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.

Contents

ONE BID. EVERY DOCUMENT. CLEAR PRICES. . . . 3
Sign & qualify . . . 3
Signed Proposal Form . . . 5
NDA & partner clearance . . . 6
Service Agreement response . . . 7
Eligibility declaration . . . 8
Eight-section proposal . . . 9
Company, licences & references . . . 11
COI & insurance schedule . . . 12
Proposed Scope of Services . . . 13
Duration-based programme . . . 14
Information Pack response . . . 15
Current Commitments . . . 16
Staffing, CVs & organisation . . . 17
Consultancy financial proposal . . . 18
Operating financial alternatives . . . 19
Beneficial cost / schedule alternates . . . 20
ONE COMPLETE FEE. SEPARATE OPERATING CHOICES. . . . 20
RECEIVED. COMPLETE. SIGNED. . . . 22

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.