Tender facts & delivery brief

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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THE MILANO STADIUM BID. WHAT THE CLIENT WANTS. WHAT LEVY MUST DELIVER.

NUOVO STADIO MILANO / NSM-RFP21-2026.09-FBO

Stadio San Siro S.p.A. is procuring F&B design consultancy and approval support for the new AC Milan and Inter stadium. Levy Italia must put forward a defined scope, delivery team, programme and fee. Concessions, premium F&B and catering operations are separately evaluated alternatives.

BID-LEAD DEADLINE UPDATE

23 OCT 2026

Working submission date. Time and written extension: to confirm.

Original RFP: 9 October 2026, 18:00 CET. Reconfirm interviews, tasting and award sequence.

Submission requirements >

71,500

planned seats · draft Agreement

1 + 3

design appointment + operating alternatives

JUL 2031

indicative opening · not guaranteed

DESIGN FIRST

operating rights are not assured

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 >

Client requirement

Indicative / draft

Proposed internal action

To confirm

These labels distinguish the brief from the solution we still need to develop.

Design the experience. Prove how it will work.

01 / WHAT THE CLIENT WANTS

Client: Stadio San Siro S.p.A. · Procurement/project management: CAA ICON · Venue: new multipurpose stadium in San Siro, Milan.

Required financial proposal

Design Consultation & Approvals

A comprehensive F&B design-support appointment from agreement to opening: venue experience, space planning, kitchens, concessions, premium areas, systems, operational flows, technology and local approval support.

• Create a distinctive offer for two clubs and multiple event types.

• Refine the design with the appointed architects, kitchen consultant and specialist designers.

• Balance guest experience, accessibility, throughput, durability, sustainability and cost.

• State phased deliverables, people, effort, consultant needs and fees.

The consultancy must make sense as a stand-alone appointment. Define who designs, reviews, approves, supplies and operates each element.

Additional financial alternatives

Three operating scopes. Client selection.

01

Concessions

General-admission food and beverage services, associated people, systems, equipment and operating controls.

02

Premium food & beverage

Differentiated hospitality tiers, service standards and premium commercial propositions.

03

Catering

Players and staff, together with third-party events and the relevant facility operations.

Operations begin at opening only if awarded. The Client may select some or all scopes. Term conflict: Exhibit B “up to 5 years”; Exhibit F operating proposal “no less than 10 years”.

Place

A Milan and Lombardy food identity, respecting both clubs and capable of attracting guests beyond matchdays.

Performance

Fast, accessible service and distinctive premium experiences, supported by a credible operating and commercial model.

Proof

Relevant design experience, named people, a detailed execution plan, measurable assumptions and a priced scope.

What will happen here? How often? For how many guests?

01B / EVENT PROGRAMME & VOLUMES

The pack identifies a multipurpose venue and several service occasions. It does not provide a quantified annual event programme. “Year-round destination” is an ambition, not a commitment to 365 trading or event days.

2

home clubs named AC Milan + Inter

71,500

planned stadium seats not attendance at every event

NOT PROVIDED

annual event count in the reviewed pack

NOT PROVIDED

event-by-event attendance and premium inventory

AC Milan home matches Football / stadium bowl

Status in the supplied documents

Named home club. Matchday GA and premium F&B form part of the venue proposition.

Planned frequency & quantity

Not supplied No annual number, competition split, fixture calendar or attendance guarantee.

Implication for the F&B response

Model matchday demand by stand, premium tier and service window. Request competition and attendance scenarios.

Inter home matches Football / stadium bowl

Status in the supplied documents

Named home club. The Client asks for a dual-club identity with one coherent F&B experience.

Planned frequency & quantity

Not supplied No annual number, fixture calendar, attendance guarantee or club-specific trading profile.

Implication for the F&B response

Test club-specific audience/product needs and turnarounds between fixtures. Avoid double-counting shared-stadium derby events.

Concerts & entertainment Multipurpose venue

Status in the supplied documents

Sports/entertainment venue described; concerts are expressly contemplated in operating conditions.

Planned frequency & quantity

Not supplied No confirmed concerts per year, sellable event capacity, standing-floor configuration or visitor forecast.

Implication for the F&B response

Assess different arrival/dwell profiles, floor concessions, premium opening and changeovers. Event alcohol restrictions may apply.

Third-party events Hired / promoted events

Status in the supplied documents

Exhibit A requires a catering plan for third-party events. Exhibit B anticipates third-party/promoter/renter uses.

Planned frequency & quantity

Not supplied No bookings, annual count, guest numbers, room inventory or service schedule.

Implication for the F&B response

Develop scalable catering formats and logistics. Corporate meetings, banquets or exhibitions may be explored as ideas; no specific booking programme is confirmed.

Civic / not-for-profit events Special uses

Status in the supplied documents

Named as possible events; municipality/other authorised uses may fall outside standard operating scope.

Planned frequency & quantity

Not supplied No annual frequency or minimum volume; commercial rights and support requirements need confirmation.

Implication for the F&B response

Identify coordination, access and cost assumptions. Do not assume exclusive catering or normal alcohol sales.

Players & staff catering Recurring service, not a public event count

Status in the supplied documents

Explicitly required in the proposed execution plan.

Planned frequency & quantity

Not supplied No daily covers, service days, meal windows, team/staff populations or exact facilities.

Implication for the F&B response

Request meal/service schedules and dietary requirements; develop a separate secure, controlled catering model with club specialists.

Year-round food destination / premium extension Commercial ambition

Status in the supplied documents

RFP asks for year-round destination thinking. Exhibit A invites premium extension beyond the stadium.

Planned frequency & quantity

Concept to develop No guaranteed operating days, footfall, external-area capacity or approved event programme.

Implication for the F&B response

Explore aperitivo, local-food activations, plaza/fan-zone formats and seasonal events. Validate rights, spaces, demand and economics before commitment.

REQUEST FROM CLIENT / ITALY

A usable annual event matrix.

- Event type, club/promoter, number of event days and seasonality.
- Attendance scenarios and sellable capacity by configuration; GA versus premium allocation.
- Doors, start/end, breaks, dwell periods and F&B trading windows.
- Areas/outlets open, hospitality packages and players/staff covers.
- Build-up, breakdown, changeover and dark days; overlapping events.
- F&B rights, alcohol/sponsor restrictions, third-party exceptions and cost responsibilities.

E15 + OPERATIONS + FINANCE

Two models. Different purposes.

Annual commercial model: event days × attendance × purchase behaviour × basket value, segmented by event type. Model premium packages, staff catering and non-event trading separately to avoid double counting.

Peak capacity model: orders arriving within a service window versus validated production, payment, collection and replenishment capacity in each zone.

Use low/base/high assumptions until the Client supplies the inputs. A stadium-seat figure cannot establish either annual revenue or the number of service points required.

Bid position:

no calculated league fixture total, assumed concert programme or historic San Siro calendar is presented here as a confirmed programme for the new stadium.

One project. Three different clocks.

02 / THE BRIEF AT A GLANCE

Tender dates, construction milestones and operating targets are different commitments. This visual keeps their status and timing visible.

NUOVO STADIO MILANO

FROM BID TO OPENING. FROM OPENING TO PERFORMANCE.

71,500

planned seats not a guaranteed demand volume

01

Win the right appointment

Procurement

Bid-lead update

23 OCT 2026

Working bid deadline. Written notice & time pending.

Reconfirm dates

SHORTLIST / AWARD

Originally week of 19 Oct tasting; 6 Nov agreement finalisation.

02

Shape and deliver the design

Indicative programme

Design already in progress

2026-2027

Definitive / PFTE / executive design. Align F&B input to the live design.

Construction > opening

NOV 2027 > JUL 2031

Construction window in Exhibit C. Opening is indicative, not guaranteed.

FROM DAY 1

ZERO

single-use plastics

WITHIN TWO SEASONS

4.5 / 5

F&B satisfaction

BY YEAR 2

80%+

matches: ultra-premium sold out

WITHIN THREE SEASONS

50%+

regional ingredients

BY YEAR 3

-50%

food waste · baseline to agree

Other Client targets: GA queues <5 min · premium <3 min · premium renewal 50%+ · plant-based items 30%+ at every outlet · support mandatory stadium LEED Gold.

Still needed: outlet/POS quantities · areas · premium inventory · event volumes · CAPEX · validated demand assumptions.

Make the response complete. Make the delivery unambiguous.

03 / WHAT, WHEN AND HOW TO SUBMIT

The Client is asking for a coordinated, resourced and priced proposal - supported by evidence and the required forms.

SUBMISSION ROUTE

Signed electronic proposal. By email.

Send to

Daniele Carano · CAA ICON daniele.carano@caaicon.com

Copy

Kim Groves · CAA ICON kim.groves@caaicon.com

Confirm before release

Written deadline, exact time/time zone, current addenda and receipt arrangements.

Complete the form

All required fields, signature and acknowledged addenda. Confirm receipt after submission.

Full submission tree >

01 Company

Content that must be clear

Cover letter; legal entity/register; organisation, capacity and Italy presence; proposed partners; five-year claims/disputes disclosure.

Working coordination

Italy leads; Levy supports.

02 Pricing

Content that must be clear

Complete phase pricing and financial terms; consultancy separate from operating alternatives; cost/schedule alternates separately identified.

Working coordination

Levy + Italy Sales / Finance.

03 Insurance

Content that must be clear

Current standard certificate/equivalent; existing and proposed relevant cover and maximum limits.

Working coordination

Italy Legal / Insurance.

04 Experience

Content that must be clear

Comparable work in the last 10 years, fields a-g; five client references; current projects/backlog in D; Italian-law experience.

Working coordination

Levy international; Italy local/legal.

05 F&B approach

Content that must be clear

Design and execution approach; technology; players/staff and third-party catering; responsibility matrix; E/CVs/effort; marketing; menus/locations; premium extension.

Working coordination

Levy integrates; Italy leads menus/locations and local inputs.

06 Inclusion

Content that must be clear

Workforce inclusion approach and relevant Italian-market experience.

Working coordination

Italy / People.

07 Alternates

Content that must be clear

Any cost/schedule improvement proposed in addition to a compliant base bid.

Working coordination

Italy + relevant specialists.

08 Other documents

Content that must be clear

Italy licences/permits or application route; lower-tier subcontractors/selection; sponsor/branding integration.

Working coordination

Italy with Legal / Marketing.

TEMPLATES & SUPPORT

D, E and F are substantive.

D: ongoing projects, dates and backlog. E: key personnel and CVs, with phase effort and availability. F: consultancy fee and separate operating terms. Include B/C-aligned scope and programme, NDA/eligibility evidence and required tracked Agreement edits.

REFERENCE EVIDENCE

Five complete references.

Tottenham, Johan Cruijff ArenA, Aston Villa, The O2 and Wimbledon are the agreed international candidates. Obtain all a-g fields. Annual turnover is not final project cost or total contract value. Active-construction experience needs specific evidence.

POST-SUBMISSION

Tasting and agreement.

If shortlisted, interview and in-person tasting/service demonstration. Originally scheduled for the week of 19 Oct; reconfirm after extension. Selected candidates are asked to return executed documents within two calendar days of receipt. No appointment exists until a definitive agreement is signed.

Original procurement sequence & validity conflicts

LOI/NDA issued 3 Sep · NDA due 7 Sep · RFP received 11 Sep · questions due 18 Sep, 18:00 CET · Q&A addendum planned 25 Sep or later · original proposal deadline 9 Oct, 18:00 CET · interview/tasting week of 19 Oct · agreement finalisation 6 Nov 2026.

The existing bid-lead update moves the working submission date to 23 Oct. Revised downstream dates are unconfirmed. The supplied pack also states 120-day validity and conflicting fixed dates of 30 Jan / 6 Feb 2027. Obtain a single written instruction; do not infer the effect of the extension.

Enter a live design process. Work back from readiness.

04 / WHEN THE WORK HAPPENS

Exhibit C is indicative. End dates include one month for Client approval. Our consultancy plan must be reconciled with actual design progress and current access/handover dates.

CLIENT PROGRAMME

2026

2027

2028

2029

2030

2031

Definitive design

Apr 2026 - Jan 2027

PFTE

Jun 2026 - May 2027

Executive · public works

Dec 2026 - May 2027

Executive · private works

Dec 2026 - Oct 2027

Construction

Nov 2027 - Jul 2031

PFTE milestones:

Nov 2026 acquisition-contract submission · Jan 2027 administrative-process submission · May 2027 approval.

July 2031:

indicative stadium opening.

Proposed consultancy delivery gates

Our delivery approach · to develop and price

01

Validate the brief

Review the design, information gaps, demand scenarios and responsibilities. Agree the initial assumptions and decision register.

Output: agreed design and operating brief.

02

Test the concept

Compare zoned offers, service formats, flows, equipment and technology with E15 demand and Italy feasibility checks.

Output: preferred concept and option appraisal.

03

Coordinate the design

Develop layouts/specifications and technical interfaces with appointed designers; support approval reviews and control changes.

Output: coordinated design review records.

04

Prepare readiness

Support equipment/technology reviews, commissioning, handover and test criteria. Plan mobilisation for any awarded operations.

Output: validated readiness and operating plan.

These are proposed work stages, not additional Client dates. Define exact deliverables, review obligations, resources and fees against the agreed programme.

Turn each target into a design requirement.

05 / WHAT SUCCESS MUST LOOK LIKE

All figures below are Client objectives. The proposed owners and delivery implications are internal recommendations. No missing measurement definition has been invented.

No separate implementation date stated

<5 min

General admission queues

Average queue time

Size service and collection capacity by event window. Define sampling, peak periods and the start/end of a queue.

BUILT · Operations · E15

No separate implementation date stated

<3 min

Premium queues

Average queue time

Design premium service and staffing around the guest journey; agree which services are measured.

Operations · BUILT · E15

Within two seasons

4.5 / 5

F&B satisfaction

Fan experience score

Agree survey method, respondent base, event mix and reporting cadence.

Marketing · Operations · E15

No separate target date stated

50%+

Premium renewal

Premium F&B packages

Confirm package inventory, renewal definition and who controls sales and retention.

Commercial · Marketing

By Year 2

80%+

Ultra-premium sell-outs

Share of matches sold out

Confirm ultra-premium inventory, match denominator and responsibility for distribution.

Commercial · Culinary · Marketing

Within three seasons

50%+

Regional ingredients

Lombardy & surrounding regions

Establish supplier coverage and agree whether the percentage is measured by spend, weight or another basis.

Italy Procurement · Culinary

By Year 3

-50%

Food waste

Reduction against an agreed baseline

Baseline is not supplied. Define waste streams, measurement, prevention and donation routes.

Sustainability · Operations · E15

No separate target date stated

30%+

Plant-based menu items

At every outlet

Develop meaningful, clearly marketed and competitively priced options; agree the item-count methodology.

Culinary · Procurement

From Day 1

Zero

Single-use plastics

Opening operating requirement

Allow for reusable cups, washing/returns, compliant packaging and water refill infrastructure.

Sustainability · BUILT · Procurement

Align with venue certification programme

LEED Gold

Stadium certification

Mandatory venue objective

Confirm F&B evidence and responsibilities with the venue certification team. This is not a Levy company certificate.

Design · Sustainability

Technology is part of the brief.

Cashless/contactless POS; mobile pre-order and pickup; a shared stadium app if applicable; premium in-seat delivery; loyalty and real-time menu/wait information. Digital menu boards at all outlets should support Italian, English and Spanish, stock availability, nutrition and allergens. Assess smart-fridge/automated retail pilots and AI-supported pricing/menus within Client approval rules.

Reporting is an operating obligation.

Event flash within two hours of the event ending; preliminary sales by noon the following day; finalised reports within 72 hours. Audited/reconciled monthly reports within 15 days of month-end. Annual budget 90 days before the Agreement Year; annual audited statement within 90 days of fiscal year-end. Confirm the final financial/contractual application.

Consultancy SLAs, payment, insurance & full terms >

KNOWN

71,500

planned seats from the draft Agreement recital.

NOT PROVIDED IN THE REVIEWED PACK

The numbers the teams must request.

Outlet and POS counts · kitchen/storage areas · premium-seat, suite and lounge inventory · event calendar and attendance · staffing volumes · F&B CAPEX allowance · guaranteed revenues or volumes.

The per-capita spend ambition has no numeric figure in the RFP. Model assumptions transparently; do not fill the gap with an invented target.

One set of assumptions. Connected team outputs.

06 / WHO MUST TURN THIS INTO A SOLUTION

The existing working allocation remains: Italy leads corporate/local evidence and menus; Levy leads the international design approach and references, working with Italy on pricing and delivery. The workstreams below make that allocation actionable.

01 / E15 Model demand Where, when, how much?

02 / BUILT Shape the concept Space, formats, guest journey.

03 / ITALY + OPERATIONS Validate delivery Food, logistics, people, approvals.

04 / FINANCE + LEGAL Price & qualify Scope, cost, terms and risk.

Challenge the assumptions together. Revise the concept before the integrated bid is frozen.

PRIORITY WORKSTREAM

BUILT

Turn the fan promise into a venue that can deliver it.

• Experience & spatial concept Annotated zoning diagram, outlet concept cards and service-format options. For every option: guest need, location logic, production method, replenishment route, accessibility and assumptions.

• Capacity & technical interfaces Capacity brief and equipment principles; interface register identifying who designs, supplies, installs, approves, operates and maintains each element. Quantities remain conditional on validated plans and modelling.

• Options & design gates Option appraisal, phased consultancy deliverables and design review schedule. Recommend a preferred concept with reasons, unresolved dependencies and a Client decision at each gate.

Full BUILT brief, ideas & handoffs >

PRIORITY WORKSTREAM

E15

Give the design a demand model it can stand behind.

• Demand & consumer insight Assumptions register; demand heatmap; forecast orders by zone and service window; guest-needs and value-perception hypotheses. Keep capture rate, basket value and repeat purchase as separate assumptions.

• Capacity & commercial scenarios A linked scenario model and option scorecard: what changes, why, input range, expected effect, confidence and sensitivity. Finance owns the final commercial offer.

• KPI & test plan KPI dictionary; illustrative dashboard using clearly labelled sample data only; test-and-learn plan. Establish the food-waste baseline and measurement denominators with Sustainability and the Client.

Full E15 brief, ideas & handoffs >

Italy Design & Technical Coordinated technical scope + consultant/fee schedule + design responsibility and approval register.

Culinary & Italy Procurement Menu/service architecture + production/equipment brief + sourcing roadmap + players/staff and event catering plans.

Operations & Mobilisation Execution plan + logistics/storage flows + peak-service model + mobilisation and resilience plan.

Technology & Data Technology architecture + zone-by-zone option matrix + interface and testing plan.

Creative & Marketing Marketing plan + activation calendar + concept boards + premium-extension feasibility brief.

Sustainability & Food Safety Sustainability delivery matrix + circularity/infrastructure brief + baseline and assurance plan.

People & Staffing Exhibit E + CV pack + org chart + phase-effort and availability matrix.

International References Five a-g dossiers + five client references + Exhibit D + validated design/construction evidence.

Commercial & Finance Phase-fee table + completed Exhibit F + separate operating scenarios + sensitivity and approval record.

Italy Legal & Insurance Legal/entity evidence + insurance response + tracked Agreement edits + priority clarification register.

Bid Leadership & Italy Sales Integrated proposal + compliance tracker + signed release and receipt record.

The Client keeps the approval decisions.

Levy proposes and substantiates the solution. The Client retains approval of relevant products, locations, prices, brands, portion/quality standards, suppliers/subcontractors, staffing matters, uniforms, advertising and technology. Qualified designers and authorities retain their own responsibilities.

Menu boards & signage: Client oversees relevant procurement/design/installation under Exhibit F. Operator programming and content remain approval-controlled.

Equipment & commercials: account for maintenance/repair, Client-approved enhancements, end-of-term equipment transfer and full pass-through of supplier discounts/rebates.

The gaps that change the design or the offer.

07 / RESOLVE BEFORE COMMITTING

Prioritise missing inputs that affect compliance, scope, resourcing, price or the credibility of the proposed guest experience.

01 Deadline & procurement sequence Italy Sales / Bid +

23 Oct 2026 is the bid-lead update on the existing briefing; the supplied RFP states 9 Oct, 18:00 CET. Written extension, submission time/time zone, revised interviews/tasting and award dates are missing.

Action: Obtain written confirmation and use it to rebase the workback. Do not carry the old 18:00 time onto the new date by assumption.

02 Drawings, quantities & investment Design / BUILT / E15 +

Exhibit G and the latest approved stadium information are missing. There is no confirmed outlet/POS count, premium inventory, area schedule, event programme or F&B CAPEX allowance.

Action: Request the design pack and operational/commercial inputs. Use explicitly labelled scenarios until supplied.

03 Scope & operating term Commercial / Legal +

The Client may select some or all scopes. Exhibit B says up to five years; Exhibit F requests operating proposals of no less than ten years.

Action: Confirm applicability and propose a clearly qualified commercial basis; keep required consultancy separate.

04 Validity period Legal / Bid +

The pack contains a 120-day validity statement and conflicting fixed dates of 30 Jan / 6 Feb 2027; the extension may affect the intended period.

Action: Request a single confirmed validity instruction; do not silently recompute or choose one date.

05 People, consultants & authority People / Italy Design +

Named Milano appointments, phase effort and design consultants are not complete. Roberto Carvelli is pending appointment in the working note.

Action: Confirm roles, availability, CVs and consultant estimates; distinguish Client-direct appointments.

06 Corporate and reference evidence Italy Legal / References +

Current entity-specific certificates, insurance evidence and complete a-g reference data remain to validate. The supplied All. B appears to concern a separate municipal sponsorship procedure.

Action: Obtain current evidence, missing contacts/values/format splits and clarify the eligibility form before signing.

07 KPI definitions & commercial rights E15 / Sustainability / Commercial +

Waste baseline, local-sourcing denominator, queue methodology, premium inventory and marketing/sponsor rights require agreement.

Action: Provide proposed measurement rules and identify Client decisions; do not claim guaranteed results or unrestricted rights.

NEXT WORKING SESSION

Assign owners. Confirm inputs. Agree the first integrated concept.

Start with BUILT, E15, Italy Design, Culinary, Operations and Finance. Use one assumptions register and the same demand scenarios.

Open the team workback >

SLAs & commercial terms

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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WHAT DELIVERY COMMITS US TO. 2

Consultancy response & payment terms 2

WHAT DELIVERY COMMITS US TO.

02 / SERVICE OBLIGATIONS & COMMERCIAL CONDITIONS

DRAFT / REQUIREMENTS / OPEN INPUTS

Consultancy duties and operating obligations belong to different appointments. Read them separately; reconcile the draft terms, missing inputs and assumptions before pricing or committing.

Consultancy response & payment terms

06

DRAFT AGREEMENT

5 days

Review revised drawings, specifications and other design documents after receipt.

48 hours

Review / respond to authority requirements when requested.

5 business days

Notify unavoidable delay after discovery; excused period limited to 30 days. No automatic fee uplift.

30 / 60 days

Invoice approval / dispute notice within 30 days; approved amount payable within 60 days of invoice + required deliverables.

75% / 25%

Annex 5 draft invoicing split: on work submission / approval. Indicative billing schedule to agree in month 1.

30 days

Final report / undelivered outputs + final invoice after completion or termination; document handover within 30 days of term end, with immediate-delivery termination provisions.

7 business days

Default cure period after notice; specific immediate-termination rights also apply.

24 months

Consultancy cost / billing records retained after final invoice. These are draft service obligations, not agreed amendments.

Draft Service Agreement

08

DRAFT / CLARIFY

Fee, risk & insurance

Fee / risk

Fixed consultancy fee, including scope-related duration increases; extra services require prior written agreement. Broad indemnities, no stated aggregate liability cap, exclusivity / IP / payment restrictions: approve specific redlines.

Delay penalties

EUR amounts are placeholders. One clause states a 10% fixed-fee cap; another does not. Additional-damages provisions remain.

Professional indemnity

At least EUR 5m per claim / annual aggregate; claims-made cover for at least 6 years after services.

General / auto liability

General: EUR 2m aggregate and products-completed operations; EUR 1m each occurrence and personal / advertising injury. Specified additional-insured cover: 10 years after completion. Auto: EUR 1m per occurrence.

Workers / notice

Statutory workers cover; employer liability mixes USD 1m accident / disease-policy and EUR 1m per employee disease limits: verify currencies. COI before services; cancellation notice at least 30 days.

Draft Agreement; Exhibits A / B / F

07

OPERATING ALTERNATIVES

Operating reporting & planning SLAs

Each event

Flash report within 2 hours after event; preliminary sales by 12:00 next day; finalise within 72 hours.

Month-end + 15 days

Sales, COGS, labour, expenses, commissions and any payment due; audited / reconciled monthly reporting.

Annual budget

Submit 90 days before each Agreement Year; agree the final approved budget within 30 days of its start.

Fiscal year + 90 days

Audited annual statement, by a client-approved independent CPA, at operator cost.

Equipment / energy

Annual equipment audit; inventory / replacement plan + energy plan 90 days before each calendar year. Replacement outlook: next 24 months.

3 years

Operating records retained after expiry / termination; client audit rights. Client may adjust reporting formats and certain timing.

Exhibit B §§03-05

09

OPERATING CONDITIONS + GAPS

Client controls & open inputs

Client approvals

Products, prices, locations, alcohol zones, brands / portions, staffing, uniforms, suppliers, subcontractors and marketing; sponsor exclusivities may constrain the offer.

Asset responsibilities

Client-approved bidder POS and operator equipment maintenance. Client procures / oversees IPTV menu boards, signage and coordinated carts. Operator programs menus; operator-bought equipment transfers to client at term end.

Operating economics

All group / volume savings pass to client; alcohol-free events give no financial adjustment. Operator handles permits, relevant taxes, Italian labour compliance and agreed / metered utilities.

Inputs to obtain

Exhibit G; binding Q&A / addenda; extension / time; current drawings; demand / hospitality inventory; CAPEX / utility / revenue definitions; revised interview / award dates and contractual term / validity.

Documents to resolve

Draft annexes, penalty amounts and template residues; eligibility form applicability (municipal header). Partner NDA / subconsultant approval before sharing or engagement. Main-bid NDA is executed; confidentiality survives as drafted.

Exhibits B / F; RFP; supplied source set

03 / Connect the teams and their contributions >

Team working briefs

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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How the teams work together

THE SHARED OUTPUT

A concept is ready for the bid when demand, space, menus, service, technology, people and commercial assumptions agree.

E15 Demand & evidence Scenarios, peaks, measures.

BUILT Experience & space Formats, flows, options.

ITALY + OPERATIONS Feasibility & delivery Menus, approvals, resources.

FINANCE + LEGAL Price & commitment Phases, terms, approvals.

Every design change returns to the same demand model, operating assumptions and cost plan.

Working allocation from the team note

Italy: company/legal/local evidence, insurance, inclusion, menus/locations and local design resources. Levy: international references and project approach, execution, technology, staffing and marketing inputs. Pricing: Levy with Italy Sales. Proposed consultants and appointments still need confirmation.

BUILT

Turn the fan promise into a venue that can deliver it.

Lead the integrated F&B experience and concept workstream: connect physical space, service formats, technology and the commercial brief. Coordinate with Italy's design team and the Client-appointed designers. BUILT's proposed role extends beyond equipment and CAPEX.

The question to answer

What should we build, where, and why will it work?

Inputs needed

Latest drawings and Exhibit G; E15 demand ranges; Italy's menu and service brief; approved venue and club positioning; sponsor constraints; available budget and design programme.

01 / Experience & spatial concept

Develop a zoned F&B concept for GA, premium, players/staff and event catering. Map the journey from arrival and aperitivo to pre-match, half-time and departure. Compare traditional concessions, grab-and-go, self-service and premium service where appropriate.

Expected output: Annotated zoning diagram, outlet concept cards and service-format options. For every option: guest need, location logic, production method, replenishment route, accessibility and assumptions.

02 / Capacity & technical interfaces

Translate E15 demand and Operations throughput assumptions into indicative service-point, kitchen, storage, wash-up and waste requirements. Identify utilities, extraction, refrigeration, delivery, circulation and maintenance access interfaces with the qualified designers.

Expected output: Capacity brief and equipment principles; interface register identifying who designs, supplies, installs, approves, operates and maintains each element. Quantities remain conditional on validated plans and modelling.

03 / Options & design gates

Compare a compliant core concept with separately identified enhancements. Test operational impact, capital cost range, flexibility, maintainability and sustainability. Show how the design develops from review to commissioning.

Expected output: Option appraisal, phased consultancy deliverables and design review schedule. Recommend a preferred concept with reasons, unresolved dependencies and a Client decision at each gate.

BUILT | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A guest-journey board covering arrival, pre-match, half-time, post-match and relevant non-matchday use, with distinct needs for GA and premium guests.

2. An annotated zoning concept identifying food offer, service format, production/finishing, collection, replenishment, waste and accessibility for each proposed type of area.

3. An option schedule comparing the compliant core proposition and enhancements: benefit, spatial requirement, technology dependency, indicative cost basis and approval needed.

4. A technical interface register and phased design-consultancy deliverables schedule for Italy Design, appointed consultants and Finance.

Illustrative Milano application

For a busy concourse, develop a traditional concession, an assisted self-service option and a grab-and-go option against the same demand scenario. Show how guests choose, pay, collect and leave; how stock reaches the outlet; and how waste and returns are removed. Use this comparison to recommend the format, rather than selecting technology first. Without approved drawings, provide a labelled typology and a list of spatial requirements, not a claimed final layout.

BUILT | Review & handoff

Ideas to develop - not an agreed solution

• A “Taste of Lombardy” concourse: regional food identities adapted to different stand and crowd profiles, sharing efficient production and replenishment infrastructure.

• A scalable service kit: standard concession, assisted self-service and grab-and-go variants. Design for future change without committing every zone to one technology.

• A premium-to-plaza journey: assess whether selected hospitality offers can extend into exterior areas and non-matchday events, subject to rights, access, safety and demand.

Questions the team must close

• Which design decisions are still open, and where can F&B input influence the current stadium design?

• What peak demand and menu complexity must each zone accommodate?

• Which drawings, budget assumptions, building-services limits and Client approvals are needed to progress the preferred option?

Bring to the bid

A concise concept deck + annotated spatial brief + option/interface register + phase-by-phase consultancy scope.

Decision this enables

Choose the preferred concept and the scope that Levy can price and resource independently of an operating award.

Ready when

Each concept has a customer need, capacity rationale, operational route, cost assumption and named approval interface. Any missing drawing, budget or calculation is visible.

Handoff and dependencies

E15 supplies demand ranges > BUILT proposes layouts and formats > Italy Operations and Culinary validate delivery > Finance tests affordability > Client/design team approve.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(i), (ii), (v), (vi); Exhibit F - Design Consultation and Approvals.

E15

Give the design a demand model it can stand behind.

Lead the proposed insight, demand and measurement workstream. Provide transparent scenarios and decision support. The bid must not present a forecast built on missing venue data as a validated commercial promise.

The question to answer

How much demand, at what time, in which place, and with what commercial effect?

Inputs needed

Event mix and attendance; seating/premium inventory; access and dwell-time assumptions; comparable transaction data; sample menus/prices; service rates; proposed outlet locations. Label every input supplied, benchmarked or assumed.

01 / Demand & consumer insight

Segment home-club fans, visiting supporters, families, premium guests, concert audiences, staff and non-matchday visitors where relevant. Model low/base/high event scenarios and demand by zone and time window, with a specific half-time stress case.

Expected output: Assumptions register; demand heatmap; forecast orders by zone and service window; guest-needs and value-perception hypotheses. Keep capture rate, basket value and repeat purchase as separate assumptions.

02 / Capacity & commercial scenarios

Test the service capacity of proposed formats with Operations. Compare queue implications, conversion, menu/product mix, labour deployment, waste, spend and outlet contribution. Assess technology as an option against the same baseline.

Expected output: A linked scenario model and option scorecard: what changes, why, input range, expected effect, confidence and sensitivity. Finance owns the final commercial offer.

03 / KPI & test plan

Define how queue time, satisfaction, stock availability, waste and outlet profitability will be measured. Specify source systems, data ownership, frequency and calculation rules. Propose pilot and test-event criteria.

Expected output: KPI dictionary; illustrative dashboard using clearly labelled sample data only; test-and-learn plan. Establish the food-waste baseline and measurement denominators with Sustainability and the Client.

E15 | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. One assumptions workbook with separate tabs for event mix, attendance, guest segments, trading windows, capture, transactions, basket and confidence/source status.

2. A low/base/high demand model by event type, zone and time window; an annual view for Finance and a peak-service view for Operations/BUILT.

3. A comparative option scorecard covering queue implications, sales capture, labour, waste, cost and reliability, with sensitivities instead of a single unsupported point forecast.

4. A KPI dictionary and sample dashboard specification defining calculations, systems, owners, timing and how test-event data will validate the model.

Illustrative Milano application

Start with one clearly labelled football-match scenario. Divide demand into arrival, pre-match, half-time and post-match windows and allocate it to venue zones. Compare the same demand against alternative outlet/service configurations. Keep service-time assumptions visible and explain the limiting step: preparation, payment, collection or replenishment. Repeat the method for concerts and third-party catering once their inputs are available. Do not derive annual event volume from the stadium seat count.

E15 | Review & handoff

Ideas to develop - not an agreed solution

• Create a half-time pressure map to show where demand could exceed service capacity; use it to change layout, assortment or collection design before adding equipment.

• Build a technology decision scorecard comparing conventional tills, self-ordering, self-checkout and frictionless formats on throughput, inclusion, reliability and total cost.

• Model the year-round proposition separately: restaurant/plaza demand must have its own footfall and trading assumptions, rather than borrowing matchday economics.

Questions the team must close

• What annual event programme and configuration-specific attendance scenarios can the Client provide?

• Which comparable venue data are relevant, permitted for use and sufficiently granular to support service-rate assumptions?

• Which decisions will the model inform first: outlet location/capacity, technology choice, staffing, menu mix or investment?

Bring to the bid

One editable demand/capacity model + evidence and assumptions register + scenario summary + KPI dictionary.

Decision this enables

Agree the demand scenario and service assumptions used consistently in design, staffing and pricing.

Ready when

Inputs have provenance and confidence levels; units and time windows are explicit; peaks are tested; no invented revenue, capex, outlet count or percentage is presented as fact.

Handoff and dependencies

Italy/Client and reference venues supply inputs > E15 models demand > BUILT and Operations test options > Finance evaluates the economics > E15 measures trials.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(i)-(ii); RFP hospitality objectives; Exhibit B - technology and reporting.

Italy Design & Technical

Make the concept fit the actual building and approval process.

Coordinate the Italian technical response and interfaces with the Client's architects, kitchen consultant, engineers and qualified local professionals. Confirm who is responsible for each formal design and submission.

The question to answer

How does the F&B concept become coordinated, approvable design?

Inputs needed

Current stadium design status, drawings, design responsibility matrix, consultant appointments and authority submission milestones.

01 / Design gap review

Review received plans against the F&B brief. Record gaps in space, flows, accessibility, equipment and building services, including interfaces with security and event operations.

Expected output: Annotated design review and prioritised gap register.

02 / Consultant scope

Identify required specialist support and whether appointed by Levy or directly by the Client. Obtain scope, qualifications, availability and best fee estimates for Client-direct consultants.

Expected output: Consultant schedule, contact details, relevant experience and estimated fees; explicit appointment assumptions.

03 / Coordination & approval

Map design submissions, review cycles, local approval support and change control to the live programme. Identify accountable qualified designers and authority interfaces.

Expected output: Design deliverables register and responsibility matrix; authority/approval pathway for confirmation.

Italy Design & Technical | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A drawing and information register recording revision, design stage, review status and outstanding F&B information.

2. A technical gap review linking each issue to the affected space, service, design discipline and required decision.

3. A consultant/appointment schedule covering Levy-appointed versus Client-direct roles, deliverables, availability, qualifications and best fee estimates.

4. A responsibility and design-review schedule linked to Exhibit C, including local approval support and agreed change control.

Illustrative Milano application

Take one proposed kitchen-to-concourse route and coordinate the whole chain with the appointed designers: receiving, storage, production, dispatch, vertical/horizontal distribution, outlet finishing and waste returns. Record where the concept depends on lifts, access rights, utilities or an unfinished design decision. The bid should show how these interfaces will be managed, even where final dimensions are not yet available.

Italy Design & Technical | Review & handoff

Ideas to develop - not an agreed solution

• Use one interface register for kitchen equipment, MEP, structure, fire strategy, accessibility, ICT and F&B operations.

• Make operational acceptance criteria part of each design gate, including replenishment and maintainability.

Questions the team must close

• Which drawings and area schedules are approved, and which remain in development?

• Who holds each design, engineering, permitting and sign-off appointment?

• What review turnaround and design-resource commitment must be included in the consultancy fee?

Bring to the bid

Coordinated technical scope + consultant/fee schedule + design responsibility and approval register.

Decision this enables

Confirm consultant appointments, design liability boundaries and deliverables included in the consultancy fee.

Ready when

No statutory designer or contractor responsibility is attributed to Levy without an agreed appointment; Client-direct consultant estimates are included.

Handoff and dependencies

BUILT supplies the concept; Italy technical professionals coordinate formal design; Operations validates use; Client approves scope and appointments.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(ii)-(iii); Exhibit F design scope; Exhibit C programme.

Culinary & Italy Procurement

Make Milan unmistakable, and every menu deliverable.

Italy leads facility menus and locations under the team's working allocation. Levy Culinary contributes international stadium experience, premium differentiation and operational menu development.

The question to answer

What will guests eat, and how will we produce it at stadium pace?

Inputs needed

Club/venue identities; outlet typologies; supplier capability and seasonality; equipment/space options; sponsor categories; E15 demand and price/value insight.

01 / Menu architecture

Develop GA, premium, staff/players and third-party event propositions. Define format, preparation, holding, finishing and service needs; show a credible plant-based offer at every outlet.

Expected output: Menu architecture and representative concept menus; recipes, allergens, portions and costs developed to the stage supported by data.

02 / Local sourcing & circularity

Build a Lombardy and surrounding-region supplier route toward 50%+ ingredients within three seasons. Assess supply continuity, packaging, reusable systems, donation and waste separation.

Expected output: Supplier strategy and phased sourcing plan with measurement basis and open commercial/quality checks.

03 / Performance & event catering

Outline players/staff meal windows, secure service, dietary/allergen controls and nutrition-team coordination. Include third-party event production, service and changeover scenarios.

Expected output: Separate catering service briefs, operational dependencies and sample tasting proposition. Nutrition requirements must be agreed with club specialists.

Culinary & Italy Procurement | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A menu architecture by GA, premium tier, players/staff and third-party event service, stating the audience, occasion and service style.

2. Representative menu/concept cards showing regional identity, preparation/finishing approach, dietary/allergen controls, portion logic and costing status.

3. A kitchen/equipment and sourcing brief linked to each concept, including local-supplier capacity and alternatives for continuity.

4. A tasting/service-demonstration proposal and a roadmap for the regional-sourcing and plant-based targets, with explicit measurement assumptions.

Illustrative Milano application

Develop a Lombardy-led offer that can work in both a high-volume concourse and a hosted premium environment. Explain which components can share production and sourcing, and which require distinct finishing, presentation or staffing. For players/staff, describe a separate service process built around schedules, secure access and club nutrition-team requirements. These are proposed concepts until menus, partners and operating arrangements are approved.

Culinary & Italy Procurement | Review & handoff

Ideas to develop - not an agreed solution

• Regional classics engineered for reliable holding and fast finishing, supported by seasonal specials rather than an unmanageable assortment.

• Distinct hospitality tiers through product, hosting and service ritual; test chef collaborations only once availability, commercial rights and capacity are established.

Questions the team must close

• Which products and categories are constrained by sponsorship or exclusivity?

• Which local suppliers can sustain event peaks, seasonality and traceability at the required quality?

• What meal volumes, timings and dietary requirements apply to players, staff and third-party catering?

Bring to the bid

Menu/service architecture + production/equipment brief + sourcing roadmap + players/staff and event catering plans.

Decision this enables

Approve the proposed food offer, production strategy and partner shortlist for Client consideration.

Ready when

Chef names and suppliers are labelled potential until agreed; every menu concept links to space, equipment, service rate, cost and dietary controls.

Handoff and dependencies

Italy Culinary defines the food > BUILT/Design allow for production > Operations validates service > E15 tests mix > Finance prices the scenario.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(ii), (v); RFP culinary identity and sustainability objectives.

Operations & Mobilisation

Prove the experience survives the busiest minutes.

Validate the concept as a live venue operation and prepare a conditional mobilisation approach for any operating scope selected by the Client.

The question to answer

Can food, people and stock move safely when the stadium is full?

Inputs needed

Demand by window/zone; outlet and production concepts; deliveries/access restrictions; staffing rules; event and security operating plans.

01 / Service & logistics

Map deliveries, receiving, storage, preparation, dispatch, replenishment, returns and waste. Compare service formats and calculate capacity from defensible service times.

Expected output: Service-flow diagrams and capacity assumptions; storage/stock and equipment-management plan.

02 / Resilience & staffing

Model peak deployment, cross-training, break cover and event changeovers. Define responses to POS/network failure, refrigeration faults, stock shortages and restricted access.

Expected output: Event operating model, labour assumptions, fallback procedures and key training requirements.

03 / Opening readiness

Define phased mobilisation, access/handover dependencies, recruitment, supplier onboarding, equipment testing, rehearsals, test events and readiness acceptance.

Expected output: Mobilisation workback and readiness checklist, to be rebased once opening and access dates are confirmed.

Operations & Mobilisation | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A complete event-day operating sequence covering ordering, receiving, storage, preparation, outlet supply, service, close-down and reconciliation.

2. A service-format/capacity schedule with staffing assumptions and explicitly stated production, payment and collection rates.

3. A logistics/storage and maintenance plan identifying delivery access, stockholding, replenishment, smallwares, waste and equipment responsibilities.

4. A phased mobilisation/readiness plan with recruitment/training, handover conditions, tests, rehearsals, failure procedures and acceptance criteria.

Illustrative Milano application

Use a half-time surge to test the proposed operating model. Show who replenishes an outlet while the service team remains in position, how stock is signalled, where collection queues can form and what happens if a payment device or kitchen process fails. Then test the changeover to a different event format. This exposes operating requirements that should be designed into the building before opening.

Operations & Mobilisation | Review & handoff

Ideas to develop - not an agreed solution

• Walk a product and a team member through the design to expose crossing routes and hidden replenishment constraints.

• Use staged test events to measure queue, dispatch and replenishment performance before accepting the operating configuration.

Questions the team must close

• What are the permitted delivery routes, access windows and security restrictions?

• Which service rates can be supported by relevant evidence or a practical test?

• What must be handed over, commissioned and approved before a test event or full opening can proceed?

Bring to the bid

Execution plan + logistics/storage flows + peak-service model + mobilisation and resilience plan.

Decision this enables

Validate which formats and capacity assumptions can credibly support GA <5-minute and premium <3-minute average queues.

Ready when

The model covers the whole supply-to-service chain and named venue interfaces; active construction/site access assumptions are explicit.

Handoff and dependencies

E15 demand > Operations capacity > BUILT layout changes > People staffing > Technology fallback tests.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(i)-(iii); Exhibit B operating scope and maintenance.

Technology & Data

Connect the guest journey to a resilient operating system.

Define the F&B technology architecture and stadium integration requirements. Hardware, software and relevant platforms require Client approval; no supplier is selected by this brief.

The question to answer

Which technology solves a service problem, and how does it integrate?

Inputs needed

Client ICT architecture, stadium app/CRM/IPTV plans, security requirements, proposed service formats, E15 data specification and operational fallbacks.

01 / Integration architecture

Connect POS/cashless payments, ordering, inventory, kitchen/fulfilment, CRM/data and stadium reporting. Define data flows, interfaces and responsibilities.

Expected output: System diagram, integration/data requirements and procurement/approval matrix.

02 / Guest-facing options

Assess mobile pre-order and geolocated collection, premium in-seat delivery, digital menus in IT/EN/ES, wait-time displays and smart-fridge/automated retail pilots.

Expected output: Options by zone and use case; dependencies, inclusion considerations, cost inputs and measurable pilot criteria.

03 / Control & resilience

Specify testing, service support, network/payment failure procedures, data/privacy review and safe content control for prices, allergens and availability.

Expected output: Testing and fallback plan; data governance and menu-content approval workflow.

Technology & Data | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A system architecture diagram connecting POS, payments, ordering, fulfilment, stock, menu content, CRM/data, dashboards and stadium platforms.

2. A technology option matrix by venue zone: service problem, proposed solution, guest benefit, integration, support and lifetime-cost implications.

3. A responsibility schedule identifying selection/approval, procurement, installation, configuration, data ownership and ongoing support.

4. A test/pilot and fallback plan, including approved content changes, accessibility, network/payment interruption and operational recovery.

Illustrative Milano application

For mobile pre-order, map the full transaction from menu availability and payment through production, pickup notification, collection and reconciliation. Identify who changes stock availability and prevents orders exceeding fulfilment capacity. Compare the proposition with a conventional service baseline; a new ordering channel should only enter the proposed solution if it improves the whole service journey.

Technology & Data | Review & handoff

Ideas to develop - not an agreed solution

• Separate ordering from collection capacity: an app can increase congestion if production and pickup are not designed together.

• Test dynamic pricing within Client-approved rules and a clear fan-value policy; model the effect before committing to deployment.

Questions the team must close

• What stadium app, payment, CRM, network and IPTV decisions have already been made?

• Which integrations, data controls and Client approvals are mandatory?

• How will each service continue safely and accurately when connectivity or a component fails?

Bring to the bid

Technology architecture + zone-by-zone option matrix + interface and testing plan.

Decision this enables

Choose technologies to include in the base concept, pilot or defer, with clear ownership and approval.

Ready when

Menu-board procurement/install stays with Client oversight; operator programming is approval-controlled. Fallbacks and lifetime cost are included.

Handoff and dependencies

E15 specifies information; Operations specifies service; BUILT specifies physical interfaces; Client ICT and Legal confirm integration and controls.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(ii); Exhibit B §1D-E; Exhibit F; RFP technology objectives.

Creative & Marketing

Give two clubs one exceptional food destination.

Create a coherent F&B story that respects both club identities and Milan's culture. Develop the marketing approach for the proposed management model, including non-matchday potential.

The question to answer

Why will guests arrive earlier, choose the offer and return?

Inputs needed

Venue/club brand rules, audience insight, menus, premium tiers, calendar, sponsor inventory, approved rights and CRM/data permissions.

01 / Identity & guest communication

Develop outlet concept stories, tone, wayfinding principles and digital-menu hierarchy with BUILT and Culinary. Account for different club/event modes.

Expected output: Experience narrative, concept boards and guest communication principles.

02 / Commercial calendar

Propose game-day, VIP, seasonal and event-led promotions; sponsor co-promotions and channel plans. Define objectives, owners and measurement for each campaign.

Expected output: Illustrative annual activation calendar, launch plan and campaign briefs with indicative budget inputs for Finance.

03 / Premium extension & 365-day use

Develop a plaza/fan-zone and beyond-stadium premium concept. Test local-operator options, access, logistics, licensing, safety and demand before forecasting returns.

Expected output: Concept and feasibility brief for non-matchday/premium extension, with rights and partner dependencies.

Creative & Marketing | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. An experience narrative and concept-board set showing Milan identity, both club modes and how food, spaces and service communicate the proposition.

2. An illustrative activation calendar for matches, VIP moments, seasonal offers, concerts/other events and non-matchday opportunities.

3. Campaign briefs naming audience, offer, channels, operational prerequisites, cost inputs, approval and measurement.

4. A premium-extension/plaza feasibility brief separating proposed concepts, required rights, potential partners, logistics and demand evidence.

Illustrative Milano application

Build a proposed pre-match aperitivo activation as a complete experience: audience, offer, arrival timing, area, service format, communication and sponsor fit. Include food-led/non-alcohol options and applicable restrictions. For a year-round plaza concept, explain what would bring visitors on a non-matchday and what trading/access conditions it needs. Do not present a potential KERB or chef contribution as a confirmed partnership.

Creative & Marketing | Review & handoff

Ideas to develop - not an agreed solution

• Build aperitivo into the arrival story where alcohol rules permit, with food-led alternatives and a clear service plan.

• Explore a curated local food-market programme, including a potential KERB contribution, subject to Client approval and commercial feasibility.

Questions the team must close

• Which club, stadium and sponsor approvals govern names, designs, products and campaigns?

• Who owns the relevant audiences, CRM permissions, hospitality sales and channels?

• What evidence supports the non-matchday proposition and who controls the required areas and trading rights?

Bring to the bid

Marketing plan + activation calendar + concept boards + premium-extension feasibility brief.

Decision this enables

Agree the venue positioning, activation priorities, rights and approval route.

Ready when

No chef, brand, sponsor or KERB appointment is implied; commercial outcomes remain hypotheses until modelled and agreed.

Handoff and dependencies

E15 audience insight > Creative proposition > Culinary/Operations delivery > Client brands/sponsors approve > E15 measures.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(iv)-(vi), §08(iii); RFP brand and commercial objectives.

Sustainability & Food Safety

Build the environmental commitments into the operating design.

Translate the RFP's sustainability targets into feasible actions, measurements and responsibilities, with Italy's quality, food-safety and procurement teams.

The question to answer

What must be designed now to make Day 1 and Year 3 targets credible?

Inputs needed

Packaging/supplier specifications; menu plan; kitchen design; waste infrastructure; venue LEED process; utilities metering and proposed measurement baselines.

01 / Opening requirements

Define reusable-cup circulation, wash capacity, return points, water refill and packaging specification toward zero single-use plastics from Day 1.

Expected output: Opening circularity plan and infrastructure requirements.

02 / Improvement pathways

Develop waste prevention, donation, separation and on-site composting feasibility; link to sourcing and plant-based objectives. Agree denominators and baselines.

Expected output: Target/action/owner/measure register and roadmap through three seasons/Year 3.

03 / Assurance & venue certification

Map food safety, allergens, supplier approval and operational controls; identify evidence required to contribute to mandatory stadium LEED Gold.

Expected output: Assurance and evidence plan aligned with qualified Italy teams and the venue's certification consultant.

Sustainability & Food Safety | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A target-delivery matrix linking every relevant Client objective to action, infrastructure, owner, cost input, measure and timing.

2. An opening circularity plan for reusable cups, washing, returns, water refill, packaging specification and waste segregation.

3. A three-season/Year 3 improvement roadmap covering responsible sourcing, plant-based menus, prevention, surplus donation and composting feasibility.

4. An assurance/evidence plan for food safety, allergens, supplier controls, waste baselines and the contribution to stadium LEED Gold.

Illustrative Milano application

Trace a reusable cup from issue to return, wash, storage and reuse. Quantify the assumptions that will eventually determine stock, wash capacity, return locations and labour, using the agreed demand model rather than invented volumes. Apply the same end-to-end approach to food waste: measure where it arises, prevent it first, then assess safe redistribution and remaining waste streams.

Sustainability & Food Safety | Review & handoff

Ideas to develop - not an agreed solution

• Design cup returns and waste sorting as part of crowd flow, not an afterthought.

• Measure waste by operational stream to distinguish overproduction, spoilage and plate waste before setting reduction actions.

Questions the team must close

• What waste, water, energy and washing infrastructure is included in the stadium design?

• How will local ingredients, plant-based items and food-waste reduction be measured?

• Which donation/composting arrangements and venue-certification evidence are feasible and require Client approval?

Bring to the bid

Sustainability delivery matrix + circularity/infrastructure brief + baseline and assurance plan.

Decision this enables

Confirm feasibility, cost and measurement of each commitment, including composting and donation arrangements.

Ready when

LEED Gold is a stadium requirement, not a claim that Levy Italia holds that certification. No unverified corporate certificate or partner is presented as current.

Handoff and dependencies

Culinary/Procurement specify products; BUILT designs infrastructure; Operations runs controls; E15 measures; Client certification team confirms evidence.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: RFP sustainability objectives; Exhibit A §05(v); Exhibit B energy and operating obligations.

People & Staffing

Name the people, then show their real commitment.

Coordinate Exhibit E with Italy and workstream leaders. Separate consultancy resourcing from conditional operating staffing.

The question to answer

Who is available to deliver each phase, and for how much time?

Inputs needed

Workstream scopes and milestones; consultant requirements; operations staffing scenarios; actual availability and CVs; Italy workforce/inclusion approach.

01 / Named leadership

Confirm Project Director/Principal, Overall Operations Manager, Lead Chef and other key personnel; identify any dual-role arrangements.

Expected output: Completed Exhibit E, relevant CVs and project organisation chart.

02 / Phase effort

Obtain hours/days or other explicit commitment levels by person and phase; reconcile with workload, programme and price.

Expected output: Commitments matrix linked to the consultancy fee model and current project backlog.

03 / Delivery workforce

Outline recruitment, local capability, training, inclusion and event staffing assumptions. Confirm consultant and subconsultant names and qualification evidence.

Expected output: Full staffing approach and specialist schedule; operating headcounts remain scenario-based until demand is validated.

People & Staffing | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. Completed Exhibit E and a CV pack for the proposed Project Director/Principal, Overall Operations Manager, Lead Chef and other key personnel.

2. An organisation chart identifying delivery accountability, specialist support, consultant interfaces and any dual-role arrangements.

3. A person-by-phase effort and availability matrix linked to the programme, current commitments and consultancy fee.

4. An operating workforce approach covering local capability, recruitment, training, inclusion and scenario-based event staffing.

Illustrative Milano application

For each consultancy phase, show which named person does the work, which specialist supports it and the expected commitment. Distinguish the core project team from occasional support and from future event staff. Confirm real availability before presenting a name as committed. Roberto Carvelli remains pending appointment in the team note; the brief must not convert that pending position into a confirmed appointment.

People & Staffing | Review & handoff

Ideas to develop - not an agreed solution

• Show the difference between a named core delivery team and supporting specialists called in at defined gates.

• Use availability checks to reconcile Hamburg/current-project commitments with the proposed Milano effort.

Questions the team must close

• Who is actually available for the proposed design and review periods?

• Which individuals cover multiple roles, and can their combined workload be delivered?

• What Italy-specific workforce, training and inclusion inputs must be reflected in the staffing model?

Bring to the bid

Exhibit E + CV pack + org chart + phase-effort and availability matrix.

Decision this enables

Confirm actual appointments and availability. Roberto Carvelli remains pending appointment in the working team note.

Ready when

No historical Atlas name is treated as an assigned Milano resource; every proposed person has an agreed role, CV and effort.

Handoff and dependencies

Each workstream confirms scope and resources > People consolidates > Finance costs > Italy/Bid Leadership approve names.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §05(iii); Exhibit E; §06 Italy workforce inclusion.

International References

Show the design expertise behind the venue names.

Compile the five international references agreed in the team note: Tottenham, Johan Cruijff ArenA, Aston Villa, The O2 and Wimbledon. Italy provides its local experience separately.

The question to answer

What did we actually deliver, and who can verify it?

Inputs needed

Approved venue records and client permissions; actual scope, dates, cost/value, team and service format data; ongoing project/backlog information.

01 / Comparable project dossiers

Complete fields a-g for work in the last ten years. Distinguish original contract dates from relevant services delivered during the period. Emphasise design consultation where evidenced.

Expected output: Five comparable-project dossiers, with explicit gaps rather than inferred facts.

02 / Client validation

Confirm project-owner/representative name, title, address and email; obtain five reference-client contacts and permission/current accuracy.

Expected output: Validated reference schedule. Final project cost and total contract value remain distinct from annual turnover.

03 / Ongoing capacity & live sites

Complete Exhibit D for Hamburg and other applicable major commitments. Obtain concrete evidence for any claim of work within an active construction site.

Expected output: Exhibit D/backlog schedule and specific construction-phase case narrative where supported.

International References | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. Five consistent international reference dossiers: Tottenham, Johan Cruijff ArenA, Aston Villa, The O2 and Wimbledon, subject to completed and approved evidence.

2. For each dossier, all a-g fields: location, owner contact, description/cost/value, format percentages, operations manager/team, scope and applicable live-construction narrative.

3. Five current and permitted client-reference contacts, with name, title, address and email verified.

4. Exhibit D with relevant current commitments/backlog, including Hamburg information where applicable, and a gap tracker for outstanding evidence.

Illustrative Milano application

For Tottenham or Aston Villa, show a specific, evidenced design or refurbishment contribution rather than relying on the venue name. Explain the problem, Levy's actual scope, the design intervention and its relevance to Milano. Keep annual turnover separate from total contract value and final project cost. Only claim work within an active construction site when the source confirms the circumstances, not merely that a refurbishment took place.

International References | Review & handoff

Ideas to develop - not an agreed solution

• Use one case-study structure: challenge, Levy scope, design intervention, delivery evidence and relevance to Milano.

• Ask venue teams to confirm a non-overlapping service-format percentage breakdown with a stated denominator.

Questions the team must close

• Which reference facts can the account team and client verify and release?

• What denominator makes the service-format percentage split accurate and non-overlapping?

• Which examples demonstrate design consultation, construction coordination and mobilisation in the relevant ten-year window?

Bring to the bid

Five a-g dossiers + five client references + Exhibit D + validated design/construction evidence.

Decision this enables

Choose which evidence can be included and which missing fields need escalation before release.

Ready when

No use of turnover as contract value; no assumption that refurbishment proves concurrent live construction; no proposal treated as a won contract.

Handoff and dependencies

Venue account teams supply facts > reference lead validates > BUILT selects relevant lessons > Bid integrates.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §04(i)-(iii); Exhibit D. Italy owns §04(iv) Italian-law experience.

Commercial & Finance

Price a consultancy that stands on its own.

Levy works with Italy Sales on pricing under the team note. Cost the required design appointment separately from concession, premium and catering operating alternatives.

The question to answer

What are we committing to, and what is the financial basis?

Inputs needed

Scope/deliverables; phase effort and rates; programme; consultant estimates; design options; E15 operating scenarios; legal and insurance positions.

01 / Consultancy fee

Build fees by phase, showing resourcing, deliverables, consultant inputs, expenses, assumptions and any exclusions. Account for design iteration and the long pre-opening period.

Expected output: Exhibit F consultancy offer supported by a phase-fee model and scope/effort reconciliation.

02 / Operating alternatives

Model concessions, premium F&B and catering separately and together if proposed. Show investment, profit share and other terms with transparent attendance, spend, labour and cost assumptions.

Expected output: Separately identified financial alternatives and sensitivities. Clarify the term conflict: Exhibit B up to five years versus Exhibit F minimum ten years for operations.

03 / Approval & value

Test optional enhancements, sponsor restrictions, discount pass-through, asset transfer, maintenance and downside scenarios. Reconcile proposed liabilities and approvals.

Expected output: Commercial decision paper and approved financial assumptions shared across the proposal.

Commercial & Finance | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. A consultancy fee schedule by phase, linked to deliverables, people/effort, consultant requirements, expenses and qualifications.

2. A completed Exhibit F with required design terms separated from any offered concession, premium and catering operating alternatives.

3. A transparent financial scenario model using the same event, attendance, service, menu and labour assumptions as the technical response.

4. An approval paper showing sensitivities, investment/asset treatment, key contract assumptions and separately priced beneficial alternates.

Illustrative Milano application

Evaluate a service-format enhancement against a compliant core option. Identify its capital and operating costs, expected service impact and the demand assumptions required for a commercial benefit. Show the effect under low/base/high scenarios and make any operating-term assumption explicit. Consultancy pricing must remain understandable if Levy does not receive operating rights.

Commercial & Finance | Review & handoff

Ideas to develop - not an agreed solution

• Show how a design decision changes both construction cost and the recurring operating result.

• Use a common base case across E15, staffing, service capacity and the financial offer; track the effect of each variant.

Questions the team must close

• Which scope and effort are included in the stand-alone design fee?

• What operating-term basis will be proposed while the five-year/ten-year discrepancy is unresolved?

• How do supplier discount pass-through, equipment transfer, maintenance, sponsorship constraints and downside cases affect the offer?

Bring to the bid

Phase-fee table + completed Exhibit F + separate operating scenarios + sensitivity and approval record.

Decision this enables

Approve the stand-alone consultancy fee and which operating alternatives or cost/schedule alternates to submit.

Ready when

No assumed operating award subsidises an unexplained design fee. No invented budget, guaranteed volume or missing per-cap target is silently filled in.

Handoff and dependencies

People/BUILT define effort/scope > Finance costs > E15/Operations support scenarios > Legal tests terms > authorised leadership approves.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §02, §07; Exhibit F; Exhibit B; Agreement response.

Italy Legal & Insurance

Make the offer's qualifications explicit and usable.

Italy leads entity, legal, insurance and eligibility evidence under the working allocation. Coordinate specific contract redlines with the commercial and technical offer.

The question to answer

Which obligations can we accept, and what needs clarification?

Inputs needed

Draft Agreement; RFP and written addenda; proposed entity/team; scope and price; current insurance certificates; subcontractor and sponsor plans.

01 / Bidder & compliance pack

Confirm the contracting entity and Levy Italia trading designation; compile company/register/claims evidence, Italy permits and insurance details. Check the supplied municipal eligibility form's applicability.

Expected output: Approved corporate, insurance and eligibility pack; clear list of outstanding evidence.

02 / Contract response

Review liability, design responsibility, payment, term, investment/asset treatment, exclusivity and termination with specialists. Submit specific tracked amendments as required.

Expected output: Tracked Agreement response aligned with the fee and technical scope; no generic reservation replacing required redlines.

03 / Confidentiality & approvals

Confirm subcontractor notification/NDA steps, Client approval rights and internal authority to release. Resolve validity/date conflicts and confirm any written extension.

Expected output: Clarification and approval register; release requirements and supplier disclosure controls.

Italy Legal & Insurance | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. An approved bidder/entity and corporate evidence pack, including current register information, relevant claims disclosures and verified certificates.

2. The insurance response with current evidence, relevant limits, proposed coverage and identified contractual gaps.

3. Specific tracked Agreement amendments aligned with the proposed technical scope, fee, programme and responsibility matrix.

4. A clarification and release register covering deadline/validity, operating term, eligibility-form applicability, consultants/NDA steps and signatory authority.

Illustrative Milano application

Take a design deliverable and trace the professional responsibility behind it: who prepares, who coordinates, who reviews and who can approve. Align that allocation with the proposed fee and contract wording so that a marketing statement does not unintentionally imply an unpriced statutory design role. Resolve the supplied eligibility form’s apparent connection to a different municipal procedure before using it.

Italy Legal & Insurance | Review & handoff

Ideas to develop - not an agreed solution

• Keep one clause/issue register showing the commercial effect and proposed wording for each material qualification.

• Separate Client approval, professional design responsibility and operating accountability in the matrix.

Questions the team must close

• Which legal entity and trading designation will sign and perform the work?

• What material obligations need explicit amendment or qualification in the bid?

• Which written Client instructions and approvals are still required before release?

Bring to the bid

Legal/entity evidence + insurance response + tracked Agreement edits + priority clarification register.

Decision this enables

Resolve acceptance/qualification of material obligations and approve the final legal bidder identity.

Ready when

Certificates and coverage are verified; the municipal form is not signed blindly; confidentiality permissions and Client approvals are respected.

Handoff and dependencies

Technical/Finance identify exposure > Legal proposes terms > Italy authorised signatories approve > Bid includes the exact agreed position.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: Exhibit A §01, §03, §08; RFP Articles 3, 5-6; Exhibit H; draft Agreement.

Bid Leadership & Italy Sales

Turn specialist contributions into one deliverable offer.

Own the integrated response, evidence status and release process. The work packages on this page are proposed internal assignments, not confirmed staffing or deadlines.

The question to answer

Can every promise be traced to an owner, resource, price and approval?

Inputs needed

All workstream outputs; latest written Client instructions; team allocation; open questions; form/addenda; signatory and submission arrangements.

01 / Single brief & decisions

Confirm the deadline/time, source pack and scope choices. Assign a named owner to each work package and decide what must be resolved before concept and price freeze.

Expected output: Live responsibility/decision register, version-controlled assumptions and internal workback.

02 / Compliance & integration

Assemble all eight Exhibit A sections, B/C scope/programme response, D/E templates, F, corporate/insurance/NDA evidence and specific contract redlines. Check consistency of design, people and fees.

Expected output: One complete indexed proposal with compliance cross-check and resolved contradictions.

03 / Release & receipt

Obtain approvals and signatures; acknowledge addenda; check all fields and attachments. Submit through the RFP email route and obtain receipt confirmation.

Expected output: Final signed electronic pack and submission/receipt record. Tasting/interview preparations depend on the revised Client schedule.

Bid Leadership & Italy Sales | Deliverables & decisions

The minimum bid-ready package

Proposed structure for the first working submission. Confirm owner, effort and scope before committing the final offer.

1. One compliance index mapping the Proposal Form and all eight Exhibit A sections to the exact response documents and owners.

2. One controlled assumptions/decisions register shared across concept, demand, staffing, fees and contract response.

3. An agreed internal workback with accountable owners, integration reviews, evidence deadlines and approval gates.

4. The final signed electronic submission, attachment/version checks, acknowledged addenda and recorded receipt.

Illustrative Milano application

Run an integrated review using one illustrative matchday scenario. Ask BUILT to explain the layout, Culinary the offer, Operations the service flow, E15 the demand basis and Finance the economics. Resolve conflicting assumptions before editing the final prose. A polished narrative should emerge from an agreed solution and evidence; it cannot substitute for them.

Bid Leadership & Italy Sales | Review & handoff

Ideas to develop - not an agreed solution

• Run a single integrated review around one event scenario to catch inconsistent menu, queue, staffing, layout and pricing assumptions.

• Set internal gates relative to the confirmed deadline rather than presenting an unapproved calendar as a Client requirement.

Questions the team must close

• Which deadline, time zone, addenda and submission instructions are confirmed in writing?

• Who owns every missing input and which omissions materially affect compliance or price?

• Have all technical, commercial and legal changes been reflected consistently in the final pack?

Bring to the bid

Integrated proposal + compliance tracker + signed release and receipt record.

Decision this enables

Release only the scope, statements, names and terms that the approved pack can support.

Ready when

Every mandatory item is included or explicitly addressed; unresolved material inputs are visible and qualified; submission is verified, not merely sent.

Handoff and dependencies

All workstreams > Italy/Levy integration > technical, commercial and legal sign-off > authorised submission.

Named owner: to confirm. First pass G1; challenge G2; final G3; approved release G4.

Response mapping: RFP/Proposal Form; Exhibit A §§01-08; working allocation from Sebastiano Goggia.

Internal workback

PROPOSED INTERNAL WORKBACK

T means the confirmed Client submission deadline. The offsets below are planning recommendations, not Client dates or appointments. Bid Leadership must confirm the written extension and then agree actual dates with the teams.

G0

Immediately

Control the brief

Bid/Italy: confirm deadline/time and pack; assign owners; request Exhibit G and priority inputs; decide operating options to develop.

Exit: one brief, one owner per workstream, one assumptions register.

G1

Suggested T - 10 days

First evidence & concepts

All teams: first-pass outputs and gaps. E15 demand scenarios, BUILT concept options, Italy menus/design inputs and reference data.

Exit: reviewable material, with assumptions and missing data visible.

G2

Suggested T - 7 days

Integrated challenge

BUILT, E15, Italy Design, Culinary, Operations and Finance test one coherent concept; Legal and Technology review interfaces.

Exit: preferred concept and agreed basis for scope, staffing and price.

G3

Suggested T - 4 days

Freeze the proposed offer

Complete phases/fees, E/CVs/effort, D/references, responsibility matrix and contract edits. Resolve or explicitly qualify material gaps.

Exit: complete proposal ready for technical, commercial and legal approval.

G4

Suggested T - 2 days

Approve & release

Authorised review/signatures; check addenda, form and attachments; confirm delivery arrangements. Submission and receipt by T.

Exit: approved electronic pack and receipt record after sending.

If the confirmed deadline leaves less time, compress and reassign the gates explicitly. Do not treat the unconfirmed 23 October time as a safe assumption.

Client interfaces & responsibility

INTERFACES & RESPONSIBILITY

Use this as a starting point for the required responsibility matrix. Confirm appointments, scope boundaries and contractual accountability in the proposal.

F&B concept, demand, service formats

Proposed Levy / Italy lead

BUILT + E15, with Culinary/Operations

Client / appointed specialists

Approve brief, experience and relevant operating choices.

Coordinated layouts, specifications, approval support

Proposed Levy / Italy lead

Italy Design, with BUILT and appointed consultants

Client / appointed specialists

Architects/engineers retain contracted professional responsibilities; authorities determine statutory approvals.

Technology selection and integration

Proposed Levy / Italy lead

Technology, with E15/Operations

Client / appointed specialists

Prior Client hardware/software approval and stadium ICT coordination.

Menus, products, prices, brands and suppliers

Proposed Levy / Italy lead

Italy Culinary/Procurement + Commercial

Client / appointed specialists

Client approval and sponsorship/exclusivity requirements apply.

Menu boards / signage / portable carts

Proposed Levy / Italy lead

Define functional needs and collaborate; program approved menu content

Client / appointed specialists

Client oversees the relevant design, purchase and installation under Exhibit F.

Staffing, CVs, effort and key personnel

Proposed Levy / Italy lead

People + workstream leaders

Client / appointed specialists

Client approval rights over key personnel and relevant operating staffing matters.

Commissioning and opening

Proposed Levy / Italy lead

Design/Operations coordinate F&B readiness for agreed scope

Client / appointed specialists

Contractor/site handover, Client access and opening decisions must align.

Operating delivery, maintenance and reporting

Proposed Levy / Italy lead

Operations + Finance/E15, only for awarded services

Client / appointed specialists

Client oversight, approved reporting and final Agreement determine obligations.

Final fee, terms and submission

Proposed Levy / Italy lead

Commercial, Legal, Bid Leadership and authorised signatories

Client / appointed specialists

Client evaluates, clarifies and selects; appointment requires a definitive agreement.

THE TEST BEFORE RELEASE

Every promise needs an owner and a basis.

Named person · available effort · input/assumption · deliverable · approval · cost · dependency.

Review outstanding decisions >

Submission & pricing guide

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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ONE BID. EVERY DOCUMENT. CLEAR PRICES.

04 / WHAT TO SUBMIT & HOW TO PRICE IT

INTERNAL BID GUIDE / 05 OCT 2026

Build the required consultancy proposal first. Add separately identified operating options and any beneficial alternates. Select a document in the tree for its exact contents, format and source.

Explore documents

How to submit prices

How to deliver the pack

Sign & qualify

THE COMPLETE ELECTRONIC SUBMISSION

23 OCTOBER 2026

Consultancy baseline + separately identified options

01

Forms, confidentiality and contract

02

Explain & evidence

Proposal narrative and proof

03

Define delivery

Scope, programme and inputs

04

Prove capacity

Projects and named people

05

Price the offer

Consultancy first; separate options

Required / source requirement

Only if offered / applicable

Missing input / confirm first

Select any document

Signed Proposal Form

FORM / REQUIRED

PROPOSED LEAD Bid Leadership + authorised signatory + Legal

What must be included

Use the supplied Proposal Form, not a substitute cover letter. Enter incorporation / registered office / VAT details, every applicable blank, all Addendum numbers and dates, signature date, name, title, phone, mailing address and email. Complete alternate / unit-price blanks if applicable. The authorised signatory must review all declarations on laws, licences, ambiguities, estimating risk, ethics, confidentiality, accuracy and Agreement acceptance. Resolve the conflicting validity dates before signing.

Format & treatment

Client form; complete electronically and sign. A signed PDF is recommended.

Suggested file

01_Proposal_Form_signed.pdf

Source requirement

RFP pp. 12-14; Arts. 5-6

NDA & partner clearance

H / REQUIRED / CONDITIONAL

PROPOSED LEAD Legal + Bid Leadership

What must be included

Include the executed main-bid LOI / NDA record; the supplied main NDA is already executed. For prospective partners / JV members / subcontractors: notify procurement separately in writing no later than two weeks after RFP receipt. Fill all Exhibit H blanks, obtain partner signatures, send to procurement for countersignature and obtain the fully executed NDA before disclosing RFP information. This pre-sharing clearance is not replaced by attaching an unsigned NDA at bid deadline.

Format & treatment

Attach the executed main NDA. Use Exhibit H for prospective partners.

Suggested file

02_Exhibit_H_Executed_NDA.pdf

Source requirement

RFP Art. 5; Exhibit A §01(iii); Exhibit H

Service Agreement response

SA / REQUIRED

PROPOSED LEAD Legal + Commercial + Bid Leadership

What must be included

Attach the supplied Service Agreement and put every proposed change directly into that form using tracked changes. Address specific wording, not a blanket "subject to negotiation" statement. Reconcile scope / timeline / fee / rates / conflicts / key personnel annexes and template residues. The signed Proposal Form accepts terms except expressly identified changes. Signing the definitive Agreement is a post-award step: selected bidder returns executed documents within two calendar days of receipt, before work starts.

Format & treatment

Supplied Agreement attached; any edits in tracked changes, preferably DOCX.

Suggested file

03_Service_Agreement_tracked.docx

Source requirement

RFP Art. 3; Art. 5; supplied Addendum_D00

Eligibility declaration

CHECK / APPLICABILITY TO CONFIRM

PROPOSED LEAD Legal + Italy entity + authorised signatory

What must be included

The supplied declaration concerns D.Lgs. 36/2023 eligibility / exclusion grounds, company registration, relevant representatives and declarations, with signature / identification requirements. Its header addresses Municipality 6 sponsorship initiatives for 2026-2027. Confirm that this is the correct form for this procurement before using it. Do not silently present it as an unconditional tender requirement or sign inaccurate declarations.

Format & treatment

Only complete the applicable, client-confirmed declaration; supplied Italian form asks for letterhead.

Suggested file

04_Eligibility_declaration_if_required.pdf

Source requirement

Supplied All. B declaration; not listed as a separate RFP Art. 5 exhibit

Eight-section proposal

A / REQUIRED

PROPOSED LEAD Bid Leadership + all functional teams

What must be included

Respond to all eight sections in the source order. Integrate or clearly cross-reference the supporting insurance, corporate / project evidence, staffing, scope, schedule and financial files. Each section below lists the required content; conditional or invited elements remain labelled.

Format & treatment

Responsive narrative with Sections 01-08; a bookmarked PDF is recommended.

Suggested file

05_Exhibit_A_Proposal_Response.pdf

Source requirement

Exhibit A pp. 1-3; RFP Art. 5

The eight required sections

• 01 Business Cover letter: interest, unique advantage, lead contact, lead firm, team companies and commitment to named key people. Company: legal form, register extracts, history, size, financial capacity, resources, organisation / group, headquarters and contracting office. Describe Italy presence or establishment strategy / timing. Identify partnerships and disclose five years of threatened, live and settled claims / disputes / litigation, delivery method and outcome. Financial supporting evidence is encouraged.

• 02 Pricing Complete phase prices / financial terms. Identify and price each alternate separately. Cross-reference Exhibit F and keep the compliant consultancy baseline visible.

• 03 Insurance Sample current COI or equivalent; existing and proposed relevant cover, maximum limits, General / Professional / Auto / Employer liability / Errors & Omissions as applicable and other required risk cover.

• 04 Experience & commitments Comparable concession, premium and catering projects from the last ten years. For each: name / location, owner representative name / title / address / email, description, final cost and aggregate contract value, delivery methods with percentage mix, operations manager / team, scope and active-construction experience where applicable. Five comparable client references; local preferred, international accepted if suitable local references are unavailable. Explain application of Italian laws; complete Exhibit D for projects / backlog.

• 05 F&B approach & execution Narrative: objectives, fan journey, outlet flows / access, venue / security / event coordination and peak resilience. Execution plan: schedule, work plan, preparation, material / equipment storage, maintenance, self-service / standard formats, local sub-licensing, resource / revenue approach and POS / mobile / cashless / inventory / CRM / stadium integrations, explaining efficiency and premium-guest benefits. Include player / staff and third-party catering; scope, schedule, client-direct consultants with cost estimates and a Candidate / Client / subcontractor responsibility matrix. Add full staffing, Exhibit E + CVs, organisation chart, phase effort / commitments and partner qualifications. Include five similar projects in ten years and key-person experience. For a management model: matchday / VIP / special-event promotions, venue / sponsor cross-promotions and seasonal / themed offers. Address menus / outlets / sightlines / mobile pickup / self-service, recycling / eco-packaging / responsible sourcing and venue brand. Premium extension beyond the stadium is invited, with concept, feasibility, logistics, safety and partners.

• 06 Workforce inclusion Past good-faith diversity / inclusion efforts, Italian market practice and intended local workforce, suppliers and community contribution.

• 07 Beneficial alternates If proposed, explain cost or schedule improvements, clearly identify and separately price them. An RFP-compliant baseline must accompany every alternate.

• 08 Other submission documents Italy permits / licences / registrations, or applications with process and timing. Lower-tier subcontractor list, prior client / Candidate experience and selection process ensuring requirements / law. Explain sponsor / brand obligations and marketing, signage or operational adjustments that preserve quality.

Company, licences & references

A01/04/08 / REQUIRED / SUPPORTING

PROPOSED LEAD Legal + Finance + Benchmark + Italy team

What must be included

Attach company-register extracts and evidence of the contracting entity / Italy presence or establishment plan. Provide five client references and five similar projects completed in the last ten years, with the required project / contact / cost / delivery / team / scope facts. Include consultant / major subconsultant contact details, backgrounds, qualifications and relevant CVs. Include Italy work licences / registrations / permits, or applications with process and timing. Disclose five-year claims / disputes / litigation and relevant Italian-law experience; financial-capacity documentation is encouraged.

Format & treatment

Evidence in the A response or clearly indexed attachments; financial documents are encouraged.

Suggested file

06_Corporate_Project_and_Licence_Evidence.pdf

Source requirement

Exhibit A §§01,04,05(iii),08

COI & insurance schedule

A03 / REQUIRED

PROPOSED LEAD Insurance / Risk + Legal

What must be included

Show current insurance evidence, proposed relevant policies and maximum cover limits. Compare project requirements for professional, general, auto and employer liability / other relevant cover with available cover and identify exceptions. Review the draft EUR limits, claims-made tail, additional-insured periods and mixed employer-liability currencies. Bid-stage sample evidence is different from the final Agreement-compliant certificates required before services.

Format & treatment

Sample current COI or equivalent + project coverage schedule; PDF recommended.

Suggested file

07_COI_and_Insurance_Schedule.pdf

Source requirement

Exhibit A §03; draft Agreement insurance clauses

Proposed Scope of Services

B / REQUIRED

PROPOSED LEAD Design + Operations + Culinary + Built

What must be included

Define the required Design Consultation and Approvals scope, outputs, interfaces with architects / kitchen consultant, authority support and responsibilities. Respond to Exhibit B and distinguish each offered concession, premium and catering operating alternative. Reconcile assumptions, exclusions, client responsibilities, technology, equipment, maintenance and scope with the execution plan and Exhibit F. Do not assume the client has awarded operating rights.

Format & treatment

An attachment responding to Exhibit B; PDF recommended.

Suggested file

08_Exhibit_B_Proposed_Scope.pdf

Source requirement

RFP Art. 5; Exhibit B; Exhibit F

Duration-based programme

C / REQUIRED

PROPOSED LEAD Design + Built + Operations + Bid Leadership

What must be included

Provide the proposed duration-based programme, tied to the supplied design / construction / opening assumptions. Show consultancy activities, approvals, deliverables, dependencies and responsibilities; reconcile it with scope, phase fees and staffing effort. Explain current-status assumptions because the source phases began before bid submission. The indicative July 2031 opening and overlapping design phases are not guaranteed dates.

Format & treatment

Duration-based schedule using Exhibit C assumptions; PDF recommended.

Suggested file

09_Exhibit_C_Proposed_Timeline.pdf

Source requirement

RFP Art. 5; Exhibit C

Information Pack response

G / MISSING INPUT

PROPOSED LEAD Bid Leadership + client procurement

What must be included

Obtain the missing Exhibit G from procurement and confirm its contents, any acknowledgement / completed response and the required attachment. Art. 5 expressly lists it, but the supplied set does not contain it. Do not invent its requirements or mark it complete. Record unresolved inputs and reconcile any new data across scope, demand, programme and pricing.

Format & treatment

Art. 5 requires an attachment addressing Exhibit G; return requirements must be clarified.

Suggested file

10_Exhibit_G_response_after_receipt.pdf

Source requirement

RFP Art. 5; Exhibit G absent from supplied files

Current Commitments

D / REQUIRED

PROPOSED LEAD Bid Leadership + Commercial + Benchmark

What must be included

Enter company name and date. For each major project / current commitment: ID, owner and location, client, description / type (concession, premium, catering), work performed / delivery method, contract value, start date, completion date and reference name / company / email / phone. Include anticipated awards, completion dates and company backlog value as required by A; add rows or a clear supplementary schedule when needed.

Format & treatment

Excel (.xlsx), using Exhibit D in the supplied combined D/E workbook.

Suggested file

11_Exhibits_D_and_E_completed.xlsx - D tab

Source requirement

RFP Art. 5; Exhibit A §04(ii); Exhibit D workbook

Staffing, CVs & organisation

E / REQUIRED

PROPOSED LEAD People + Design + Operations + Culinary

What must be included

Complete company / date, employee, role, years of relevant and similar-project experience, certifications / licences and zone responsibility. Use the separate consultancy and additional-operations blocks; add rows as needed. Supply CVs for Project Director / Principal, Overall Operations Manager, Lead Chef and other key people; disclose combined roles. Add full staffing, organisation chart, named prime / partner / subconsultant responsibilities, phase effort / commitment matrix and technology / sustainability expertise.

Format & treatment

Excel (.xlsx) Exhibit E + CVs, full staffing / organisation and phase-effort matrix.

Suggested file

11_Exhibits_D_and_E_completed.xlsx - E tab + 12_Team_CVs_and_Organisation.pdf

Source requirement

RFP Art. 5; Exhibit A §05(iii); Exhibit E workbook

Consultancy financial proposal

F / BASE / REQUIRED

PROPOSED LEAD Commercial + Design + People + Legal

What must be included

Price the complete Design Consultation and Approvals scope by phase and reconcile the sum to the total fee. State scope, duration, outputs, assumptions and applicable financial terms; tie the figures to B, C and E. Draft Annex 5 uses a fixed EUR professional fee excluding VAT / other taxes and hourly rates excluding VAT / INARCASSA / other taxes. State tax treatment and approved rates explicitly. Template engineering rates are not Levy prices. Additional services need prior written authorisation and agreed compensation.

See the pricing structure below

Format & treatment

Financial attachment responding to Exhibit F; clear phase table. PDF + supporting model recommended.

Suggested file

13_Exhibit_F_Consultancy_Fee.pdf

Source requirement

Exhibit A §02; Exhibit F; draft Agreement Annex 5

Operating financial alternatives

F / OPTIONS / IF OFFERED

PROPOSED LEAD Commercial + Operations + E15 + Built + Legal

What must be included

For each offered scope, state term (at least ten years in F), profit share, investment and any alternative terms; clarify the conflict with B's up-to-five-year term. Include staffing / management, approved POS and customer terminals, smallwares / tools, maintenance / repairs and discretionary investment. Respect client procurement of IPTV menu boards, signage and coordinated carts; bidder programs menus. Equipment bought by the bidder transfers to the client at term end; early-termination / buyout terms belong in the Agreement. Include premium FF&E and temporary-hospitality financial models where applicable.

See the pricing structure below

Format & treatment

Separately identify and price each offered operating scope; financial terms + supporting model recommended.

Suggested file

14_Exhibit_F_Operating_Alternatives.pdf

Source requirement

Exhibit F; Exhibit A §02; RFP p. 7; Exhibit B

Beneficial cost / schedule alternates

A07 / IF PROPOSED

PROPOSED LEAD Commercial + Design + Operations + Legal

What must be included

Describe the proposed improvement, exact scope / schedule change, separately priced value and the resulting total / commercial effect against the compliant baseline. State assumptions, dependencies and proposed contract changes. These value-improvement alternates are distinct from the additional operating alternatives. The client is not obliged to consider or accept them.

See the pricing structure below

Format & treatment

Separately identified narrative and price comparison; PDF recommended.

Suggested file

15_Beneficial_Alternates.pdf

Source requirement

RFP Art. 2; Exhibit A §§02,07

The tree groups RFP requirements into a proposed file pack. File names and PDF grouping below are recommendations. D and E must be Excel; Agreement edits must use tracked changes. No page limit, naming convention, file-size limit or fixed pricing spreadsheet is specified in the supplied pack.

ONE COMPLETE FEE. SEPARATE OPERATING CHOICES.

FINANCIAL PROPOSAL / EXHIBIT F

Make the required consultancy appointment assessable on its own. Each offered operating option needs clear financial terms and responsibilities.

B

Scope & outputs

>

C

Duration & phases

>

E

Named people & effort

>

F

Phase fees & total

Required

Consultancy baseline

Use agreed phases, not invented stage gates. Show phase / duration, scope and output, fixed fee in EUR excluding VAT, total fee and explicit tax / expense / assumption treatment. Reconcile B scope, C schedule, E effort and F figures.

If offered

Operating choices

Separate GA concessions, premium F&B and catering. Show offered term, profit-share mechanism, bidder investment, equipment / maintenance responsibility and assumptions for each scope. A single bundled number hides selectable options.

Recommended

Model for comparability

Define the profit-share base and cost / tax treatment. Show demand / attendance, spend / sales, COGS, labour, expenses, investment, replacement, cash flow and sensitivity cases. Document gross-sales definitions, rebate pass-through, utilities, sponsor / alcohol limits and asset transfer.

If proposed

Beneficial alternates

Price the delta and revised total against a compliant baseline, with exact changed scope / duration and dependencies. Do not make the alternate the only offer.

RECOMMENDED FEE TABLE / NOT A CLIENT TEMPLATE

Show the price of each agreed phase.

Each agreed B / C phase

Scope & deliverable

Named output and responsibility

Fee EUR excl. VAT

Your approved phase fee

Assumptions / tax treatment

Explicit inclusions, exclusions and applicable taxes

Total consultancy

Scope & deliverable

Complete required scope

Fee EUR excl. VAT

Sum of phase fees

Assumptions / tax treatment

Reconciled with staffing and programme

No actual Levy fee, profit share, investment amount or approved rate has been supplied. This guide explains the submission structure; it does not invent commercial figures. Draft Annex 5 contains engineering hourly rates that must not be copied as approved Levy pricing.

RECEIVED. COMPLETE. SIGNED.

DELIVERY / RFP ARTS. 5, 6 & 8

Deadline

23 October 2026, per bid lead. Confirm the extended cut-off time and written addendum; do not assume the original 18:00 CET carries over.

Send to

daniele.carano@caaicon.com; copy kim.groves@caaicon.com. Electronic proposal by email; no submission portal is specified.

Receipt

The complete pack must be received, not merely sent. Obtain receipt confirmation and preserve the final attachments and delivery record.

Complete

Proposal Form signed; A Sections 01-08 covered; B-H and Service Agreement addressed; D/E provided in Excel; G obtained / clarified.

Consistent

Scope, schedule, people, phase fees and operating assumptions reconcile. Mandatory, optional and conditional items are clearly identified.

Approved

Authorised signatory; internal fee / risk approvals; specific tracked redlines; partner confidentiality clearance; eligibility applicability resolved.

Received

Verify recipient / copy, addenda and cut-off time; confirm complete receipt. Post-award execution and tasting are later stages, not substitutes for bid attachments.