



Invitation to tender (ITT)

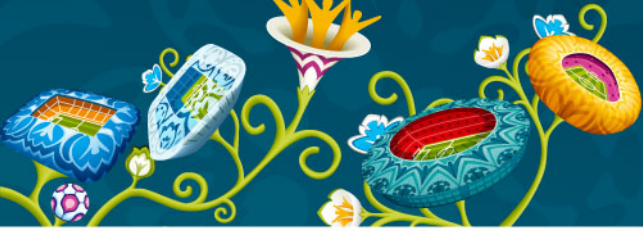
Customer Service Centre
Ticketing - UEFA EURO 2012™





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1. Purpose of this document

This document contains an invitation to tender for the Customer Service Centre solution for the ticketing project of UEFA EURO 2012™.

Customer Service Centres (hereafter called 'Applicants') are invited to offer a proposal for an efficient management of the contacts with our general public ticketing customers, as further described in the next pages.

UEFA exclusively sells tickets for UEFA EURO 2012™. Based on the received proposals, UEFA will decide which Applicant will be appointed to provide and manage Customer Service to Ticketing customers.

It is foreseen that the Applicant should offer all services mentioned in this document as of 01.02.2011 (full live operation – development, testing & training to be final at that point) until 31.07.2012. Software provided as part of the offer should be available for UEFA staff until 30.09.2012.

During that period the required intensity and even the required services will vary due to the circumstances described in this document.

For a rough assumption about the required services and intensity along this period please refer to Annex A. Please note that the figures within this enclosure may support the Applicant to size and price the proposal. However the figures are in no case legally binding and can not serve as a basis for later renegotiations.

2. Ticketing background & scope

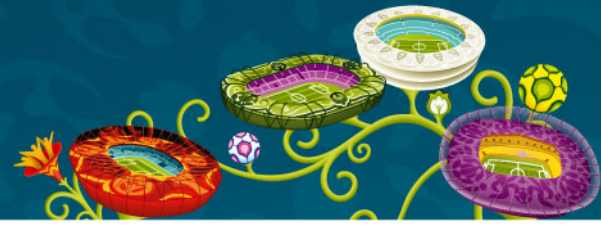
UEFA EURO 2012™ will take place from 8th of June until 1st of July 2012 in Poland and Ukraine. 16 teams will participate in a total of 31 matches that will be played in 8 Stadia, 4 of which in Poland and 4 in Ukraine.

For UEFA EURO 2012™ approximately 1.450.000 tickets will be available.

The customer group that is relevant for the purpose of this document is the general public, which will be directly operated and implemented by UEFA and receives approximately 1/3 of the tickets.

All other customer groups with the remaining 2/3 of tickets will be managed directly through the sales and communication channels of respective group customers, managing and selling their own ticket allotments according to their own sales mechanisms and providing their customers with their own customer services. These are for now out of scope for this ITT.

It might however be requested at a later stage that the scope would be extended to other customer groups. This could specifically be the case for customers of the national associations who are participating in the tournament (appr. 40% of all tickets), Hospitality customers (appr. 6% of all tickets) and other selected targets groups, e.g. VIP. The Applicant shall be able to handle such additional requirements, in case it is needed. Such an



extension of services shall not lead to an increase of variable price components (per inquiry) but rather lead to a reduction of variable price components. Fix price components might be adapted in a reasonable manner.

For now, it is expected that approximately 500'000 tickets will be managed through the implemented sales structures by UEFA. Given the experience gained at previous tournaments and the sales regulations in place for UEFA EURO 2012™, it is expected that these tickets will be divided over appr. 100.000 individual ticket orders.

At the moment it is difficult to estimate the percentage of these orders split for each of the countries, but is likely that approximately 60-70% of all orders will come from the 2 host countries and the remaining from other countries worldwide. The 2 neighbouring countries Russia and Germany might be strong markets with a number of customers above average.

The number of customer inquiries though is not limited to actual ticket orders. It is expected that the number of persons being interested in tickets for UEFA EURO 2012™ will exceed the number of customers. The number of persons with inquiries can therefore easily be a multiple of the number of customers with a ticket order.

For the general public there are four products:

- Individual Match Tickets
- Follow My Team Group (all group matches of a selected team)
- Follow My Team Tournament (all matches of a selected team)
- Venue Series (all matches at a selected venue)

There will be specific tickets available for customers with disabilities.

The first ticket sales phase to the general public will commence on 1st of March 2011 and will last until 1st of April 2011. During this phase, customers can exclusively apply for tickets through the internet (www.euro2012.com). Interested persons will be able to register personal details already by the 1st of February 2011 which also sets the start date for Customer Service to go live.

If the demand for tickets is higher than the number of tickets available, a random lottery will be implemented in April 2011 to determine on a match by match basis which customers will be allocated tickets. Payments for Individual Match Tickets and Venue Series will be collected after the lottery. Payments for Follow My Team products will only be collected in December 2011, after the Final Draw.

If there will still be tickets available after this first sales phase, a first come first served sales phase will be in place starting in summer 2011.

Supporters who successfully ordered tickets within the first sales phase or – if tickets available - in the second sales phase, will receive their tickets at their home address in spring 2012, a few weeks before the start of the tournament.



3. Ticketing system

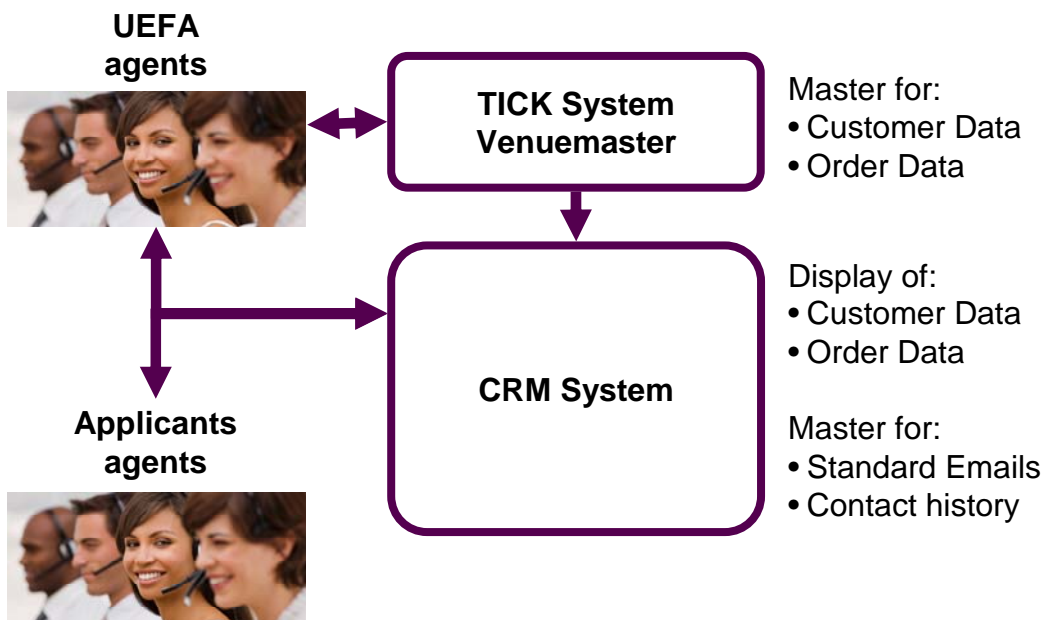
Venuemaster (VM) provided by Ticketmaster is the chosen ticketing system for UEFA EURO 2012™.

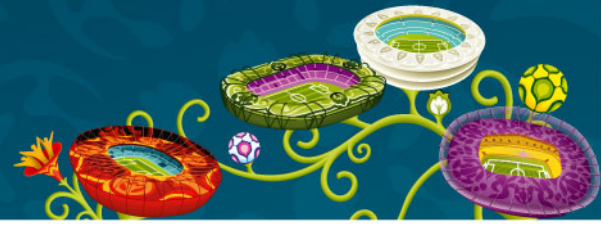
Individual ticket orders will be registered in VM. Each ticket orders will contain relevant information related to the customer such as e.g.:

- Customer Reference Number, which is the key to any ticket order
- Tickets requested and allocated
- Credit card and / or other payment details
- Personal details of the customer
- Total open amount to be paid by the customers

UEFA will provide a logic data set from VM to the Customer Service Centre for them to use during the customer service process. The exact data and the interfaces need to be agreed at a later stage.

It is our aim to have order data exported from VM imported in the CRM system. Therefore, the CRM system needs to provide an interface to upload order data (initial and updates) as CSV or MS Excel files. Updates shall be made daily as a minimum.





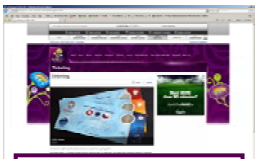

4. Communication channels

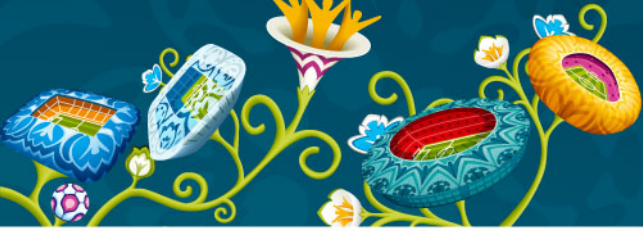
It is the aim of UEFA to minimise the operational effort while providing a sound Customer Service to interested supporters. As we have a single channel strategy (internet – www.euro2012.com) in theory, all information should be available there. For customer service only, UEFA will also offer the possibility for customers to call a telephone number to get answers to all their questions. Both channels should in principle work fully automated.

However, supporters will try to find ways to communicate 'live' with a person representing UEFA. The Applicant shall provide this service according to agreed Service Level Agreements (SLA). Additionally, at the ticketing department of UEFA it is foreseen to have an internal customer service team that will manage inquiries in case of highly specific questions by customers.

The share of responsibility between the customer service within UEFA and the Applicant shall be made based on SLA, load and difficulty of the inquiry.

It is foreseen to handle this aspect in a flexible way. The service covered by the UEFA team will be reduced during low times and increased during peak times.

Provider Channel	Level 1 80% Fully automated services	Level 2 15% External customer service centre	Level 3 5% Internal UEFA agents
 Internet / Email	Dynamic FAQ & Email Form at euro2012.com	Standard Email Out of CRM	Personalized / specific email Out of CRM
 Telephone	IVR Option to get connected	Agent providing generic information Enter call-back request in CRM	Agent providing specific information Based on CRM



4.1. Inbound communication via internet & email

Each customers 1st source of information will be the ticket portal and dynamic FAQ that will be provided by UEFA. If a question is not answered through the FAQ, a form will be provided to the customer in which he can submit a question to the Applicant. Such questions will be received by a CRM system.

CRM System

A CRM system shall be provided by the Applicant. It should offer the possibility to create and maintain standard answers in 6 serviced languages:

- English
- French
- German
- Polish
- Ukrainian
- Russian

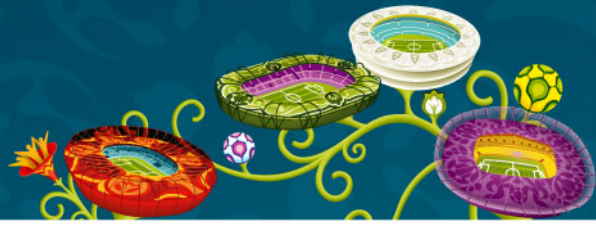
The CRM system should

- allow the creation of standard answers and maintenance in multiple languages, sorted by major topics and with easy search functions
- allow agents from the Applicant and those of UEFA to assign standard answers to inquiries and send these answers in a selected language back via email
- allow adaptation of emails, if required
- be web enabled and usable & manageable remotely by the UEFA customer service as well as by agents working for the Applicant
- allow agents of the Applicant to assign inquiries to be handled by UEFA's internal agents
- provide the possibility for dated follow-up
- store a contact history
- provide the possibility to track inquiries by customer reference number (assigned through the ticketing system), email address, telephone number, based on ticket (inquiry) numbers

Respective training shall be provided.

Further aspects of the inbound communication via internet / email are:

- www.euro2012.com will be the environment that will provide access to the ticket portal. At www.euro2012.com all necessary background information will be available to apply for tickets. Next to generic information about the match schedule and ticket prices, the relevant FAQ's will be available and maintained here;



- The ticket portal will be interactive and self-explanatory. If the supporter wants to apply for tickets, all necessary information will be available within the ticket portal;
- The ticket portal on www.euro2012.com will be interactive, which means that customers will be able to make changes to their customer profile and to see the status of their ticket order;
- Customers will not be provided with a published email address. Emails will be sent by making use of a form that will be included in the FAQ section on www.euro2012.com. The form will standardize the format and the customer will be asked to specify the aim of his request. The customer will have to indicate if the request is generic or order specific (in which case the customer shall provide his customer reference number);
- www.euro2012.com will provide information in all official UEFA languages (including Spanish, Italian, Portuguese, Russian, Japanese and Korean). The ticket portal will be available in the 6 languages (English, German, French, Polish, Ukrainian and Russian) that are also foreseen to be served by Customer Service;

4.2. Inbound communication via telephone

Each customer calling our customer service telephone number(s) will be directed to an IVR system.

Interactive Voice Response (IVR)

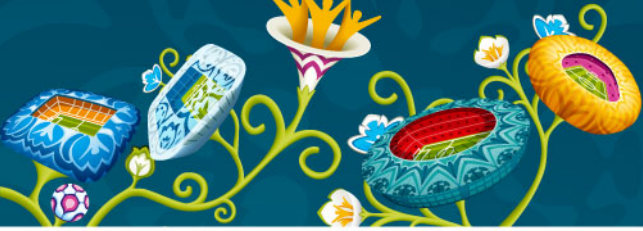
An IVR solution shall be provided by the Applicant. It should

- be manageable remotely by the UEFA customer service
- offer a flexible routing and the possibility to easily create and change menus at any time without the need of the Applicant
- should be based on text-to-speech so that updates can be made at any time

Respective training shall be provided.

Further aspects of the IVR are:

- If a customer calls the Euro 2012 information line, he/she will automatically enter into the IVR application. The IVR application will always be the 1st telephone contact for every calling customer. It is not foreseen to provide customers with a telephone line that would direct them straight to an agent;
- The IVR application should provide answers to the main questions and facilitate an option to speak directly to an operator. Exact service levels need to be established in conjunction with the Applicant;
- The set up of the IVR must be very flexible. If there is a need to change the information flow, adjustments should be made the same day. It must be possible for the customer to skip through the subjects in order to get an answer to his questions quickly;

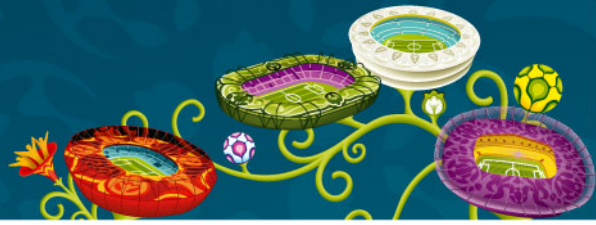


- On a daily basis, it must be possible to add or adjust the most important FAQ's of the IVR-application;
- IVR application must be available 24 hours a day, 7 days a week;
- During the IVR process customers might indicate that they require speaking to an agent. This option will be offered at defined points within the IVR. Such customer would then be connected to an agent either in UEFA internal Customer Service or the Applicant;
- Communication within the IVR application should be provided in English, German, French, Polish, Ukrainian and Russian.

If a question is not answered through the IVR, customers will have the option to get connected to an agent of the Applicant. The resulting communication will be documented and aided through the above described CRM tool.

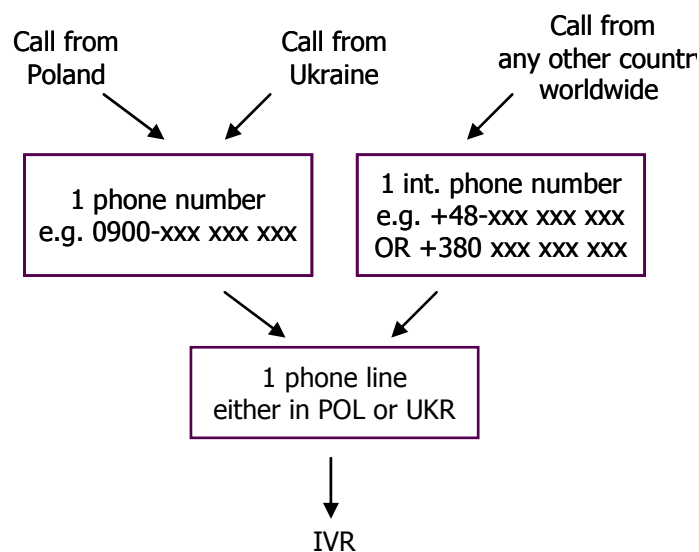
Agents

- The agents of the Applicant will answer such calls based on and aided by the CRM system. In highly specific cases, calls can be forwarded to UEFA's internal agents. Customer might also be flagged for a call-back by either internal or external agents.
- At later stages it might be foreseen to make use of outbound ticket sales activities, but that will strongly depend on the success of ticket sales in previous phases. Also for unforeseen additional customer service activities, outbound activities might be implemented;
- For domestic customer services (supporters calling from Poland or Ukraine) we are intending to use a flat rate service number with a fixed price per minute. The caller will meet the costs;
- For international inquiries people could call the real ISDN number, which could be related to the virtual paid number. Again, the caller will pay the costs;
- The phone numbers will be communicated on www.euro2012.com, in the relevant media releases and on all one-to-one communication items to our customers (confirmation e-mails, letters, ticket shipment documents, etc);
- The live operator service will be available during normal working days between 08.00 hrs and 20.00 hrs CET. At other times, there will be a message indicating the normal working hours.
- This service will be extended at specified days such as e.g. the last day of the 1st sales phase or in case of crisis situations.



Telephone numbers

As we foresee to have only one centralised external Customer Service Centre it is important that supporters calling from Poland or Ukraine will pay approximately the same amount per minute. For international phone calls it is complicated to implement flat rate service numbers; in this case the costs will depend from where the supporter calls from. The Applicant is requested to provide a proposal and solution for this set up.



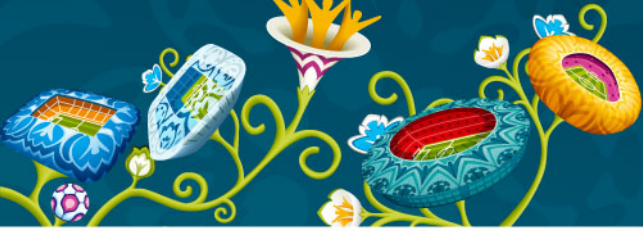
4.3. Outbound communication

In the event of unforeseen incidents as well as for issues that can be assumed, outbound communication might be requested (e.g. unsuccessful ticket fulfilment resulting in the Applicant calling the customer to check the respective address data). For this communication all mentioned channels (email, telephone) should be taken into consideration. Another requirement could be sales calls even though this is unlikely to happen.

4.4. Reporting

Completion of the service level agreements (SLA)

The Applicant is requested to compile statistics in order to measure the completion of the SLA (these still have to be defined and will include for instance the average waiting time on the phone, average duration for emails to be answered, etc).



Frequent questions

Moreover, the Applicant should be able to report to the customer service within UEFA as far as customer questions are concerned (which questions / answers are the most frequent, how frequently, which are new / unanticipated questions that need an answer to be provided by the customer service within UEFA) as this interaction is necessary to optimise the service to our customers and reduce direct contact. The Applicant should come up with a proposal how to set up this form of reporting or show how such functionality is integrated in the provided CRM tool.

5. Tender process description

This chapter aims at describing the tender process, allowing for a clear proposal from all Applicants.

5.1. Proposals

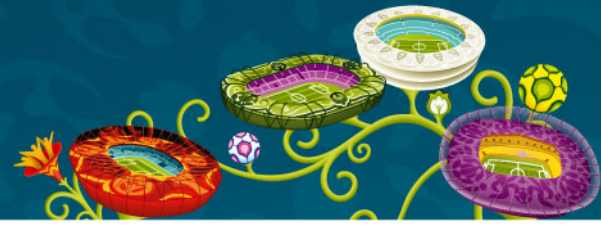
UEFA invites the Applicants to make a proposal for the services requested. The company is free to create the best possible proposal for the described services. However, we advise that the proposal must include the following elements:

- A description of proposed Customer Service Centre solution, including staff, a CRM system and the set up costs for the operation. A proposal for a grid is provided in Annex B.
- Costs and proposed solution for the development of an Interactive Voice Response application (IVR);
- A proposal for the set up of the phone numbers, including a recommendation regarding the kind of numbers and the height of the rates for domestic and international markets;
- A completed and signed version of annexes B and C

5.2. Selection criteria

UEFA will select the tender suppliers based on the following criteria:

- costs related to the provided services;
- previous experience and references in similar services;
- experienced project team (of which 1 person could potentially be seated at our facilities in Warsaw, Poland);
- dedicated project manager (potentially seated at our facilities in Warsaw, Poland for pre-defined times);
- scope and integration of services;
- solid financial background and available capacity;



- proposed service levels;
- concept of how to manage volatile demand
- supporting IT systems features;
- completeness and integrity of the provided proposal documents

5.3. Eligibility of Applicants

Only companies which can demonstrate proven experience in the successful customer service centre management and who have a strong financial standing, sufficient resources, and adequately trained personnel are invited to submit proposals. Applicants will be required to present credentials and references in support of their submission.

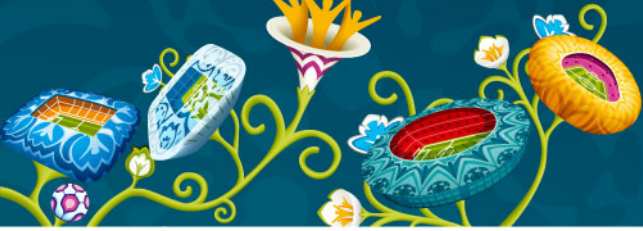
5.4. Analysis of proposals and further information

Following receipt of proposals and subsequent detailed analysis by UEFA, Applicants may be required to provide clarification and/or further information with respect to their proposals, if requested by UEFA. Applicants will be expected to co-operate fully with UEFA in this respect. Applicants shall also be free to make any recommendations to UEFA to provide other services than the ones mentioned in this document.

5.5. Content proposals

All proposals should include:

- the services that will be provided according to the requirements set out in the previous paragraphs;
- a clear description of the Applicant, previous experience in similar tasks and financial details;
- a clear identification of proposed project team and interfaces organization proposed;
- a clear process description. How will the Applicant handle each step of the process, and the automation level of the entire process;
- a clear costs overview;
- a detailed project roadmap;
- a description of the CRM systems in use and their capabilities e.g. ticket (request ID) handling, customer history, or multilingual standard response handling (email)
- Annexes B and C



5.6. Timetable

07th of June 2010

Publication of ITT

20th of July 2010

Deadline for receipt of proposals

10th of August 2010

Analysis of proposals and selection of short listed Applicants

25th of August 2010

Presentation to UEFA by short listed Applicants

3rd of September 2010

Announcement of successful Applicant

6. Legal provisions

6.1 Nothing in this ITT nor any communication made by UEFA or its representatives, agents or employees shall constitute a contract between UEFA and any Applicant, nor shall it be taken as constituting any representation that an Applicant will be appointed in accordance with this ITT or at all.

6.2 UEFA does not undertake to accept any Proposal submitted in response to this ITT and reserves the right to organise customer service in a different way. UEFA reserves the right to change any aspect of this ITT at any time or to issue an amended ITT.

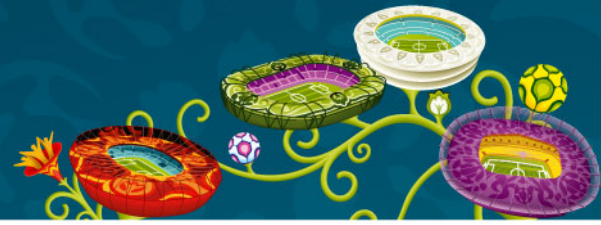
6.3 UEFA has taken all reasonable care to ensure that this ITT is accurate in all material respects. This ITT is provided solely by way of explanation of the services which UEFA intends to use and neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibilities for the accuracy or completeness of any of the information contained in this ITT; nor shall they be liable for any loss or damage suffered by any Applicants in reliance on this ITT or any subsequent communication.

6.4 The Applicant agrees that:

a) it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA and UEFA which comes into its possession in relation to this ITT;

b) it shall not disclose confidential information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law);

c) it shall only be entitled to use confidential information for the purpose of this ITT; and



d) it shall not discuss the financial terms of this ITT with rival Applicants.

6.5 The Applicant warrants and represents to UEFA that:

a) its expression of interest and all related elements of the proposal do not infringe any third party rights;

b) it owns all rights in the proposals submitted;

c) It shall not use any UEFA marks or logos except as permitted by UEFA;

d) it shall not claim any association with UEFA, UEFA Events SA or UEFA EURO2012™ in relation to its expression of interest or otherwise;

e) it will observe all statutory and competition-related provisions of FIFA and UEFA, as well as UEFA's specific instructions and all applicable national and international laws;

f) it warrants to UEFA and its authorised representative that the information contained in its ITT shall not be false or misleading and that if, following submission of the ITT, there is any change in the Applicants' circumstances which may adversely affect such information, the Applicant shall promptly notify UEFA in writing setting out the relevant details in full, and

g) it shall comply with these terms and conditions.

6.6 If UEFA considers that any Applicant is or is likely to be in breach of any of these terms and conditions, then UEFA shall (without prejudice to its rights and/or remedies arising under law) be entitled to withdraw from any co-operation with the Applicant without any requirement to give such Applicant notice and without any further liability to such Applicant.

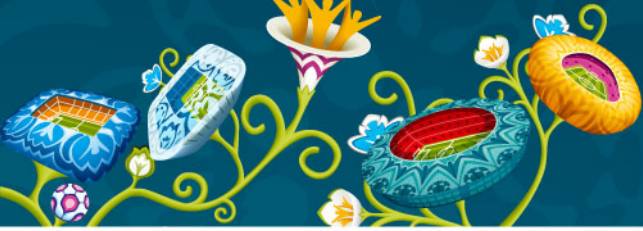
6.7 In submitting its ITT the Applicant expressly waives any right of action it may have against UEFA and/or UEFA Events SA with regards to the tender process.

6.8 The Applicant is responsible for all costs, expenses and liabilities incurred in the preparation of its proposal, any responses to requests for further information by UEFA and any negotiation with UEFA following receipt by UEFA of its tender (whether or not an Agreement is entered into with such Applicant).

6.9 The Applicant acknowledges that all intellectual property rights and all commercial rights in relation to UEFA EURO 2012™, including but not limited to its name, logo and trophy, remain the exclusive property of UEFA.

6.10 Applicants who have not been selected will be informed in writing by UEFA. UEFA or its authorised representative shall not be obliged to give any reason for making any selection and/or rejection.

6.11 UEFA shall select the Applicant(s) whose declaration(s) of interest and subsequent presentations(s), in UEFA's sole opinion, most closely satisfy the scope of the task described. The Applicant(s) shall, however, be bound under all circumstances to the declaration of interest submitted.



6.12 The completion of the acceptance shall be subject to UEFA and the Applicant signing a contract as agreed between the parties. This agreement shall contain (without limitation) terms assigning the full beneficial unencumbered ownership of the product of the Applicant's services to UEFA.

6.13 The Applicant will immediately inform UEFA of any change in the ownership or senior management of the Applicant. UEFA reserves the right to reallocate the award of any and all aspects of the Project if the ownership or senior management of the appointed Applicant changes.

6.14 Successful applicants shall put in place the appropriate insurances with regard to their own or sub-contracted staff, public liability as well as indemnities and warranties in regard to UEFA and UEFA.

6.15 This invitation and all related documentation pertaining to the declaration of interest procedure and selection process (including any contacts) shall be governed and interpreted in accordance with Swiss law without regard to choice of law principles. The exclusive place of jurisdiction shall be the competent courts in Canton de Vaud, Switzerland.

7. Submission of proposal and enquiries

Following the issue of this ITT to prospective Applicants, UEFA will, where possible, provide any clarification reasonably requested in relation to the content of this ITT and proposed process. Applicants should submit such queries digitally in writing and submit to the person mentioned below. Such clarification may be provided by UEFA in such form as UEFA considers appropriate.

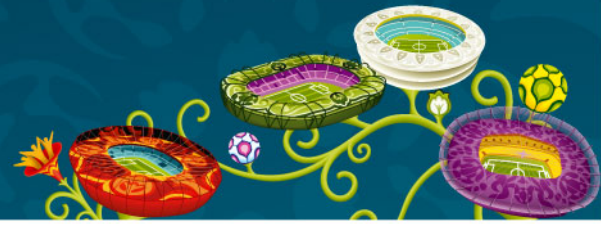
Four written copies of the proposal must be sent to UEFA in English, by registered mail, by the deadline specified in the timetable outlined in this document, to the following address:

Mr. Rainer Berak - Ticketing Manager

EURO 2012 - Polska Sp. z o.o.
Al. Jana Pawła II 19
00-854 Warsaw
Poland

e-mail: rainer.berak@uefa.ch

The Proposal may not be altered by any Applicant after the date of the submission to UEFA.



Annexes

Annex A – Sizing Assumptions

It can be assumed that the total number of customers in the general public will be up to 100.000

Our experience shows that it is realistic to expect that per actual customer, 1.5 - 2 inquiries are made from the start of ticket sales to the end of the tournament. Such inquiries are partially made by actual customers and partially by applicants, before tickets are allocated through the lottery.

For EURO 2008™, the majority of inquiries were made via the internet. We however believe that for EURO 2012™, the share between telephone and internet inquiries might change to 50/50.

It is our target that 80% of all inquiries are answered through the automated services dynamic FAQ and IVR.

75% of the remaining questions shall be answered directly through the Applicant (15% of the total). The other 25% (5% of the total) will also go through the Applicant but will be forwarded to UEFA's internal agents.

The load will not be levelled but will be highly volatile. Phases with an expected increase of inquiries are:

February 2011: Ticket portal open for registrations

March 2011: Ticket portal open for applications (especially during the first and last day, a major peak can be expected and at the same time requires 100% compliance with SLA, at the last days on a 24/7 schedule)

End of April: Communication of lottery results

May – July 2011: Payment processing

Summer 2011: start of 2nd sales phase

December 2011: Final draw and payment processing of FMT products

Spring 2012: Ticket distribution

Summer 2012: Tournament



Annex B – Pricing Grid & Service Level Agreements

The pricing proposal should be easy to understand and should consist of no more components than:

1. One fix price component (covering the use of all systems, technical implementations, project management, etc.)
2. Variable price components per
 - a. Call handled in the IVR
 - b. Call handled by an agent of the Applicant
 - c. Email handled by an agent of the Applicant

To minimize risk for both, the Applicant and UEFA, the Applicant is welcome to propose differentiated variable prices depending on volumes or general price floors and caps.

The Applicant shall make a proposal for meaningful and efficient Service Level Agreements and on a procedure on how these would translate into bonus or penalties.

The annex should be signed by an appropriate representative of the Applicant.



Annex C – Information Grid

Please note that the provision of the data requests in this enclosure is mandatory to be considered as an Applicant in the further tender process.

The annex should be signed by an appropriate representative of the Applicant.

Annual Turnover	
2008	
2009	
2010 (outlook)	
2011 (outlook)	
Number of employees	
2008	
2009	
2010	
Languages	# of agents
English	
French	
German	
Polish	
Ukrainian	
Russian	
Is an IVR solution in place?	
Is a CRM system in place (which one)?	
Is the CRM system web-enabled?	

As part of the proposal, the Applicant shall submit an explanation of his methodology used for project management and quality management.

References in similar projects shall be enclosed as credentials.

