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 >