



# **UEFA Marketing Research Programme**

Module 8 – Brand

Club Competitions, 2021-24

National Team Competitions, 2022-2024

## **Request for Proposals**

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Deadline for receipt of proposals: **17:00 CET on 22 February 2021**

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<a href="https://app.box.com/s/vgrzcjeopam62y3bz5hvxs2p2eh8t0rp">https://app.box.com/s/vgrzcjeopam62y3bz5hvxs2p2eh8t0rp</a> .....	21



## Module 3: Brand

### OBJECTIVES

- To quantify the brand value of the Competitions (Club Competitions and National Team Competitions).
- To understand how UEFA and the Competitions are perceived on the market including through key stakeholders' and consumers' eyes.
- To understand what are the drivers of brand value with a view to ascertaining priority areas to address in communication, perception and attitudes, etc.
- To understand how UEFA and the Competitions perform in the world of brands and where they fit in consumers' minds.
- To identify trends and provide scenario analysis and recommendations of short, medium or long-term actions based on evidence.

### CONSIDERATIONS

- What value exists in the Competition brands?
- Do the brand assets perform a value adding function? If so, how? If not, why not?
- How can structured research lead to better informed branding decisions that help maximise commercial revenues and brand equity?
- What impact is the Competition format having on revenue generation (actual, potential)?
- Where are UEFA's commercial offerings over and underperforming versus competitive properties?

### DELIVERABLES

3.0	Management report
Overview	Regular management report containing all activity and resources tracking with open items, questions and issues containing: <ul style="list-style-type: none"><li>• log of requests, deliverables, activity and resources spent;</li><li>• deliverables in progress and finalised to be named and linked in report;</li><li>• details of costs and resources; and</li><li>• analysis and recommendations.</li></ul>
Frequency	Monthly, every month or as agreed by UEFA.
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.

3.1	Brand Valuation & Recommendations Report
Overview	<p>Holistic reporting of each of the Competitions.</p> <p>Provide an overview of all global sport and media brands across all sports and media tailored to provide contextual tracking of top sports and UEFA Competitions specifically in the context of the global brand landscape.</p> <p>Examine the brand world attributes of UEFA and consumers and provide analysis of and recommendations for brand development.</p>
Frequency	<p>UCL - 1 report</p> <p>UEL – 1 report</p> <p>UECL – 1 report</p> <p>EURO – 1 report</p> <p>EQs - 1 report</p> <p>UNL - 1 report</p> <p>Women’s EURO – 1 report</p> <p>In relation to the other Competitions, as required.</p>
Timing	<p>For the Club Competitions, the middle season of the cycle.</p> <p>For the National Team Competitions, the end of the cycle / tournament.</p>
Delivery Format	MS PowerPoint presentation and/or dashboard views

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## 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

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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.

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## 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 (dates and times to be advised by UEFA) | January 13 - February 15 2021 (dates and times to be advised by UEFA) |
| • Closing Date   | 17:00 CET, February 22 2021   |
| • UEFA's evaluation of bids  | February - March 2021   |
| • UEFA questions and clarifications sent to bidders                                      | February - March 2021   |
| • Bidding companies' presentations to UEFA   | February - March 2021   |
| • UEFA's decision  | March 2021  |
| • Contracting with selected suppliers  | April – May 2021  |

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## 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

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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

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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

Full corporate name of bidder	
Address, telephone number and fax number of registered office and principal place of business, if different	Address: Tel: Fax:
Contact details of bidder nominated contact person	Address: Tel: Fax: E-mail:
Please list all the modules that you intend to bid for	

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

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix 5 - Details of Bidder and the Bid Response Format

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

### (A) CONTACT DETAILS

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

### (B) FINANCIAL AND CORPORATE INFORMATION

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

shareholdings in ultimate holding company)	
Corporate registry information	To be attached

### (C) TRACK RECORD

Details of the bidder's current service provision to UEFA and/or the UEFA Agencies (if any)	To be attached
Details of the bidder's past related relationships and experience and expertise in relation to the provision of equivalent services  To include details of the bidder's expertise in the general media, entertainment, sports and marketing industries (in particular, as regards sports and football)	To be attached

### (D) ORGANISATIONAL STRUCTURE, STAFFING AND INFRASTRUCTURE

Proposed dedicated service team and resources  In relation to 'key personnel', please include details of their relevant qualifications and prior experience	To be attached
Proposed (bidder owned) work-tools and infrastructure, such as databases or software	To be attached
Proposed (third party owned) work-tools and infrastructure, such as databases or software	To be attached

### (E) SERVICE MODULES

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

### (F) FINANCIAL PROPOSAL

In respect of each module to which this bid relates, please specify the proposed fees.  Please use the table format for each module set out in <b>Appendix 6</b>	To be attached
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<p>Please also complete the pricing tables in <b>Appendix 6</b></p> <p><i>All amounts must be stated in Euros.</i></p> <p><i>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.</i></p>	
Any proposed additional fees (for example, services required to be provided in the relevant module but excluded in your bid)	To be attached (if applicable to your bid)
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)	To be attached (if applicable to your bid)

#### (G) PROPOSED EXPLOITATION OF DELIVERABLES

In respect of each module to which this bid relates, please specify any proposed exploitation of the relevant deliverables	To be attached
Please provide financial estimates/projections in respect of such exploitation	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	To be attached
Details of the general consultancy services the bidder will provide to UEFA in relation to the services described in this RFP	To be attached (if applicable to your bid)
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 (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
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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;

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- 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

All prices in EUR	Season 2021/22	Season 2022/23	Season 2023/24	Total 2021-24
UEFA Champions League				
UEFA Europa League				
UEFA Europa Conference League				
UEFA Super Cup				
UEFA Youth League				
UEFA EURO 2024				
UEFA Futsal Champions League				
UEFA Futsal EURO				
UEFA Futsal Under 19				
UEFA Regions Cup				
UEFA Under 17				
UEFA Under 19				
UEFA Under 21				
UEFA Nations League				
UEFA Women's Champions League				
UEFA European Qualifiers to UEFA EURO 2024				
Women's Under 17				
Women's Under 19				

## PRICING BY FUNCTIONAL AREA OF THE PROJECT

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

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.

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## 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/j9sqdaplzrq353y99k2qjgzfoglu24q>

**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/tczemlvqro53xpxo77u2rbicj0nxelgo>

**UEFA Broadcasters lists for UCL and UEL**

<https://uefa.box.com/s/cupiex8cd04v2h877zl22nrr67cimfnb>

<https://uefa.box.com/s/8xmdkxo8ma8xq7dfvglpj3ptu5ghgcqv>

**UEFA EURO 2020 - Rights Exploitation Guidelines EUROPE - June 2020**

<https://uefa.box.com/s/6zzyw7a2d44py0714wygx13f7mvh68so>

**UEFA EURO 2020 - Rights Exploitation Guidelines EX-EUROPE - June 2020**

<https://uefa.box.com/s/wfo77ki3qo5flcez6nhn8d6ux0232tfx>

**Overview of National Team UBPs 2014-2018**

<https://app.box.com/s/7dzmtu8qh5lpxrw5vk9eydcgqetwbwtt>

**Example slides of reporting standards**

<https://app.box.com/s/vgrzcjeopam62y3bz5hvxs2p2eh8t0rp>



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CH-1260 NYON 2  
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TELEFAX: +41 848 01 27 27  
[UEFA.com](http://UEFA.com)

WE CARE ABOUT FOOTBALL

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