made throughout each season and the successful bidder will be notified about any such changes at least 5 working days prior to the monitored matchday. Bidders should note that monitoring of up to 3 additional markets can be requested on each matchday at any time throughout the season at no additional charge.

**Timelines**

The precise delivery deadlines for the key elements of the monitoring will be agreed with the successful bidder and split in either 2 or 3 deadline categories.

It is expected to have data for key markets delivered within 2 working days after the monitored matchday. For matchdays with 25% of the markets monitored, a final delivery is expected within 5 working days after the matchday. For matchdays with 50% of the markets monitored, a final delivery is expected within 7 working days after the matchday. For UCL, UEL and UECL finals as well as for the USC with all markets monitored, a final delivery is expected within 14 working days of the respective match night. A steady flow of data is expected throughout the delivery period.

The assumed processing hours for programme monitoring per Club Competition per market and season are as follows:

- **UCL PO1/PO2** – 10 hours per season per market (reduced scope monitoring);
- **UCL MD1-MD13** – 90 hours per season per market (5 matchdays x 18 hours)*;
- **UEL/UECL MD1-MD15** – 84 hours per season per market (6 matchdays x 14 hours)*; and
- **USC** – 5 hours*.

The actual hours per market may be higher or lower than the indicated amounts subject to the broadcaster programming. Therefore, the hours per market should not be fixed and should allow for flexibility in the monitoring such that the overall total number of hours of monitoring remains the same.

*excluding Trailer Monitoring

**OPERATIONAL REQUIREMENTS**

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<th>Recording and storage</th>
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| Monitoring / Analysis | The successful bidder shall check whether all commercial activities (including the correct implementation of all Club Competition programme trailers and the correct use of all Club Competition branding, names and logos) comply with the broadcast rundowns, rights/obligation overviews and other instructions/guidelines provided by UEFA / the UEFA Agency.  
For UCL, digital copies of broadcast sponsorship sequences will be provided to the successful bidder as a reference ahead of each relevant matchday. The successful bidder shall check the correct broadcast and implementation of the sequences by the UBPs. |
The successful bidder shall inform UEFA and the UEFA Agency of the results of this monitoring by recording any such irregularities in a report which shall include all elements as requested by UEFA and the UEFA Agency. The complete list of irregularities to be identified for each Competition will be communicated and agreed ahead of each season.

For UCL PO1 and PO2, the monitoring shall only consist of verification of the broadcast of the Club Competition programme types, verification of the correct sponsorship implementation, verification of new season’s / cycle’s branding being used and the recording of any third-party sponsorship or ambush marketing methods.

### Online Database

The online database must have the capacity to act as a pivotal point of reporting for the entire Club Competition Programme. As a minimum, the database is required to:

- contain the rundowns of the analysed Club Competition programmes (the rundowns need to contain all programme elements and irregularities recorded during monitoring process for each programme);
- contain detailed and easily accessible information regarding all irregularities recorded during monitoring process including visual reference in form of clips and / or screenshots from broadcasts;
- store various reports and make them accessible for download by the user;
- enable the user to provide feedback and make notes to irregularities which can be saved in the database as a reference;
- give access to footage of all Club Competition programmes recorded as part of the Programme; and
- enable the user to create and download clips from the recorded Club Competitions footage;
- Enable the creation and distribution of notifications including content of identified irregularities

### Reporting

As per the agreed timelines, e-mail notifications are to be sent to the UBPs’ account responsible and project responsible outlining any major irregularities (to be defined by UEFA / the UEFA Agency) identified during the monitoring. A full overview of the monitored programme elements and irregularities to be presented in the online database as per the agreed timeline.

### SPECIFIC DELIVERABLES

#### 1.1 Irregularity Overview

<table>
<thead>
<tr>
<th>Overview</th>
<th>An overview of all irregularities which occurred during a monitored matchday.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Format</td>
<td>To be either compiled by the successful bidder and provided as an MS Excel file or the user of the online database needs to be enabled to export and download the required information from the database.</td>
</tr>
<tr>
<td>Timing</td>
<td>As per the agreed timelines.</td>
</tr>
</tbody>
</table>
### 1.2 Matchday Status Overview

<table>
<thead>
<tr>
<th>Overview</th>
<th>Overview of the recording and monitoring process of all UBPs in monitored markets. As a minimum, the overview shall contain the status of the ongoing recording and monitoring process per UBP and more particularly serve as a first indicator of fulfilment of broadcast obligations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Format</td>
<td>To be either compiled by the successful supplier and provided as an MS Excel file via the online database, or any other agreed structured data format.</td>
</tr>
<tr>
<td>Timing</td>
<td>To be updated twice a week, Monday and Wednesday, with relevant changes to the status.</td>
</tr>
</tbody>
</table>

### 1.3 Trailer Monitoring Report

| Overview | The successful bidder shall record and monitor trailers for Club Competition Programmes for a total of: • 30 UBPs for each of the UCL UEL and UECL finals as well as for each USC; • 15 UBPs for UCL MD1 and MD2 and UEL/UECL MD1 and MD2; and • 10 UBPs for UCL MD3-12 and UEL/UECL MD3-14. UEFA shall be entitled to amend the identity of the relevant UBPs ahead of each matchday. The monitoring shall be conducted for a pre-defined amount of time on a pre-defined number of days prior to each matchweek. The pre-defined monitoring window will be communicated and agreed ahead of each monitoring week. As a guide, this will typically be for 7 days prior to the match and 24 hours per day. |
| Delivery Format | The report will consist of a summary of all the trailers broadcast by UBPs during the monitored matchweeks in excel or any other agreed structured data format. Any non-compliance is to be highlighted. At a minimum, the report shall include: • the number of trailers broadcast by the relevant UBP; • the identity of, amount of, and length of any broadcast sponsorship sequences within such trailers; • the total length of any such trailers; and • the broadcast timing of the trailers. |
| Timing | As per the agreed timelines. |

### 1.4 Schedules Report

| Overview | Detailed report of the scheduled programmes of all UBPs. Ahead of every matchday, and in respect of each Club Competition, the successful bidder shall precisely and systematically monitor the worldwide television schedules and official... |
internet websites and other media platforms’ announcements of all UBPs in order to
determine whether the UBPs are intending to comply correctly with their minimum
broadcast obligations in respect of Club Competition programmes. The successful bidder
shall compare this information with the contractual requirements of the UBPs and alert
UEFA to any discrepancies between the two in a specific monitoring report.

As a minimum, the report shall include:
- Territory;
- UBP;
- Channel / Media Platform;
- Basis of distribution;
- Matchday;
- Match (where applicable);
- Date;
- Programme Type;
- Programme start; and
- Programme length.

**Delivery Format**

MS Excel or other agreed structured data format.

**Timing**

Interim version by 12:00 CET on Friday prior to the matchweek (save in respect of final
matches, in which case within 3 working days prior to the relevant matchday).

Final version by 17:00 CET on Monday of the matchweek (save in respect of final
matches, in which case within 1 working day prior to the relevant matchday).

### 1.5 Brand Audit and Brand Violation Reports

**Overview**

Monitoring of the transmissions of all Club Competition programmes in order to provide
a full and comprehensive review of the manner in which UBPs use and implement the
official branding and brand elements.

The review shall be conducted against criteria notified by UEFA / the UEFA Agencies
taking into account the successful bidder’s own expertise and knowledge of the market.

A brand audit report per Club Competition shall be provided, which reports shall be split
into two sections:

- **Brand Violation** - concentrating on the infringements made by UBPs; and
- **Brand Audit** – evaluating the amount of usage of the Club Competition brand
elements throughout the programmes and including examples of best practice
of the relevant brand.

The Brand monitoring is part of the Club Competitions Programme monitoring and shall
be undertaken as part of the samples referred to above.

**Delivery Format**

MS Power-Point or other agreed presentation format document and MS Excel or other
agreed structured data format.

The report shall include still screenshots and video clips where required in order to
provide a comprehensive overview of the use of the brand elements

In addition to full reports for each UCL, UEL, UECL final and each USC match, cumulative
reports grouped as follows shall be provided:
• UCL – MD1-6, MD7a-12; and
• UEL/UECL – MD1-6, MD7-14.
• One potential ad-hoc request per season

Timing
Within 5 working days after the delivery deadline for the last monitored matchday included in the relevant report.

1.6 Commercial Airtime Reports

Overview
Detailed reports of the commercial airtime activities for every official Club Competition sponsor and their competitors. Commercial airtime reports shall concentrate on analysing the companies which purchase airtime in and around Club Competition programmes and the extent to which they are in the product categories of the relevant Competition’s official sponsors/suppliers. In addition, a detailed listing of all brands present in the commercial environment of the Club Competition programmes must be provided.

The review shall be conducted against criteria to be notified by UEFA / the UEFA Agency incorporating the successful bidder’s own expertise and knowledge of the market.

As a minimum, the sponsor and competitor report shall include details of the airtime purchased including the amount and volume of spots. In addition, the extent to which UEFA’s official sponsors/suppliers for the Competitions purchase airtime around the relevant Competition programmes shall be highlighted in the report.

The monitoring shall be undertaken every matchday of the season in respect of both the UCL and the UEL/UECL, as well as each USC match, in the United Kingdom, Spain, Germany, Italy, France, China, India, Japan, Brazil and USA. In relation to Brazil, China, India and USA, the bidder must indicate what commercial airtime monitoring takes place in the local markets of such territories and, if possible, suggest ways to ensure that multiple local markets within such territories can be covered for the commercial airtime reports.

For all other markets, the monitoring shall be undertaken as part of the Club Competitions Programme monitoring as part of the same samples referred to above.

Delivery Format
MS PowerPoint or other agreed presentation format for the sponsor and competitor presentations.
Structured raw data MS Excel documents as an overview of the overall commercial environment.

Timing
MS PowerPoint sponsor and competitor presentations – mid-season and end-of-season.
Raw data – updated within 5 working days after the delivery deadline for every monitored matchday.
# 1.8 UCL Additional Broadcast Sponsorship Outside Europe Report

**Overview**

Report of all additional UCL broadcast sponsorship exposure for all the Outside Europe markets.

As a minimum, the report shall include:

- Sponsor Company, Brand and Product Sector;
- Matchday;
- Market;
- Channel;
- Broadcast Sponsor;
- Delayed Exposure (sec);
- Highlight Exposure (sec);
- Live Exposure (sec);
- Magazine Exposure (sec); and
- Preview Exposure (sec).

Third Party Broadcast Sponsorship monitoring is part of the Club Competitions Programme monitoring and shall be undertaken as part of the UCL and USC samples referred to above.

<table>
<thead>
<tr>
<th>Delivery Format</th>
<th>MS Excel or other agreed structured data format.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing</td>
<td>Within 3 working days after the delivery deadline for every monitored matchday.</td>
</tr>
</tbody>
</table>
### UCL On-Screen Credit Report

**Overview**

Detailed summary of the exposure of the UCL on-screen credit (OSC) sponsor(s) for all UBPs.

In each season, there will be a maximum of 2 on-screen credit partners for UCL.

The duration of on-screen credits in the domestic feed for each UCL programme featuring live and delayed match coverage shall be monitored and the results detailed in an on-screen credits report. The on-screen credit report shall contain details of the on-screen exposure and summarise all monitored data and highlight any irregularities.

As a minimum, the summary shall include:

- Country;
- Channel;
- Number of programmes per matchday; and
- Seconds delivered per matchday.

As a minimum, the detailed report shall include the following information per live match programme:

- Date;
- Channel;
- Matchday; and
- Seconds delivered.

UCL On-Screen Credit monitoring is part of the Club Competitions Programme monitoring and shall be undertaken as part of the UCL and USC samples referred to above.

**Delivery Format**

MS Excel or other agreed structured data format.

**Timing**

Within 3 working days after the delivery deadline for every monitored matchday.

### UEL/UECL On-Screen Credit Report

**Overview**

Summary of the exposure of the UEL/UECL OSC sponsors for all UBPs.

The successful bidder shall communicate to UEFA and the UEFA Agency a list of on-screen credit partners appointed by UEL/UECL UBPs and inserted into UEL/UECL programmes for each monitored programme.

As a minimum, the report shall include:

- OSC Sponsor Company, Brand and Product Sector;
- Matchday;
- Market;
- Channel;
• OSC Partner;
• Live Exposure.
• Delayed Exposure;

UEL/UECL On-Screen Credit monitoring is part of the Club Competitions Programme monitoring and shall be undertaken as part of the UEL/UECL samples referred to above.

<table>
<thead>
<tr>
<th>Delivery Format</th>
<th>MS Excel or other agreed structured data format.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing</td>
<td>Within 3 working days after the delivery deadline for every monitored matchday.</td>
</tr>
</tbody>
</table>

### 1.11 UEL/UECL Broadcast Sponsorship Report

**Overview**

Summary of all UEL/UECL sponsors’ broadcast sponsorship exposure for all UBPs.

All UEL/UECL programmes shall be monitored in order to provide a full and comprehensive review of the commercial elements (e.g. broadcast sponsorship and sponsored matchbumpers) which feature in those programmes. The review shall be conducted against criteria to be notified by UEFA / the UEFA Agency incorporating the successful bidder’s own expertise and knowledge.

As a minimum, the report shall include:

• Sponsor Company, Brand and Product Sector;
• Matchday;
• Market;
• Channel;
• Broadcast Sponsor;
• Live Exposure
• Delayed Exposure;
• Highlight Exposure;
• Magazine Exposure; and
• Trailer Exposure.

UEL/UECL Broadcast Sponsorship monitoring is part of the Club Competition Programme monitoring and shall be undertaken as part of the UEL/UECL samples referred to above.

<table>
<thead>
<tr>
<th>Delivery Format</th>
<th>MS Excel or other agreed structured data format.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing</td>
<td>Within 3 working days after the delivery deadline for every monitored matchday.</td>
</tr>
</tbody>
</table>

### 1.13 Non-Rightsholder Analysis Report

**Overview**

At an additional cost to be paid by UEFA and UEFA Agency in accordance with the agreed ratecard, the broadcasts of certain non-rightsholding broadcasters as notified by UEFA / the UEFA Agency shall be monitored in order to determine where rightsholding UBPs’ rights may be being infringed.
The monitoring shall be conducted against criteria to be notified by UEFA / the UEFA Agency incorporating the successful bidder’s own expertise and knowledge of the market.

<table>
<thead>
<tr>
<th>Delivery Format</th>
<th>MS Excel or other agreed structured data format.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing</td>
<td>As per the agreed timelines.</td>
</tr>
</tbody>
</table>

**INTERNET MONITORING**

**KEY ELEMENTS TO BE IDENTIFIED (WHERE RELEVANT)**

- Broadcast sponsorship.
- Other commercial activities (competitions, unofficial brand presence, etc.) in the environment of the distribution of the Club Competition programmes via the internet.
- Confirmation of delivery by UBPs of minimum internet broadcast obligations.
- Reviewing the way the Competitions are presented by the UBPs on digital platforms including the correct use of branding materials.
- The use of official, modified and self-made branding and brand elements in the internet environment.
- The level of promotion of Club Competition programmes on digital platforms.

**MONITORING SCOPE AND DELIVERY TIMELINES**

**Panel**
It is the goal to monitor the dedicated websites and mobile applications of all rights-holding UCL and UEL/UECL UBPs in their respective markets as well as their main social media channels.

The UBPs’ website URLs, information regarding mobile and main Social Media channels will (to the extent available) be provided to the successful bidder by UEFA / the UEFA Agency.

UEFA / the UEFA Agency shall also rely on the successful bidder’s own expertise and knowledge of the market to undertake research into the relevant UBPs’ websites, mobile applications and social media channels and provide UEFA and the UEFA Agency with its findings. UEFA and the UEFA Agency will inform the successful bidder if all, or any, of these channels will be selected for monitoring.

**Samples**

Bidders shall provide information about the number of UBPs to which the bidder is capable of monitoring on a single UCL or UEL/UECL matchday and providing qualitatively sufficient output. In this respect, bidders should note that UEFA’s minimum required number is 60 UBPs per matchday.

In relation to each season, at least:

- 440 Internet Monitoring Events and 440 Social Media Monitoring Events for UCL (including USC) must be provided; and
- 320 Internet Monitoring Events and 320 Social Media Monitoring Events for UEL/UECL must be provided.

For these purposes, each ‘Internet Monitoring Event’ shall comprise of the monitoring of one UBP on one matchday and each ‘Social Monitoring Event’ shall comprise the monitoring of one UBP’s social media channels on one matchday.

Any Internet Monitoring Events and/or Social Monitoring Events in excess of such number shall be undertaken at an additional cost via the agreed ratecard. In this respect, the successful bidder must ensure that there is the capacity for such (additional) monitoring on each matchday.

The focus of the monitoring will be on the beginning of each season (UCL POs, MD1 and MD2 and UEL/UECL MD1 and MD2) as well as the UCL / UEL / UECL finals as well as the USC and, accordingly, a high number of Internet Monitoring Events and Social Monitoring Events will be requested for these matchdays. In principle, UEFA / the UEFA Agency will inform the successful bidder about the number of requested monitoring events at least 10 working days ahead of the relevant matchday and will provide a list of the to be monitored UBPs at least 4 working days ahead of the relevant matchday.

**Scope**

The monitoring scope for each Internet Monitoring Event includes the relevant UBP’s:

- main website(s) which host(s) the match streaming service, highlights clips or other footage on the matchnight and, if required, the day after the matchnight; and
- mobile application(s) which give(s) access to the match streaming service, highlights clips or other footage on the matchnight and, if required, the day after the matchnight.

The monitoring scope for each Social Media Monitoring Event includes:

- up to 5 of UBP’s Social Media Channels 48 hours before and 24 hours after the matchnight.

**Timelines**

The delivery timelines depend on the number of monitoring events per matchday. In the case of major
irregularities, the UBP account responsible must be alerted immediately after the irregularity has been spotted (being on the matchnight for irregularities from live match monitoring or the day after the matchnight for irregularities from on-demand highlights programmes when these are available). Delivery of the full data set for up to 10 monitored UBPs from key markets is expected within 4 working days after the respective matchday. For amounts of more than 10 monitoring events and for every further 10 monitoring events, the final delivery deadline extends by 2 working days. The priority of UBPs regarding delivery timings will be communicated by UEFA / the UEFA Agency ahead of the monitored matchday. A steady flow of data is expected throughout the delivery period.

Calculation examples:

- **12 monitoring events on a matchday:**
  - alerts for major irregularities immediately after spotting (all markets, same matchnight or the day after);
  - full data set for 10 UBPs from key markets – within 4 working days; and
  - full data set for 2 UBPs from second priority markets – within 6 working days;

- **30 Monitoring Events on a matchday:**
  - alerts for major irregularities immediately after spotting (all markets, same matchnight or the day after);
  - full data set for 10 UBPs from key markets – within 4 working days;
  - full data set for 10 UBPs from second priority markets – within 6 working days; and
  - full data set for 10 UBPs from third priority markets – within 8 working days.

**OPERATIONAL REQUIREMENTS**

<table>
<thead>
<tr>
<th>Monitoring / Analysis</th>
<th>The successful bidder shall check the following:</th>
</tr>
</thead>
</table>
|                       | • whether UBPs fulfil their internet broadcast obligations of Club Competition programmes (such as live match broadcasts, on demand match broadcasts, highlights, stand-alone clips, etc.);
|                       | • the level of the Club Competitions programme content security and protection on all UBPs’ online channels (websites, mobile apps and social media);
|                       | • whether UBPs fulfil their broadcast sponsorship obligations;
|                       | • whether UBPs comply with the commercial restrictions applicable to internet transmissions of Club Competition programmes (e.g. restrictions on the number of advertisement banners on the streaming page);
|                       | • the presence of any ‘ambush marketing’ in the internet environment of Club Competitions content on all UBPs’ online channels (websites, mobile apps and social media);
|                       | • the level of promotion of Club Competitions on all UBPs’ online channels (websites, mobile apps and social media);
|                       | • the level of the integration of official Club Competition brand elements on all UBPs’ online channels (websites, mobile apps and social media); and
|                       | Upon request, the successful bidder shall provide a high quality digital recording of the analysed streams. |

| Delivery methods / Reporting | Bidders may propose delivery methods suitable to comprehensively present the data gathered in the course of monitoring. All methods need to be agreed by UEFA and the |
UEFA and the UEFA Agency strongly favour the creation of an online database which has the capacity to act as a pivotal point of reporting for the entire Club Competition internet monitoring Programme. As a minimum, the database is required to:

- contain detailed and easily accessible structured information regarding all qualitative and quantitative data recorded during monitoring process including visual reference in a high digital quality in form of clips and / or screenshots from all UBPs’ online channels (websites, mobile apps, social media); and
- store various reports and make them accessible for download by the user.

All such data and databases must be available to UEFA, the UEFA Agency and their representatives online on an on-going basis via state of the art secured access.

As per the agreed timelines, e-mail notifications (alerts) are to be sent to the UBPs’ account responsible outlining any major irregularities (see below) identified during the monitoring.

A full overview of the monitored programme elements and irregularities shall be presented via agreed delivery methods in accordance with the agreed timeline.

### SPECIFIC DELIVERABLES

<table>
<thead>
<tr>
<th>1.15</th>
<th>Internet Monitoring Analysis Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Live Club Competition internet broadcasts and other Club Competition content on UBPs’ websites shall be monitored in accordance with the agreed sample process and in the amount of the agreed scope.</td>
</tr>
</tbody>
</table>

As a minimum, the report shall include:

- number and pairings of live Club Competition matches provided by the UBP;
- a documentation and analysis of the order path including type of access, payment methods and costs of access where applicable;
- the quality of the streams provided;
- information whether geo-blocking of the content is in place;
- the level of protection of the content in terms of ability to share the content with other online users;
- the level of promotion on the relevant websites’ home pages;
- implementation of broadcast sponsorship;
- examples of ambush marketing if present; and
- information whether the UBP complies with commercial restrictions for the relevant Club Competition.

**Delivery Format** To be agreed with the successful bidder.
The data shall comprehensively present the findings including audio-visual examples (screenshots, clips) of monitored elements where applicable. Permalinks to the content shall be provided where possible.

### Timing

Full data set as per the agreed timelines.

The irregularities *No Geo-Blocking* and *Third Party Association / Ambush Marketing* are considered major and should trigger an alert upon spotting. Further irregularity types that would be considered ‘major’ shall be agreed with the successful bidder.

### 1.16 Mobile Monitoring Analysis Report

#### Overview

Live Club Competition broadcasts and other Club Competition content on UBPs’ mobile applications shall be monitored in accordance with the agreed sample process and in the amount of the agreed scope.

As a minimum, the report shall include:

- name, platform of the mobile application and type of access (free, pay, downloaded via... etc.);
- number and pairings of live Club Competition matches provided by the UBP;
- a documentation and analysis of the order path including type of access, payment methods and costs of access where applicable;
- the quality of the streams provided;
- information whether geo-blocking of the content is in place;
- the level of protection of the content in terms of ability to share the content with other online users;
- the level of promotion on the relevant application;
- implementation of broadcast sponsorship;
- examples of ambush marketing if present; and
- information whether the UBP complies with commercial restrictions for the relevant Club Competition.

#### Delivery Format

To be agreed with the successful bidder.

The data shall comprehensively present the findings including audio-visual examples (screenshots, clips) of monitored elements where applicable.

#### Timing

Full data set as per the agreed timelines.

The irregularities *No Geo-Blocking* and *Third Party Association / Ambush Marketing* are considered major and should trigger an alert upon spotting. Further irregularity types that would be considered ‘major’ shall be agreed with the successful bidder.

### 1.17 Social Media Monitoring Analysis Report

#### Overview

UBPs’ social media channels shall be monitored in accordance with the agreed sample process and in the amount of the agreed scope.
The focus of the monitoring shall be on the use of Club Competition footage and brand elements as well as the commercial activities being undertaken. As a minimum, the report shall include:

- listing of monitored social media channels;
- nature of Club Competition content;
- the quality of the footage provided if applicable;
- information about the origin of the footage if possible (e.g. shared content, uploaded content, etc.);
- information whether geo-blocking of the audio-visual content is in place;
- information whether the content can be embedded on other third party websites;
- the level of promotion of Club Competitions and Club Competition content and broadcasts on UBP’s other media channels; and
- examples of ambush marketing if present.

Delivery Format
To be agreed with the successful bidder.

The data shall comprehensively present the findings including audio-visual examples (screenshots, clips) of monitored elements where applicable. Permalinks to the content shall be provided where possible.

Timing
Full data set as per the agreed timelines.

The irregularities No Geo-Blocking and Third Party Association / Ambush Marketing are considered major and should trigger an alert upon spotting. Further irregularity types that would be considered ‘major’ shall be agreed with the successful bidder.

1.19 Club Channel monitoring report

Overview
At an additional cost to be paid by UEFA / the UEFA Agency in accordance with the agreed ratecard, the programming and UEFA Club Competition content on all designated Club online channels (websites, mobile apps, social Media) as notified by UEFA / the UEFA Agency against criteria to be notified by UEFA / the UEFA Agency incorporating the successful bidder’s own expertise and knowledge of the market.

The monitoring of Club channels’ websites and mobile applications shall include transmissions of:

- the first delayed transmission of any match; and
- club magazine ‘programme blocks’ in the 7 days following a relevant match.
The appearance of any audio-visual Club Competition content on up to 5 of each designated Club's social media channels shall be monitored for 7 days after the matchday.

<table>
<thead>
<tr>
<th>Delivery Format</th>
<th>To be agreed with the successful bidder. The data shall comprehensively present the findings including audio-visual examples (screenshots, clips) of monitored elements where applicable. Permalinks to the content shall be provided where possible.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing</td>
<td>Within 10 working days after the monitored matchday.</td>
</tr>
</tbody>
</table>
ADDITIONAL DELIVERABLES – NATIONAL TEAM COMPETITIONS
KEY ELEMENTS TO BE IDENTIFIED (WHERE RELEVANT)

• Confirm the relevant UBP’s delivery of their minimum broadcast obligations for:
  o live match programmes;
  o delayed match programmes;
  o highlights programmes;
  o promotional trailers;
  o UEFA promotional elements (e.g. UEFA Respect spot); and
  o any other relevant programming.

• Confirm the relevant UBP’s delivery of commercial obligations in relation to:
  o broadcast sponsorship;
  o licensing campaign;
  o on-screen credits; and
  o any other relevant obligations.

• Confirm the proper implementation of the relevant UBP’s commercial rights in relation:
  o broadcast sponsorship;
  o on-screen credits;
  o commercial airtime (e.g.: brand exclusivity in commercial break);
  o other in-programme commercial activities (e.g.: Competitions, product placement, etc.);
  o pre-/post roll advertising;
  o web commercial banners; and
  o any other relevant rights.

• Confirm the proper implementation of the relevant UBP’s branding rights in relation to:
  o UEFA and Competition specific marks;
  o UEFA and Competition specific graphics;
  o UEFA and Competition specific broadcast elements.

• Analyses of digital platforms (including social media pages/sites) in relation to:
  o delivery of minimum broadcast obligations;
  o commercial and branding implementation;
  o analysis of the order path;
  o quality of the streams provided;
  o level of code protection of the player;
  o geo-blocking of the player;
  o embeddability of the player; and
  o tournament promotion on the relevant websites’ home pages.

• Provide analysis of commercial environment surrounding key programming (e.g. brands advertising before, during and after).

• Duration of ceremonies broadcast by UBPs (opening matches of final tournaments and the final matches of all Competitions).

• Use of official music.

METHODOLOGY OF PROGRAMME MONITORING
The evaluation of the recordings shall be based on the irregularity grid provided by UEFA / the UEFA Agency. This grid will be constantly updated in order to adopt to changes on the commercial concept of the relevant Competitions. Please see Appendix 7 for an example ‘irregularity grid’.

The results of the monitoring process should be published in a state of the art database tool. This tool should provide a web access to users. The inserted data will be reviewed by UEFA / the UEFA Agency. Based on the findings published in the database, feedback will be provided to the UBPs by UEFA / the UEFA Agency.

The database tool should incorporate the following features:

- a list of all matches:
  - option to select matches for monitoring;
  - TV Schedule Report;
- a list of all programmes selected for monitoring (Live Match Programmes, Delayed Match Programmes, Highlight Programmes, Promotional Trailers, etc.):
  - indicate if the programme is recorded – direct access to video recording;
  - indicate if the programme is monitored (monitoring delivered or still in progress) – direct access to monitored programme;
  - indicate if infringements occurred;
  - each monitored programme should display a detailed rundown of the programme (e.g. title sequences, commercial breaks, match halves, studio, etc.) and of the infringements.
- each infringement report should consist of:
  - match/programme details: teams, match day/round, date and time, etc.;
  - broadcaster: territory, broadcaster, channel;
  - categorisation (as per irregularity grid);
  - short explanation of the infringement (if relevant);
  - log at the exact time of the infringement on the recording of the programme;
  - possibility to create screenshots or clips of the recordings;
  - possibility to share the link externally for a minimum of 7 days and to download the clip;
  - tracking of action taken for UEFA / the UEFA Agencies (e.g.: feedback, notes, etc.); and
- minimal specs. for digital video recordings is 480p, with option to access 720p up on request.

The final format of the reporting tool shall be subject to approval by UEFA.

Live reports/alerts should be made available for the most critical monitored items of selected UBPs as outlined in the specifications for the Competition notified by UEFA / the UEFA Agency. Live reports/alerts should trigger an email notification and should also be included in the web based tool.

All the web based tools need to be designed in a way to ensure that they can cope with the increased traffic that is generated during major tournaments (e.g. EURO and UNLF). Once monitoring results are published, all data should be instantly retrievable by UEFA / the UEFA Agency.

**METHODOLOGY OF DIGITAL MONITORING**
The evaluation of the recordings shall be based on the guidelines developed by UEFA / the UEFA Agency, which guidelines will outline the commercial and other criteria the UBPs need to comply with. By way of an example, a copy of the Rights Exploitation Guidelines developed for UEFA EURO 2020 has been included in Appendix 7.

The results of the monitoring process should be published in the same database tool. This tool should provide a web access to users. The inserted data will be reviewed by UEFA / the UEFA Agency. Based on the findings published in the database, feedback will be provided to UBPs by UEFA / the UEFA Agency.

The database tool should incorporate the following features:

- an overview of all monitoring tasks;
- a report of each logged infringement; and
- minimal specs. for digital video recordings is 480p, with option to access 720p up on request.

The final format of the reporting tool shall be subject to approval by UEFA.

All the web based tools need to be designed in a way that they can cope with the increased traffic that is generated during major tournaments (e.g. EURO and UNLF). Once monitoring results are published all data should be instantly retrievable by UEFA / the UEFA Agency.

### UEFA EURO 2024 AND 2028

<table>
<thead>
<tr>
<th>1.20</th>
<th><strong>UEFA EURO 2024 and 2028 Programme Monitoring</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>All UBPs need to be set-up for monitoring (including sub-licensees).</td>
<td></td>
</tr>
</tbody>
</table>

Focus of the monitoring:

- Europe: broadcast sponsorship, commercial activation and brand activation; and
- Outside Europe: commercial activation and brand activation.

A daily minimum of 80 broadcasts should be available for monitoring.

All UBPs should be monitored for the opening match.

Each match monitoring should start a minimum of 1 hour before the scheduled kick-off time of the respective match and finish 1 hour after the final whistle or in case the live match programme is longer either at the start or at the end, the full programme +15 minutes (both before and after the programme) should be included in the monitoring.

In case there are other EURO or football related programmes transmitted in this window other than a live match programme such additional programme should also be analysed and be included as part of the monitoring report.

In relation to all the UBPs with ‘all matches’ monitoring, UEFA / the UEFA Agency require continuous monitoring for all matches and the respective programmes broadcast on the relevant day.

All UBPs should have been monitored in previous Competitions and/or have been tested before the EURO.
## Broadcaster Categorisation

<table>
<thead>
<tr>
<th>Category 1 Europe</th>
<th>Category 2 Europe</th>
<th>Category 3 Europe</th>
<th>Category Ex-Europe Top</th>
<th>Category Ex-Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 15 Markets</td>
<td>15 Markets</td>
<td>25 Markets</td>
<td>12 Markets</td>
<td>Other Markets</td>
</tr>
</tbody>
</table>

One market may represent more than one broadcaster (in total approximately 150-180 broadcasters).

In the list, each column represents one category and all broadcasters included in it.

**E.g. TV:** Category 1 market has 2 broadcasters for UEFA EURO 2020. Each of them will be monitored for all live matches they will be broadcasting (in total approximately 80 matches). Similarly, both broadcasters will be monitored for pre-tournament promotional trailers (PTTs) (in total 40 days).

**E.g. Digital:** Category 1 market has 2 broadcasters for UEFA EURO 2020. Each of them will be monitored for 15 matches they will be broadcasting (in total approximately 30 matches).

The split of markets monitored for each Competition will be discussed with the successful bidder and finalised ahead of the start of each UEFA EURO Competition.

## Monitoring Specifications and Delivery Times

<table>
<thead>
<tr>
<th>Final Draw</th>
<th>Trailers</th>
<th>Broadcast of the Final Draw</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># days</td>
<td>delivery</td>
</tr>
<tr>
<td>Category 1 Europe</td>
<td>5</td>
<td>next day at 11:00 CET</td>
</tr>
<tr>
<td>Category 2 Europe</td>
<td>4</td>
<td>next day at 11:00 CET</td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>2</td>
<td>next day at 11:00 CET</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>2</td>
<td>next day at 11:00 CET</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
<td>1</td>
<td>next day at 11:00 CET</td>
</tr>
</tbody>
</table>

**Trailers:** Each UBP will have an obligation to show a certain number of promotional trailers prior to the final draw. They will be scheduled between 12:00-24:00 local time in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct (e.g. broadcast sponsorship, etc.). For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

**Final Draw:** The final draw will be an approximately one hour long event.
**Final Tournament**

<table>
<thead>
<tr>
<th>Magazine Programme</th>
<th>PTT &amp; Licensing spot</th>
<th>ITT &amp; Licensing spot</th>
<th>24 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># prog.</td>
<td>delivery</td>
<td># days</td>
</tr>
<tr>
<td>Category 1 Europe</td>
<td>12</td>
<td>within 2 days</td>
<td>20 (all)</td>
</tr>
<tr>
<td>Category 2 Europe</td>
<td>4</td>
<td>within 2 days</td>
<td>7</td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>2</td>
<td>within 3 days</td>
<td>5</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>4</td>
<td>within 3 days</td>
<td>4</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
<td>2</td>
<td>within 3 days</td>
<td>2</td>
</tr>
</tbody>
</table>

*The number of days on which matches will be played is to be confirmed based on the final Competition structure.*

**Magazine programmes:** Magazine programmes are approximately 30 minutes long and are scheduled between the final draw and the first match of EURO. Each programme will be scheduled at a predefined date.

**PTT:** Each UBP will have an obligation to show a certain number of promotional trailers prior to EURO. They will be scheduled between 12:00-24:00 local time, starting 20-30 days prior to the first match, in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct (e.g. broadcast sponsorship, etc.). For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

**ITT:** Each UBP will have an obligation to show a certain number of promotional trailers during EURO. They will be scheduled between 12:00-24:00 local time in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct (e.g. broadcast sponsorship, etc.). For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

**Licensing Spot:** Each UBP will have an obligation to show a certain number of licensing spots prior to EURO. They will be scheduled in prime time in most of the cases. This window needs to be searched for the clips and analysed to verify if the implementation was correct.

**24 hours:** Each UBP selected for a 24 hour monitoring needs to be monitored for the full given day and the relevant programmes need to be searched for any EURO related content.
### Final Tournament

<table>
<thead>
<tr>
<th>Category 1 Europe</th>
<th>European yes</th>
<th>within 20 minutes</th>
<th>51 (all)</th>
<th>next day at 9:00 CET</th>
<th>4</th>
<th>next day at 14:00 CET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 2 Europe</td>
<td>European yes</td>
<td>within 20 minutes</td>
<td>51 (all)</td>
<td>next day at 9:00 CET</td>
<td>4</td>
<td>next day at 14:00 CET</td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>next day at 12:00 CET</td>
<td>2</td>
<td>next day at 14:00 CET</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>European yes</td>
<td>within 20 minutes</td>
<td>20</td>
<td>next day at 12:00 CET</td>
<td>2</td>
<td>next day at 14:00 CET</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>next day at 12:00 CET</td>
<td>2</td>
<td>next day at 14:00 CET</td>
</tr>
</tbody>
</table>

**Live reports**: A list of selected infringements need to be reported live, during each match for the selected UBPs. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.

**Match**: During the match programmes (live or delayed), all related elements need to be screened (e.g. commercials, broadcast sponsorship, ceremonies, host city clips, UEFA RESPECT spot, etc.).

**HLs**: Highlights programmes are approximately 30-60 minutes long and are scheduled after the last match of each day or before the first match of the next day. Each programme will be scheduled at a predefined time.

### 1.21 UEFA EURO2024 and 2028 Digital Monitoring

All UBPs need to be set-up for monitoring (including sub-licensees).

Focus of the monitoring:

- Europe: broadcast sponsorship, commercial activation, brand activation and geo-blocking; and
- Ex-Europe: commercial activation and brand activation, geo-blocking.

All UBPs should have been monitored in previous Competitions and/or have been tested before the EURO.

**BROADCASTER CATEGORISATION**
As per module 1.20.

**MONITORING SPECIFICATIONS AND DELIVERY TIMES**

<table>
<thead>
<tr>
<th>Final Tournament</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-tournament</strong></td>
</tr>
<tr>
<td># days</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>Category 1 Europe</td>
</tr>
<tr>
<td>Category 2 Europe</td>
</tr>
<tr>
<td>Category 3 Europe</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
</tr>
</tbody>
</table>

**Match:** Monitoring a match consists of elements to be completed on the selected broadcaster's digital outlets in accordance with the irregularity grid (see above).

- **Outlets:** Dedicated Competition page, streaming page, mobile app, social media outlets.
- **Elements to be analysed:** Live match streaming, clip/VOD streaming, commercial concept, brand implementation, geo-blocking, etc.
  - For certain platforms, this will represent analysis from 24 hours before to 48 hours after the matches.

A list of selected infringements needs to be reported live during each match. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.

**UEFA Nations League Finals Programme Monitoring**

All UBPs need to be set-up for monitoring (including sub-licensees).

**Focus of the monitoring:**
- Europe: broadcast sponsorship, commercial activation and brand activation; and
- Ex-Europe: commercial activation and brand activation.
A daily minimum of 80 broadcasts should be available for monitoring.

All UBPs should be monitored for match 1 or 2, and the Final.

Each match monitoring should start a minimum of 1 hour before the scheduled kick-off time of the respective match and finish 1 hour after the final whistle or in case the live match programme is longer either at the start or at the end, the full programme +15 minutes (both before and after the programme) should be included in the monitoring.

In case there are other UEFA Nations League Finals or football related programmes transmitted in this window other than a live match programme that additional programme should also be analysed and included as part of the monitoring report.

In relation to all UBPs with ‘all matches’ monitoring, UEFA / the UEFA Agency need to see a continuous monitoring for all matches and the respective programmes broadcast on the relevant day.

All UBPs should have been monitored in previous Competitions and/or have been tested before UNLFs.
BROADCASTER CATEGORISATION

One market may represent more than one broadcaster (in total approximately 150-180 broadcasters).

The split of markets monitored for each Competition will be discussed with the successful bidder and finalised ahead of the start of each UEFA Nations League Finals Competition.

MONITORING SPECIFICATIONS AND DELIVERY TIMES

<table>
<thead>
<tr>
<th>Category 1 Europe</th>
<th>Category 2 Europe</th>
<th>Category 3 Europe</th>
<th>Category Ex-Europe Top</th>
<th>Category Ex-Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 12 Markets</td>
<td>15 Markets</td>
<td>28 Markets</td>
<td>12 Markets</td>
<td>Other Markets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PTT</th>
<th>24 hours</th>
<th>live reports</th>
<th>Match (match, ceremonies, host city, ‘Respect’)</th>
</tr>
</thead>
<tbody>
<tr>
<td># days</td>
<td>delivery</td>
<td># days</td>
<td>delivery</td>
</tr>
<tr>
<td>Category 1 Europe</td>
<td>7 (all)</td>
<td>next day at 11:00 CET</td>
<td>2</td>
</tr>
<tr>
<td>Category 2 Europe</td>
<td>7 (all)</td>
<td>next day at 11:00 CET</td>
<td>1</td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>3</td>
<td>next day at 11:00 CET</td>
<td>-</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>2</td>
<td>next day at 11:00 CET</td>
<td>-</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
<td>2</td>
<td>next day at 11:00 CET</td>
<td>-</td>
</tr>
</tbody>
</table>

Numbers to be understood per cycle edition (i.e. for each of UNLF 2023, 2025 and 2027).

**PTT:** Each UBP will have an obligation to show a certain number of promotional trailers prior to the UNLFs. They will be scheduled between 12:00-24:00 local time in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct. For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

**24 hours:** Each UBP selected for a 24 hour monitoring needs to be monitored for the full given day and the programme needs to be searched for any UNLF related content.
**Live reports:** A list of selected infringements need to be reported live during each match for the selected UBPs. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.

**Match:** During the match programmes (live or delayed), all related elements need to be screened (e.g. commercials, broadcast sponsorship, ceremonies, host city clips, UEFA RESPECT spot, etc.).

### 1.23 UEFA Nations League Finals Digital Monitoring

<table>
<thead>
<tr>
<th></th>
<th>UEFA Nations League Finals Digital Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All UBPs need to be set-up for monitoring (including sub-licensees).</td>
</tr>
</tbody>
</table>

Focus of the monitoring:

- Europe: broadcast sponsorship, commercial activation, brand activation and geo-blocking; and
- Ex-Europe: commercial activation and brand activation, geo-blocking.

All UBPs should be have been monitored in previous Competitions and/or tested before the UNLFs.

### BROADCASTER CATEGORISATION

As per module 1.22.

### MONITORING SPECIFICATIONS AND DELIVERY TIMES

<table>
<thead>
<tr>
<th></th>
<th>Final Tournament</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre-tournament</td>
</tr>
<tr>
<td></td>
<td># days</td>
</tr>
<tr>
<td>Category 1 Europe</td>
<td>1</td>
</tr>
<tr>
<td>Category 2 Europe</td>
<td>1</td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>1</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>1</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
<td>1</td>
</tr>
</tbody>
</table>

**Match:** Monitoring a match consists of elements to be completed on the selected broadcaster’s digital outlets in accordance with the irregularity grid (see above).

- **Outlets:** dedicated Competition page, streaming page, mobile app, social media outlets.
- **Elements to be analysed:** live match streaming, clip/VOD streaming, commercial concept, brand implementation, geo-blocking, etc.
A list of selected infringements needs to be reported live during each match. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.
1.24 UEFA National Team Programme Monitoring

All UBPs need to be set-up for monitoring (including sub-licensees).

A daily minimum of 80 broadcasts should be available for monitoring.

The focus of the monitoring is commercial activation, brand activation and delivery of the broadcast elements (broadcast sponsorship is not reserved for UEFA).

Monitoring should start latest at the beginning of the respective live match programme (including the preceding commercial break) and finish at the end of the same programme (including the following commercial break).

BROADCASTER CATEGORISATION

<table>
<thead>
<tr>
<th>Category 1 Europe</th>
<th>Category 2 Europe</th>
<th>Category 3 Europe</th>
<th>Category Ex-Europe Top</th>
<th>Category Ex-Europe Top</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 7 Markets</td>
<td>20 Markets</td>
<td>28 Markets</td>
<td>12 Markets</td>
<td>Other Markets</td>
</tr>
</tbody>
</table>

One market may represent more than one broadcaster (in total approximately 150-180 broadcasters).

The split of markets monitored for each Competition will be discussed with the successful bidder and finalised ahead of the start of each UNTF Competition.

MONITORING SPECIFICATIONS AND DELIVERY TIMES

<table>
<thead>
<tr>
<th></th>
<th>UEFA National Team Football</th>
<th>HLs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preview Match (match, host city, 'Respect')</td>
<td></td>
</tr>
<tr>
<td># prog delivery # match delivery # prog delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 1 Europe</td>
<td>2 within 2 days 20 within 2 days 2 within 4 days</td>
<td></td>
</tr>
<tr>
<td>Category 2 Europe</td>
<td>2 within 2 days 10 within 2 days 2 within 4 days</td>
<td></td>
</tr>
<tr>
<td>Category 3 Europe</td>
<td>2 within 2 days 5 within 2 days 2 within 4 days</td>
<td></td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>2 within 2 days 10 within 3 days 2 within 5 days</td>
<td></td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
<td>- - 5 within 3 days - -</td>
<td></td>
</tr>
</tbody>
</table>

Numbers to be understood per cycle (i.e. for each of cycle edition 1 2022-24, cycle edition 22024-26 and cycle edition 3 2026-28).
**Preview:** Preview programmes are approximately 30 minutes long and are scheduled before the first match of each ‘Week of Football’. Each programme will be scheduled at a predefined time.

**Match:** During the match programmes (live or delayed), all related elements also need to be screened. (e.g., commercials, broadcast sponsorship, host city clips, UEFA RESPECT spot, etc.).

**HLs:** Highlights programmes are approximately 30-60 minutes long and are scheduled after the last match of each day or before the first match of the next day, when a match is played. Each programme will be scheduled at a predefined time.

<table>
<thead>
<tr>
<th>1.25</th>
<th>UEFA National Team Digital Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All UBPs need to be set-up for monitoring (including sub-licensees).</td>
</tr>
<tr>
<td></td>
<td>The focus of the monitoring is commercial activation, brand activation and geo-blocking.</td>
</tr>
</tbody>
</table>

**BROADCASTER CATEGORISATION**

As per module 1.24.

**MONITORING SPECIFICATIONS AND DELIVERY TIMES**

<table>
<thead>
<tr>
<th>UEFA National Team Football</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match (match, host city, 'Respect')</td>
</tr>
<tr>
<td>selection</td>
</tr>
<tr>
<td>Category 1 Europe</td>
</tr>
<tr>
<td>Category 2 Europe</td>
</tr>
<tr>
<td>Category 3 Europe</td>
</tr>
<tr>
<td>Category Ex-Europe Top</td>
</tr>
<tr>
<td>Category Ex-Europe</td>
</tr>
</tbody>
</table>

**Match:** Monitoring a match consists of elements to be completed on the selected broadcaster’s digital outlets in accordance with the irregularity grid (see above)

- **Outlets:** Dedicated Competition page, streaming page, mobile app, social media outlets
- **Elements to be analysed:** live match streaming, clip/VOD streaming, commercial concept, brand implementation, geo-blocking, etc.

A list of selected infringements needs to be reported live during each match. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.
1.26 **UEFA Women’s EURO and UEFA Under-21 EURO Programme Monitoring**

All UBPs need to be set-up for monitoring (including sub-licensees).

A daily minimum of 70 broadcasts should be available for monitoring.

The focus of the monitoring is commercial activation, brand activation and delivery of the broadcast elements (broadcast sponsorship is not reserved for UEFA).

Monitoring should start at the latest at the beginning of the respective live match programme (including the preceding commercial break) and finish at the end of the same programme (including the following commercial break).

---

### BROADCASTER CATEGORISATION

<table>
<thead>
<tr>
<th>Category Europe</th>
<th>Category Ex-Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Markets</td>
<td>Other Markets</td>
</tr>
</tbody>
</table>

One market may represent more than one broadcaster (in total approximately 70 broadcasters).

The split of markets monitored for each Competition will be discussed with the successful bidder and finalised ahead of the start of each UEFA Women’s EURO & UEFA Under-21 EURO Competition.

### MONITORING SPECIFICATIONS AND DELIVERY TIMES

<table>
<thead>
<tr>
<th></th>
<th>PTT</th>
<th>ITT</th>
<th>Match (match, ceremonies, host city, ‘Respect’)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># days</td>
<td>delivery</td>
<td># days</td>
</tr>
<tr>
<td><strong>Category Europe</strong></td>
<td>2</td>
<td>next day at 11:00 CET</td>
<td>2</td>
</tr>
<tr>
<td><strong>Category Ex-Europe</strong></td>
<td>2</td>
<td>next day at 11:00 CET</td>
<td>2</td>
</tr>
</tbody>
</table>

Numbers to be understood per Competition (i.e. each of UEFA Women’s EURO 2025, UEFA Under-21 EURO 2023, 2025 and 2027).
PTT: Each UBP will have an obligation to show a certain number of promotional trailers prior to the tournaments. They will be scheduled between 12:00-24:00 local time, starting 7-10 days prior to the first match, in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct. For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

ITT: Each UBP will have an obligation to show a certain number of promotional trailers during the tournaments. They will be scheduled between 12:00-24:00 local time in most cases. This window needs to be searched for the trailers and analysed to verify if the implementation was correct. For the avoidance of doubt and if deemed necessary, non-used trailers monitoring credits for certain categories could be made of use for other categories.

Licensing Spot: Each UBP will have an obligation to show a certain number of licensing spots prior to the tournaments. They will be scheduled in prime time in most of the cases. This window needs to be searched for the clips and analysed to verify if the implementation was correct.

Match: During the match programmes (live or delayed), all related elements also need to be screened. (e.g. ceremonies, commercials, broadcast sponsorship, host city clips, UEFA RESPECT spot, etc.).

<table>
<thead>
<tr>
<th>1.27</th>
<th>UEFA Women’s EURO and UEFA Under-21 EURO Digital Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All UBPs need to be set-up for monitoring (including sub-licensees).</td>
</tr>
<tr>
<td></td>
<td>The focus of the monitoring is commercial activation, brand activation and geo-blocking.</td>
</tr>
</tbody>
</table>

BROADCASTER CATEGORISATION
As per module 1.26.

MONITORING SPECIFICATIONS AND DELIVERY TIMES

<table>
<thead>
<tr>
<th>UEFA Women’s EURO and UEFA Under-21 EURO Final Tournament</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match (match, ceremonies, host city, ‘Respect’)</td>
</tr>
<tr>
<td># matches</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Category Europe</td>
</tr>
<tr>
<td>Ex-Europe</td>
</tr>
</tbody>
</table>
Numbers to be understood per Competition (i.e. each of UEFA Women’s EURO 2025, UEFA Under-21 EURO 2023, 2025 and 2027).

**Match:** Monitoring a match consists of elements to be completed on the selected broadcaster’s digital outlets in accordance with the irregularity grid (see above).

- **Outlets:** Dedicated Competition page, streaming page, mobile app, social media outlets.
- **Elements to be analysed:** live match streaming, clip/VOD streaming, commercial concept, brand implementation, geo-blocking, etc.

A list of selected infringements needs to be reported live during each match. These live reports need to trigger an email alert and the infringements also need to be listed in the monitoring tool.

**OTHER REPORTS**

<table>
<thead>
<tr>
<th>1.28</th>
<th>TV schedules report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overview</strong></td>
<td>Detailed report of the scheduled programmes of all UBPs.</td>
</tr>
<tr>
<td></td>
<td>Ahead of every matchday, and in respect of each Competition, the successful bidder shall precisely and systematically monitor the worldwide television schedules and official internet websites of all UBPs in order to determine whether the UBPs are intending to comply correctly with their minimum broadcast obligations in respect of Competition programmes.</td>
</tr>
<tr>
<td></td>
<td>The results of the monitoring will be documented in a database. The successful supplier shall compare this information with the contractual requirements of the UBPs and alert UEFA to any discrepancies between the two in a specific monitoring report.</td>
</tr>
<tr>
<td><strong>Delivery Format</strong></td>
<td>Database tool.</td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td>2 days prior to each match.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.29</th>
<th>Non Rights Holders TV Analysis Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overview</strong></td>
<td>Upon request from UEFA / the UEFA Agency, the broadcasts of certain non-rights holding broadcasters shall be monitored in order to determine where UBPs’ rights are (or may be) being infringed.</td>
</tr>
<tr>
<td></td>
<td>UEFA / the UEFA Agency may request up to 50 such non-rightsholder monitoring events per season across each of the Competitions.</td>
</tr>
<tr>
<td></td>
<td>Each such monitoring event shall constitute the recording and monitoring of an individual programme on a single channel on a nominated day.</td>
</tr>
<tr>
<td></td>
<td>The results of this monitoring shall be reported to UEFA in a specific monitoring report.</td>
</tr>
<tr>
<td><strong>Delivery Format</strong></td>
<td>Report in MS Excel.</td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td>Next day by no later than 14:00 CET.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.30</th>
<th>Commercial Airtime Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overview</strong></td>
<td>Detailed reports of the commercial airtime activities for every official Competition</td>
</tr>
</tbody>
</table>
Commercial airtime reports shall concentrate on analysing the companies which purchase airtime in and around Competition programmes and the extent to which they are in the product categories of the relevant Competition's official sponsors/suppliers.

**Delivery Format**  
MS PowerPoint.

**Timing**  
To be delivered within 4 weeks after the end of each qualifying Competition and final tournament.

### 1.31 On-Screen Credit Report

| Overview | Summary of the exposure of the on-screen credit (OSC) sponsor(s) for all UBPs.  
The report should include a summary per region (i.e. Western Europe / Eastern Europe / Outside Europe) and a detailed report by UBP. |
| --- | --- |

**Delivery Format**  
MS Excel.

**Timing**  
To be delivered within 2 weeks after the end of each qualifying Competition and final tournament.

### 1.32 Post-Tournament Reports

<table>
<thead>
<tr>
<th>Final Overview of Channels, Trailer days and Matches Monitored</th>
<th>To be delivered within 4 weeks after the final match (1 x report).</th>
</tr>
</thead>
</table>

| Broadcast Sponsorship Exposure Report | Individual reports containing timings of each broadcast sponsorship appearance for the global sponsors, to be delivered within 4 weeks after the final match of the UEFA EURO and UEFA Nations League Finals (total number of billboards and seconds delivered per sponsor).  
1 x overview report.  
1 x report per Competition sponsor (maximum of 10 reports). |

| Sponsor Commercial Airtime Report and Competitor Analysis | Breakdown by Competition sponsor as well as a comparative summary overview covering all sponsors. To include competitor analysis by product category. To be delivered within 4 weeks after the final match. |

| On Screen Credit and Substitution Boards Exposure Report | To be delivered within 2 weeks after the final match (1 x report). |

| Ceremonies and Official Song Transmission Report | Timing of pre-match ceremony appearances on TV at opening match and final (market by market). Separate count and timing also required for performance of official song at Final. 1 x report. |

<p>| Title Music Exposure Report | Timing of all use of official music in opening and closing sequences and transitions to and from commercial breaks. 1 x report. |</p>
<table>
<thead>
<tr>
<th><strong>UEFA ‘Respect’ Spot and Official Licensing Transmission Report</strong></th>
<th>Timing of all appearances. To be delivered within 4 weeks of the final match. 1 x report.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Usage of Official UEFA Trailers, Broadcaster Produced Trailers and Additional Programming</strong></td>
<td>Timing of all appearances. To be delivered within 4 weeks of the final match. Additional programming will not require an extrapolation. 1 x report.</td>
</tr>
<tr>
<td><strong>Internet and Mobile Monitoring Report</strong></td>
<td>Timing of all ‘programme’ and commercial elements, as per TV monitoring. 1 x report. Where relevant, all reports should also contain extrapolations of the results for all matches and trailers not monitored. Where relevant, the report should consist of an MS Excel file supported by an MS PowerPoint summary.</td>
</tr>
</tbody>
</table>
SPECIFIC BID REQUIREMENTS

Bidders are potentially expected to participate in a test evaluation in relation to the provision of the services for matchday 7a/7 of the UCL and UEL.

Programme Monitoring

The test would consist of an analysis of 20 channels in 20 markets. The analysed markets will be split as follows:

- 5 European markets;
- 5 African markets (North Africa and/or Sub-Saharan Africa);
- 5 Americas markets (North & Middle America, South America, Caribbean); and
- 5 Asian/Oceania markets.

The final selection of the markets and channels for analysis will be discussed with each bidder taking into consideration their current capabilities.

Participating bidders will be expected to record and verify broadcasts of relevant programmes per the relevant minimum broadcast obligations, typically one live match programme, one delayed match programme and one highlights programme for each of the UCL and UEL.

The broadcasts will need to be checked against the following criteria:

- official broadcast sponsorship implementation (reference files will be provided by UEFA);
- brand implementation (brand introduction and brand materials to be provided by UEFA);
- third party sponsorship implementation (implementation guidelines to be provided by UEFA);
- commercial on-air activities;
- ambush marketing; and
- commercial environment.

UEFA / the UEFA Agencies will additionally provide bidders with an introduction in relation to the above mentioned topics prior to bidders undertaking their analysis.

The irregularities and other data will need to be recorded and provided to UEFA / the UEFA Agencies in a suitable for review electronic form within 7 working days after the analysed matchnight. The footage of the analysed programmes also needs to be provided to UEFA / the UEFA Agencies via an online tool or via file within the same timeframe.

Bidders are encouraged to display the data in a form that (as closely as possible) meets the requested delivery formats detailed in this RFP. If the delivery formats do not meet the requested standards, the relevant bidder should explain the reasons why and indicate the envisaged pathways to ensure that the relevant standards would be met by the bidder prior to the commencement of the services should they be successful in this RFP process.

Internet Monitoring

The test would consist of an analysis of the own websites and non-proprietary (social media) internet channels of 15 UBPs. The list of the relevant UBPs will be communicated to the bidders ahead of the test matchday.
The UBP’s own websites will need to be checked against the following criteria:
- verification of programme broadcasts / content offerings (live matches, clips – obligations to be communicated);
- documentation of stream access;
- quality of provided streams;
- level of stream protection and geo-blocking;
- ambush marketing;
- level of programme promotion; and
- brand implementation.

The irregularities and other data need to be recorded and provided to UEFA / the UEFA Agencies in a suitable for review electronic form within 5 working days after the analysed matchnight. For this test, the access to the geo-blocked and territory restricted materials needs to be achieved by the bidders using state of the art technology (e.g. VPN services or any other suitable method).

Bidders will need to research and find the UBP’s relevant official social media channels on the current state of the art platforms (Facebook, Twitter, Youtube, Instagram, TikTok and Snapchat), and analyse these channels on the matchday and the day after against the following criteria:
- level of promotion of Club Competitions;
- use of Club Competition footage;
- geo-blocking of the footage;
- territorial restriction of content;
- ambush marketing; and
- brand implementation.

The irregularities and other data need to be recorded and provided in a suitable for review in an electronic form within 5 working days after the analysed matchnight. The access to the geo-blocked and territory restricted materials needs to be achieved by the bidder using state of the art technology (e.g. VPN services or any other suitable method).

Bidders are encouraged to display the data in a form that (as closely as possible) meets the requested delivery formats detailed in this RFP. If the delivery formats do not meet the requested standards, the relevant bidder should explain the reasons why and indicate the envisaged pathways to ensure that the relevant standards would be met by the bidder prior to the commencement of the services should they be successful in this RFP process.
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: 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>
<tr>
<td>Please list all the modules that you intend to bid for</td>
<td></td>
</tr>
</tbody>
</table>

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 shareholdings in ultimate holding company) | To be attached |
| 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 be attached |
| 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 | To be attached |
| In relation to ‘key personnel’, please include details of their relevant qualifications and prior experience | |
| 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**

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

Please provide financial estimates/projections in respect of such exploitation

| To be attached |
| To be attached |

### (H) UEFA OBJECTIVES & REQUIREMENTS

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

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

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)

| To be attached |
| To be attached (if applicable to your bid) |
| To be attached (if applicable to your bid) |
(I) OTHER RELEVANT INFORMATION

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

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.

PRICING PER COMPETITION AND SEASON FOR THE PERIOD AND TOTAL

<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>UEFA Champions League</td>
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<tr>
<td>UEFA Europa League</td>
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<tr>
<td>UEFA Europa Conference League</td>
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<tr>
<td>UEFA Super Cup</td>
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<tr>
<td>UEFA Youth League</td>
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<tr>
<td>UEFA EURO 2024</td>
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<tr>
<td>UEFA Futsal Champions League</td>
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<tr>
<td>UEFA Futsal EURO</td>
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<tr>
<td>UEFA Futsal Under 19</td>
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<tr>
<td>UEFA Regions Cup</td>
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<tr>
<td>UEFA Under 17</td>
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<tr>
<td>UEFA Under 19</td>
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<tr>
<td>UEFA Under 21</td>
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<tr>
<td>UEFA Nations League</td>
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<tr>
<td>UEFA Women’s Champions League</td>
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<tr>
<td>UEFA European Qualifiers to UEFA EURO 2024</td>
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<tr>
<td>Women’s Under 17</td>
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<tr>
<td>Women’s Under 19</td>
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</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>
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<tr>
<td>Human resources – by activity</td>
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<tr>
<td>Other resources – by activity</td>
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<tr>
<td>Software licenses</td>
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<tr>
<td>Technology or similar costs</td>
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<tr>
<td>Content licensing or other rights based licences</td>
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</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/j9sqdaplzrq353y99k2qjgfzfoqlu24q

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/tczmrlqro53xpxo77u2rbicj0nxelqo

UEFA Broadcasters lists for UCL and UEL
https://uefa.box.com/s/cupiex8cd04v2h877zl22nrr67cimfnb
https://uefa.box.com/s/8xmdkxo8ma8xq7dfvglpi3ptu5qhqcqy

UEFA EURO 2020 - Rights Exploitation Guidelines EUROPE - June 2020
https://uefa.box.com/s/6zyyw7a2d44py0714wygx13f7mwh68so

UEFA EURO 2020 - Rights Exploitation Guidelines EX-EUROPE - June 2020
https://uefa.box.com/s/wfo77ki3qo5ficez6nln8d6ux0232tfx

Overview of National Team UBPs 2014-2018
https://app.box.com/s/7dzmtu8qgh5pwxr5vk9eydcqgetwbwtt

Example slides of reporting standards
https://app.box.com/s/vgrzcjeopam62y3bz5hvxs2p2eh8t0rp