Bid overview

Nuovo Stadio Milano | Levy Italia

Internal bid working document. Client requirements, indicative dates and proposed internal actions retain their stated status. Named owners, resources and final solutions require confirmation.

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MILANO. THE NEXT EXPERIENCE.

NUOVO STADIO MILANO

INTERNAL WORKING BRIEF · 05 OCT 2026

The bid to design how food and beverage will work in Milan's new stadium - with separately priced options to operate it. Shape the operating opportunity for 2031.

Understand the required appointment, Levy Italia's deliverables, the operating opportunity and the decisions needed now.

Read the executive brief >

Tender facts & team workbench

PROPOSAL DEADLINE

23 OCT

2026 · working bid date

Bid-lead update. Written extension and exact time remain to confirm. Submission time still to be confirmed.

Build the submission >

Concept illustration · not an approved stadium design

Design the stadium's F&B operation. Price the consultancy. Define the operating options.

EXECUTIVE BRIEF / WHAT WE ARE BEING ASKED TO BID

This is a bid for the expertise that shapes how food and beverage will work in Milan's new stadium: what guests can buy, where and how they are served, and what spaces, kitchens, systems and people are needed to deliver it. The mandatory commercial response is a design-consultancy proposal. Future F&B operations are separate options for the Client to evaluate.

CLIENT & PROCUREMENT

Stadio San Siro S.p.A.

CAA ICON manages the procurement/project interface. The venue is the new stadium for AC Milan and Inter in San Siro, Milan.

PHYSICAL SCALE

71,500 planned seats

Capacity stated in the draft Agreement. This is a design-scale indicator; attendance, premium inventory and annual event volumes remain unconfirmed.

LEVY ITALIA'S RESPONSE

One coordinated proposal

Combine Italian delivery capability with Levy's international stadium experience. Confirm the contracting entity, named team and committed resources before release.

01 / REQUIRED BID NOW

Design Consultation & Approvals

A stand-alone professional-services appointment, from agreement through the design process to the indicative stadium opening.

• Define the guest offer: concourse food, premium hospitality and catering concepts suited to both clubs and different event formats.

• Translate it into a workable venue: service formats, layouts, kitchens, storage, delivery routes, replenishment, waste flows and technology requirements.

• Coordinate and support approvals: work with the Client's architects, kitchen consultant, engineers and qualified local specialists; define each party's design and approval responsibilities.

• Show how we will deliver: phased outputs, programme, key people, consultant inputs, time commitment and a clear consultancy fee.

The Client buys a defined design contribution.

Levy must explain the work, the team, the deliverables and the price even if no operating services are subsequently awarded.

02 / SEPARATELY PRICED OPERATING ALTERNATIVES

Potential F&B operations from stadium opening

Three distinct service scopes that the Client may select in whole or in part. An operating appointment is conditional on the final award and agreement.

Concessions

General-admission food and beverage: retail outlets, service formats, associated staffing, equipment and operating delivery.

Premium food & beverage

Hospitality for different premium tiers, with differentiated food, service standards and commercial propositions.

Catering

Players and staff catering, alongside third-party event catering and relevant facility operations within the agreed scope.

Winning the consultancy does not secure these rights.

Separate the consultancy fee from operating economics, investment and assumptions. Clarify the five-year / minimum ten-year operating-term discrepancy before committing.

REQUIRED DESIGN APPOINTMENT

Design decisions shape operational feasibility

SEPARATE OPERATING AWARD

The scopes must work together technically. They remain separate commercial decisions.

WHAT WILL HAPPEN IN THE VENUE?

Two home clubs. Multiple event formats. No confirmed annual event calendar.

CORE USE

AC Milan & Inter matches

Plan for both clubs, different audiences, GA and premium guests, and intense pre-match and half-time demand.

OTHER EVENT USE

Concerts & third-party events

Concerts and entertainment are contemplated; third-party catering is part of the requested scope. Event configurations, volumes and rights need confirmation.

RECURRING & POTENTIAL USE

Players, staff & non-matchday activity

Players/staff catering is required. Year-round destination and premium-extension ideas require demand evidence, access rights and commercial validation.

The business case is not yet fully specified. The reviewed pack does not provide annual event counts, validated attendance scenarios, confirmed outlet/POS quantities, premium inventory or a F&B CAPEX envelope. Ask for these inputs and use labelled scenarios until they arrive.

THREE CLOCKS / DIFFERENT LEVELS OF CERTAINTY

What needs to happen, and when?

WORKING DATE / WRITTEN CONFIRMATION PENDING

23 October 2026

Submit the proposal

Bid-lead deadline update. Obtain the written extension, exact time and time zone. Original RFP deadline: 9 October 2026, 18:00 CET. Reconfirm tasting, interview and award dates.

INDICATIVE EXHIBIT C PROGRAMME

2026-2027

Contribute to design already in progress

Definitive design, PFTE and executive-design stages overlap. Align Levy's deliverables and resources with the current design status and the Client's review process.

INDICATIVE / NOT A GUARANTEED OPENING

November 2027-July 2031

Construction through planned opening

Coordinate the agreed F&B design contribution and readiness activities. Any awarded operating service begins at opening under its own agreed scope and terms.

WHAT THE CLIENT EXPECTS IN THE RESPONSE

A credible team, a deliverable plan and a priced offer.

01 / Evidence & people

Company capability, relevant international experience and five comparable client references; current commitments in Exhibit D; named key personnel, CVs and phase effort in Exhibit E.

02 / Proposed solution & execution

Stadium approach, delivery programme, technology, players/staff catering, responsibility matrix and marketing. Connect the concept to realistic operating flows and Client targets.

03 / Fees, terms & submission

Price consultancy and any operating alternatives separately in Exhibit F. Complete the required forms and supporting evidence, identify specific contractual amendments and submit a signed electronic proposal by email with receipt confirmed.

PROPOSED INTERNAL LEADERSHIP DECISIONS

What we need to align now.

The immediate task is to agree the scope and resources behind a credible bid. The final F&B solution remains to be developed and validated.

• Set the bid boundary. Agree the stand-alone consultancy offer and which operating alternatives Levy Italia intends to develop.

• Commit accountable people. Confirm Italy's delivery lead, BUILT, E15 and specialist support, with real availability and a phase-based effort budget.

• Agree the evidence and financial basis. Use one assumptions register across demand, design, staffing, investment and pricing; make unresolved Client inputs visible.

• Control the release. Confirm deadline and authority, reconcile material commercial/legal conflicts, and approve one consistent signed submission.

Explore the team working briefs >

Review the submission requirements >

71,500

planned seats

Service Agreement recital

04

service scopes

Consultancy + operating alternatives

2031

indicative opening

July · subject to project programme

THE KEY DISTINCTION

Winning the design appointment does not guarantee the operating contract.

F&B DESIGN CONSULTANCY. MILAN'S NEW STADIUM.

THE TENDER IN BRIEF

Tender facts, SLAs, team contributions and a visual submission tree showing every document and the pricing structure.

Read the tender facts & team workbench

Submission documents & pricing tree

DESIGN · OPERATIONS · CULINARY · CREATIVE · BUILT COMMERCIAL · LEGAL · BENCHMARK · E15 · PEOPLE · TECHNOLOGY · BID

IDEAS INTO EXPERIENCES.

THE DELIVERY SEQUENCE

Design the system. Prepare the team. Deliver the experience from opening.

FROM DESIGN TO MATCHDAY

ANIMATED SEQUENCE

01 / CONSULTANCY & APPROVALS

Illustrated sequence · select a stage to explore

ONE VENUE. FOUR SERVICES.

01 THE SCOPE

The required bid is for design consultancy and approvals. Three operating alternatives sit alongside it. Choose a service to see the work, the outputs and the decisions behind it.

THE VENUE ECOSYSTEM

Concept map

01 · DESIGN

03 · PREMIUM

02 · CONCESSIONS

04 · CATERING

Start with the whole venue. Then connect layouts, people, products and technology to the way guests move.

REQUIRED FINANCIAL BID

Design consultancy & approvals.

Make the future operation work on paper before it has to work on matchday.

WHEN Agreement to opening

PROPOSED LEAD Levy design team

- Plan kitchens, concessions, premium spaces, storage and back-of-house flows.
- Specify layouts, equipment and systems for efficient, durable and compliant operation.
- Integrate technology, crowd movement and local approval requirements.
- Coordinate with the client, designers, consultants and subcontractors.

What the bid should show

Deliverables by phase, team and effort, review milestones, approval responsibilities, fee and assumptions.

Recommended presentation of the required scope

Resolve consultancy scope & fee

OPERATING ALTERNATIVE

Concessions. Built for the crowd.

A fast, accessible offer with local identity, consistent quality and capacity at peak demand.

WHEN From stadium opening

PROPOSED LEAD Compass Italy + Levy

- Develop menus and outlet concepts, including local suppliers and potential sublicensing.
- Model queues, outlet coverage, staffing, replenishment and peak service.
- Connect cashless POS, mobile ordering, pickup and inventory with stadium systems.
- Price the operating model, investment, maintenance and revenue terms.

What the bid should show

Fan journey, outlet/service mix, capacity assumptions, staffing model, operating economics and KPI delivery.

Outlet numbers and attendance need client inputs

See the fan experience targets

OPERATING ALTERNATIVE

Premium. More than a seat.

Restaurant-level hospitality that earns repeat bookings and makes each tier feel distinctive.

WHEN From stadium opening

PROPOSED LEAD Joint hospitality team

- Develop tiered lounge, restaurant, suite, table and in-seat experiences.
- Connect menus, dietary options, wine, cocktails and chef-led concepts to both clubs.
- Plan staffing, kitchens, pantries, logistics and service at each price point.
- Build sponsor alignment, packages, upselling and renewal into the model.

What the bid should show

Hospitality concepts by tier, service standards, local partnerships, pricing logic and retention approach.

Premium inventory and seat mix remain inputs to confirm

See the premium targets

OPERATING ALTERNATIVE

Catering. Beyond matchday.

A flexible service for teams, staff, third-party events and the venue's wider calendar.

WHEN From stadium opening

PROPOSED LEAD Compass Italy operations

- Define player, staff and event service requirements and menu standards.
- Plan event logistics, production, delivery, storage and venue interfaces.
- Scale people and equipment across different event formats and locations.
- Explain costs, capacity, commercial assumptions and client/third-party responsibilities.

What the bid should show

Service catalogue, event scenarios, resourcing and pricing; propose booking, notice and cancellation terms.

Those commercial terms are proposals, not confirmed RFP rules

Resolve event demand & dependencies

Scope basis: Exhibits B and F. Proposed leads are working allocations; the legal bidding entity and final responsibilities are not yet confirmed.

How the four services connect +

Design enables operations

Space planning must account for menu production, equipment, delivery routes, storage, customer queues and replenishment. Treat technology and sustainability as design inputs, not late additions.

One responsibility matrix

Show which elements sit with the bidder, client and subcontractors. Name the consultants, the interfaces and the estimated costs. A design appointment does not grant operating rights.

Separate commercial assumptions

Identify consultancy fees and each operating alternative clearly. Explain equipment ownership, maintenance, utilities, event scenarios, investment and any departures from the compliant baseline.

GREAT EXPERIENCES. MEASURABLE STANDARDS.

02 THE AMBITION

These are the client's stated targets. The proposal must explain how the design and operating model will achieve them. They are not current results.

GENERAL ADMISSION

<5 min

Average queue time

Show how throughput, payment, pickup and replenishment cope with matchday peaks.

PREMIUM

<3 min

Average queue time

Connect faster service to staffing, service formats and the design of each premium space.

WITHIN TWO SEASONS

4.5 /5

Fan F&B satisfaction

Propose measurement, feedback and improvement routines across the guest journey.

PREMIUM CUSTOMERS

50 %+

Renewal rate

Explain product differentiation, service quality and the customer retention plan.

ULTRA-PREMIUM · YEAR TWO

80 %+

Matches sold out

Connect the experience and packages to the commercial plan. Inventory needs confirmation.

COMMERCIAL BASELINE

TO DEFINE

Spend & event demand

No numeric per-capita spend target or guaranteed event calendar is provided in the supplied RFP.

Confirm the model inputs

WITHIN THREE SEASONS

50 %+

Local ingredients

Lombardy and nearby regions. Connect sourcing and menus to regional identity.

YEAR THREE

-50 %

Food waste

Baseline and measurement method still need clarification.

EVERY OUTLET

30 %+

Plant-based offer

Plan menu range and delivery across all outlet formats.

FROM DAY ONE

ZERO

Single-use plastic

Plan packaging, reuse and waste flows; support the project's LEED Gold requirement.

Target basis: RFP objectives, pp. 4-7. Explain the delivery plan, measurement and dependencies for each target.

The experience behind the numbers +

Local identity, both clubs

Reflect Milan and Lombardy, the identities of AC Milan and Inter, and the city's food, aperitivo, fashion and design culture. Develop local partnerships rather than importing another club's offer.

Connected technology

The RFP envisages cashless service, app integration, mobile pickup, premium in-seat ordering, loyalty, queue information and analytics. Explain POS, inventory, CRM, security and stadium interfaces. Menu boards should support Italian, English and Spanish, nutrition and allergens.

People and resilience

Evidence local and inclusive workforce plans, Italian labour standards, training, safe service and scalable staffing. Describe peak-demand resilience, supply chains, waste prevention and reporting.

A CLEAR ROUTE TO THE DEADLINE.

03 THE PLAN

The submission date has moved to 23 October. The original interview and agreement dates must be rechecked. Do not build the bid plan around dates that no longer fit.

11 SEP 2026

RFP received

Original procurement programme

18 SEP 2026

Questions closed

Original deadline · 18:00 CET

23 OCT 2026

Proposal due

Extended date · time to confirm

BID LEAD CONFIRMED

TO RECONFIRM

Interview & award

Updated dates required from procurement

RECOMMENDED INTERNAL SEQUENCE

Four gates. No last-day surprises.

• 01 Confirm the bid basis Set the bidding entity, partners, scope and accountable owners. Obtain current addenda and missing information. Output: agreed scope + source register

• 02 Freeze the solution & prices Align the design approach, staffing, operating alternatives and assumptions with the commercial model. Output: one coherent technical and financial offer

• 03 Close legal & approval points Review the Agreement, submit specific tracked revisions and secure the required internal approvals. Output: approved risk position + signatory

• 04 Check, sign & deliver Cross-check the form, proposal, Excel exhibits and pricing. Acknowledge every addendum and confirm receipt. Output: complete package received by the client

THE LONGER HORIZON

2031 OPENING AMBITION

July 2031 is indicative. Consultancy is described as running from agreement to opening; the operating alternatives start at opening.

View Exhibit C baseline +

Definitive design

Apr 2026 - Jan 2027

PFTE / approval

Jun 2026 - May 2027

Executive design · public

Dec 2026 - May 2027

Executive design · private

Dec 2026 - Oct 2027

Construction

Nov 2027 - Jul 2031

Indicative client programme; not a guaranteed operating date.

Dates requiring written confirmation

Q&A/addendum availability; interview and tasting; agreement finalisation; submission time and offer validity after the extension.

Original programme: Q&A 25 Sep (or later), interview week of 19 Oct, agreement 6 Nov. These are not treated as revised commitments.

ONE PACKAGE. EVERY PART ALIGNED.

04 THE SUBMISSION

The proposal must be complete, signed and internally consistent. Use the eight response sections and the supporting exhibits below to organise the final check.

SEND BY EMAIL

23 OCT 2026

To Daniele Carano Copy Kim Groves

Use the procurement addresses in the RFP. Confirm the revised submission time in writing. Receipt matters, not just dispatch.

NON-NEGOTIABLE CHECKS

- Authorised signature
- All addenda acknowledged
- Every form field completed
- Prices and scope reconcile
- Specific Agreement redlines included
- Receipt confirmed

Resolve open points

The eight proposal sections

01 Business & commitment Who is bidding, and why this team can deliver +

Include the cover letter, main contact, named team commitments, entities and group structure, registration, background, financial resources and organisation. Explain the Italian presence or entry plan: teams, facilities, suppliers, logistics and workforce.

Disclose current, threatened and resolved disputes/claims for the last five years, including delivery method and outcomes. Confirm partner/JV/subcontractor notices and fully executed NDAs before sharing client information.

Exhibit A · section 1

02 Financial proposal Consultancy fee, operating alternatives and assumptions +

Give complete pricing by phase and scope, with financial terms. Present a compliant baseline and separately identified, priced alternatives. Reconcile Exhibit F with the technical solution, staffing and scope assumptions.

For operations, explain proposed term, revenue share, investment, equipment, maintenance, utilities, ownership and termination/buyout assumptions. Resolve the Exhibit

B/F term issue before locking the model.

Exhibit A · section 2 / Exhibit F

03 Insurance Evidence, coverage and maximum levels +

Provide a standard certificate of insurance or equivalent. Cover current or proposed general liability, professional indemnity, auto, employers, errors and omissions, and other risks relevant to lawful operation. State maximum available levels and reconcile them with the Agreement.

Exhibit A · section 3

04 Relevant experience Comparable projects, five references and Exhibit D +

Show comparable concessions, premium and catering work from the last ten years; highlight Italy. Include project, owner and contact details, cost/value, scope, management team, construction experience where applicable and delivery mix: frictionless, self-checkout and standard service.

Provide five client references of similar size and complexity, preferably local. Use Exhibit D for major projects, anticipated awards, completion and backlog values. Explain familiarity with Italian law and its practical application.

Exhibit A · section 4 / Exhibit D

05 Approach, delivery & people The experience, operating plan, responsibility matrix and Exhibit E +

Describe the fan journey, outlet access, flows, seating, concourses and zones; venue, security and event interfaces; resilience, scalability and execution schedule. Cover storage, equipment, maintenance, technology integration, local sublicensing, resource utilisation and revenue.

Address player/staff and third-party catering, client-direct consultants, scope and estimated costs. Include a bidder/client/subcontractor responsibility matrix, phase organisation chart, full staffing plan and key-role CVs. Explain named people’s effort, roles, qualifications, comparable projects and any double roles.

Include menu and outlet concepts, sustainability, marketing, sponsors, seasonal themes, spend and satisfaction approach. For premium concepts beyond the stadium, explain logistics, feasibility, safety and local partners.

Exhibit A · section 5 / Exhibits B, C and E

06 Diversity, inclusion & local workforce Practical commitments and evidence +

Evidence good-faith efforts for a diverse, inclusive and local workforce. Address Italian standards, recruitment, training, development and how the commitments can be delivered.

Exhibit A · section 6

07 Alternatives Innovation on top of a compliant baseline +

A compliant offer is required before beneficial cost or schedule alternatives can be considered. Explain each alternative's benefit, impact, assumptions and separate price clearly. Do not blur it into the baseline.

Exhibit A · section 7

08 Licences, permits & lower-tier partners The legal and operational basis for delivery in Italy +

Show licences, registrations and permits needed to work in Italy. If pending, include the application, process and timing. List lower-tier firms, previous client/bidder experience and a compliant selection process. Incorporate sponsor obligations without undermining service.

Exhibit A · section 8

The supporting documents

FORM

Signed Proposal Form

Complete every field electronically; include company, VAT, registered office, signatory and addenda.

B

Scope response

Define included services, deliverables, phases, operating alternatives, assumptions and exclusions.

C

Delivery schedule

Provide a detailed programme with dependencies, approvals and mobilisation, aligned to the indicative client baseline.

D + E

Excel schedules

D: experience and backlog. E: key people for consultancy and operational alternatives. Attach the required CVs.

F

Financial proposal

Required consultancy price plus separately identified operating alternatives and commercial terms.

AGREEMENT

Tracked contract revisions

Specific edits in the original Agreement by submission. Blanket “subject to negotiation” wording is insufficient.

H / NDA

Confidentiality evidence

Check the executed main-bidder NDA and the process for partners and subcontractors.

G · OPEN

Information Pack

Referenced in the RFP but absent from the supplied file set. Confirm the current issue and obtain it.

Commercial and operating terms that need an explicit response +

Assets & investment

Clarify CAPEX, equipment ownership and early termination/buyout. Operator-purchased equipment transfers to the client at term end. The client separately oversees IPTV menu boards and signage; operator programming and carts need coordination and approval.

Control & cost allocation

Client approvals cover products, outlets, prices, suppliers, people and sponsors. The operator maintains F&B equipment and spaces, pays an agreed utility share and passes 100% of specified rebates/savings to the developer. Event rights and exclusivity need definition.

Reporting & accountability

Include event flash reports within two hours, preliminary sales by noon next day and final sales within 72 hours. Address monthly reconciliation/payment within 15 days, budgets, independent audit, three-year records retention, annual equipment reviews and energy plans.

Exhibits B and F. Legal and Finance must review the complete contractual wording, liabilities and exceptions.

CLARITY FIRST. THEN COMMITMENT.

05 THE DECISIONS

A stronger-looking proposal does not resolve an unclear scope or unsupported economics. Close these decisions before the final sign-off.

SHOW

01 / BID LEAD

CRITICAL

What is the current bid basis?

Obtain all written Q&A and addenda, the deadline extension and Exhibit G. Confirm submission time, offer validity and the revised interview/award programme.

DECISION / EVIDENCE NEEDED

One controlled source register

02 / BID LEAD + LEGAL

CRITICAL

Who is actually making the offer?

Confirm the legal bidding entity, prime/partner/subcontractor structure, Italian delivery responsibility, NDA coverage and authorised signatory.

DECISION / EVIDENCE NEEDED

Approved bid structure & owners

03 / FINANCE + LEGAL

CRITICAL

Which term are we pricing?

Exhibit B refers to up to five years; Exhibit F asks for an operating alternative of at least ten years. Clarify the phase and contract each applies to.

DECISION / EVIDENCE NEEDED

Confirmed consultancy & operating terms

04 / FINANCE + OPERATIONS

CRITICAL

Can we defend the economics?

Obtain attendance and event scenarios, premium inventory, outlet capacity, utilities and asset responsibilities. Define revenue, investment and buyout assumptions.

DECISION / EVIDENCE NEEDED

Reconciled model with clear sensitivities

05 / DESIGN + OPERATIONS

BEFORE FREEZE

What can the team commit to deliver?

Set consultancy deliverables and phase effort. Confirm the operating alternatives, named key staff, Italian resources, subcontractors and responsibility matrix.

DECISION / EVIDENCE NEEDED

Scope, programme & committed people

06 / LEGAL + EXECUTIVE

CRITICAL

Which risks need a specific redline?

Review liability, insurance, payment, confidentiality, exclusivity and change control. Specific Agreement revisions must be submitted with the bid.

DECISION / EVIDENCE NEEDED

Approved risk position & tracked edits

Showing all 6 decisions.

PROPOSED WORKING ALLOCATION

One accountable owner for every output.

Levy bid lead

Source control, response structure, integration and release

Levy design team

Consultancy scope, venue solution, programme and interfaces

Compass Italy + Levy

Operating concepts, local delivery, supply chain and staffing

Joint Finance + Legal

Pricing, commercial assumptions, contract review and approvals

Italy HR + Levy teams

Named staff, CVs, commitments, recruitment and references

Evidence, open points & how to use this brief +

Source documents

RFP and Proposal Form; Exhibit A (requirements), B (services), C (programme), D/E (Excel templates), F (financial proposal), H (NDA), draft Service Agreement, Italian eligibility declaration and executed LOI/NDA.

Original documents and written procurement addenda take precedence. This brief supports internal coordination; it is not the bid submission.

Confirmed vs. proposed

RFP requirements are labelled by source. The 23 October date comes from the bid lead. Workstream ownership, internal gates and suggested outputs are recommendations, not client instructions.

Exhibit G and the underlying Q&A/extension communication are not in the supplied source set. Claims from a secondary checklist have not been treated as confirmed amendments.

Keep the decisions visible

Assign named owners, confirm commitments and record decisions in the team's shared action plan. This page is a briefing view; it does not report task completion or synchronise team status.

The proposal form and RFP contain inconsistent fixed validity dates. Confirm validity after the extension rather than copying a historic date.

BUILD A BID WE CAN DELIVER.

THE NEXT MOVE

Agree the scope. Evidence the solution. Price the assumptions. Close the decisions.

START WITH THE DECISIONS