

EUROVISION

OPERATED BY EBU



Eurovision Family of Events
Online service portfolio management and
communication strategy

INVITATION TO TENDER

October, 16th 2015

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1. INTRODUCTION

1.1 Scope of the Market

This document is an Invitation to Tender (ITT), administrated by the European Broadcasting Union (EBU), which aims at selecting a preferred partner for the Eurovision Song Contest (ESC) and the Eurovision Family of Events (EFE) for the following services:

1. Managing ESC & EFE online editorial & commercial activities,
2. Management of the ESC & EFE online logistics tools,
3. Providing IT facilities and support for ESC & EFE online activities,
4. Managing ESC & EFE communication & press relationships

Bidders are invited to submit a Proposal for an efficient online services platform as well as a strong communication plan serving ESC and EFE events and members, ESC and EFE fans, the EBU and the general public as further described in the following pages.

Based on the Proposals received, the EBU will decide which bidder(s) will be appointed to provide the Services.

The EBU thanks you for your interest in the ITT and looks forward to receiving your Proposal.

1.2 Ownership

The information contained within this ITT, and any other information provided for the purpose of this ITT, is strictly confidential. It is provided for the exclusive use of the recipient in order to evaluate a response to this ITT. The content of this ITT may be divulged to employees and professional advisors of the recipient on a need to know basis only. The EBU reserves the right to require the recipient to enter into a non-disclosure agreement at any time.

This ITT must not be copied, reproduced or released to any third party without the written permission of an authorized representative of the EBU. The ITT is the property and ownership of the EBU.

This ITT does not constitute an offer on the part of EBU but is an invitation to the recipient to submit a response. The ITT shall not entail any obligation on the part of the EBU.

2. CONTEXT AND OBJECTIVES OF THE TENDER

2.1 EBU, ESC and EFE Context

The European Broadcasting Union (EBU) is the world's leading alliance of public service media (PSM) with 73 active Members in 56 countries in Europe, North Africa and the Middle East broadcasting in 96 languages to a potential audience of 1.02 billion people. As the most influential media community in the world, our vision is to make Public Service Media (PSM) indispensable. Our mission is to be a first class media services provider, a centre of learning and sharing for Members and the authoritative voice of PSM.

The EBU operates EUROVISION which is the name under which the EBU produces and distributes top-quality live sport and news, as well as entertainment, culture and music content – including the Eurovision Song Contest, the most watched live entertainment programme in Europe attracting 195 million television viewers worldwide.

The Eurovision Song Contest is part of the so-called Eurovision Family of Events (EFE). This 'family' comprises the flagship events of the the EBU Media Department.



The Eurovision Song Contest (ESC) is currently produced each May under the auspices of the EBU, and is a state-of-the-art, world-class television production featuring songs representing the various countries of the participating EBU Members. Only Active Members of the EBU are eligible to take part.

This year, 40 countries were represented in three spectacular shows. The winner is chosen by televoters and professional juries in all 40 participating countries.

Read more: www.eurovision.tv



- **Junior Eurovision Song Contest**

The 1st Junior Eurovision Song Contest was held in Copenhagen in 2003. Currently children aged from 10 to 15 can take part in the contest. The children perform their songs live on stage during a live broadcast.

Read more: www.junioreurovision.tv

- **Eurovision Young Dancers**

The 1st Eurovision Young Dancers was held in Italy in 1985. It is staged every two years. Spain has won the competition the most often, five times, while Sweden, Belgium and Switzerland have each come second twice.

Read more: www.youngdancers.tv

- **Eurovision Young Musicians**

It began in 1982 with six participating countries and has become one of the most important international classical music contests for young performers. It is staged every other year when Eurovision Young Dancers is on hiatus.

Read more: www.youngmusicians.tv

For the purposes of this document the Eurovision Family of Events should be understood as all of the EBU Media Department events: Eurovision Song Contest, Junior Eurovision Song Contest, Eurovision Young Dancers and Eurovision Young Musicians.

2.2 ITT Context

The EBU Media Department is supervising the organization of each Eurovision Family of Events show alongside with the designated Host Broadcaster, the Participating Broadcasters and all partners involved in the shows (including voting partner, international sponsors and music partner).

Each year, three shows are being produced: the Eurovision Song Contest, the Junior Eurovision Song Contest and the Eurovision Young Dancers or the Eurovision Young Musicians alternately.

The EBU Media Department secures the shows' preparation and brings critical support to the Host Broadcasters mostly in terms of logistics, content, production and communication strategy. Furthermore, it is the main point of contact for the Participating Broadcasters, the press, the fan clubs and the general public.

Most importantly, the EBU Media Department is in charge of the Eurovision Family of Events brand management with the Eurovision and the Junior Eurovision Song Contest benefiting today from the most recognition.

Since 2007, the EBU Media Department has launched online activities which have allowed to reach out to new audience, create new enriched experience around the shows and improve support to the overall organization.

The Eurovision Family of Events online presence is currently comprised of:

- **5 branded websites**

- www.eurovision.tv
Main Eurovision Family of Events website. Traffic is rather low during the year with significant increases as we get to the show broadcast.
- www.junioreurovision.tv
Second most visited website among the Eurovision Family of Events websites. Same traffic trends as Eurovision.tv, traffic being driven by the show broadcast.
- www.youngmusicians.tv
Website which presently benefits from a niche audience. Show takes place every other year.
- www.youngdancers.tv
Website which presently benefits from a niche audience. Show takes place every other year.

- www.60th.eurovision.tv
 Last website launched in 2015 to celebrate the 60th anniversary of the Eurovision Song Contest. This site will be maintained and updated with new content each year.
- **1 web shop** which promotes and sells Eurovision Family of Events merchandising.
www.shop.eurovision.tv
- **1 mobile application** designed and built by our partners. App is available in seven languages and available on iOS, Android and Microsoft Phone.
www.eurovision.tv/static/app
- **Dedicated pages on social networks** (Facebook, Twitter, Google+, VK, Instagram) **and video platform** (YouTube)
 Social media channels have allowed to engage with fans and improve brand recognition (Facebook: 1,1M followers / Twitter: 250k followers / Google+: 700k followers / etc.). On top, the ESC official YouTube channel has been a significant success with 800k followers and millions of video views per year.
- **1 ESC intranet** which aims at facilitating
 - File distribution
 - Information delivery between the delegation and the production crew
 - Contact management & mailing facilities
 - Jury credentials submission
- **1 Eurovision Family Accreditation System (EFAS)**
 5 000 accreditations for press, fans, delegates, crew and officials are being submitted yearly. The system facilitates the application process and review by each Participant Broadcaster and the EBU.
- **1 online library**
 The online library gathers all key information related to the planning of the Eurovision Song Contest.
- **1 commentator communication tool** which facilitates communications during the live shows.

The Eurovision Family of Events has a voice that echoes far beyond its own digital presence with an online galaxy composed of the Eurovision members' national websites, the very vocal fan communities and the sponsors' websites among others. Understanding and channeling the passion and engagement set of by the Eurovision is critical.

Eurovision operations management including online activities, communication & PR management as well as day to day logistics support has historically been outsourced to a preferred partner.

The EBU Media Department is now considering internalizing key logistical activities but is looking for a preferred partner to support them in the long run in their online activities and the communication & PR management of the events.

The Eurovision Family of Events online activities ambitions to:

- Promote the Eurovision Family of Events' brand and values;
- Be the official trusted source of Eurovision Family of Events' information;
- Facilitate the events' organization and planning;

- Entertain the audience with engaging content;
- Promote the songs and the contestants;
- Promote Host Broadcaster initiative to an international audience

The EBU Media Department is keen on developing the ESC brand, familiar to hundreds of millions of people across the world as well as less familiar brands with potential such as Junior Eurovision Song Contest, Eurovision Young Musicians and Eurovision Young Dancers.

2.3 ITT Goals

To achieve its ambitions, the EBU Media Department has set up the following goals:

- Enforce brand values¹ across markets;
- Increase online traffic numbers across all devices;
- Improve logistics support and assess new opportunities;
- Develop a lean organization that serves all events;
- Maintain Eurovision Family of Events operating costs;
- Monetize better its original content and merchandising

The successful bidder will be a key player in achieving those goals. The successful bidder will be a strong partner of the EBU Media Department and shall drive the change.

2.4 EBU Main Expectations

The IT has been divided in four distinctive packages. Each bidder shall answer at least to one package of the ITT in this proposal.

1) Online editorial & commercial activities

a) Web design

The successful bidder will be in charge of the web design as well as the editorial strategy of the Eurovision Family of Events website(s) and the ESC mobile application².

As such, bidder(s) shall choose to improve the current version of the websites or propose a new version including new web architecture, new templates, new content formats, etc. in line with their editorial strategy and the EBU strategy.

All Eurovision Family of Events website(s) shall follow EBU compatibility requirements as described in section 9.

The successful bidder shall address Eurovision Family of Events targeted audience and respect the Eurovision brand values.

The EBU welcomes innovative and challenging proposals based on a suitable and cost efficiency approach.

b) Content creation & promotion

The successful Bidder will be in charge of creating and promoting original content for all Eurovision Family of Events. Today, more than a thousand pieces of content are being solely produced for the ESC in English (articles, photos and videos) thanks to our provider's team and its contributors' network.

¹ p16 "brand values" - http://www.eurovision.tv/upload/press-downloads/2015/MediaHandbook_ESC2015.pdf

² *The successful bidder(s) shall only be in charge of the design and the editorial strategy of the ESC App.*

The content shall meet Eurovision and Public Service Media values and ethics (independent, well balanced, positive, etc.).

In particular, the successful bidder will facilitate the streaming of 25-30 national finals, 5 side events and 3 lives shows on the Eurovision.tv website as well as on YouTube with the help of ESC partners and EBU resources.

The successful bidder will devise a new content strategy that shall aim at increasing the quality and the promotion of the content while controlling the costs.

To this end, the bidder(s) can review the format, the volume, the language... of the produced content as well as the means to improve its quality and promotion across the web (members, media, social networks, etc.).

c) Website management

The successful bidder will be in charge of managing the day to day online operations of the Eurovision Family of Events website(s). This includes sites updates, content upload and promotion, web mastering, community management, viral and social strategies design to generate traffic, partnership management and reporting.

The successful bidder shall demonstrate relevant experience in managing entertainment websites. The organization and the team selected shall secure flexibility, reactivity and innovation.

d) Monetization

The successful bidder will be in charge of managing the Eurovision Family of Events merchandising website. He will manage as well the Eurovision Family of Events YouTube channel which brings additional revenues to the EBU.

On top, the successful bidder will be incentivized to find new online revenues.

2) Online logistics tools

The successful bidder will be in charge of the maintenance and the enhancements of the Eurovision Family of Events logistics tools (the intranet, the accreditation system, email distribution system, the commentator tool and online library). The logistics tools will be operated internally as part of the new EBU Media Department organization but the EBU event supervisor shall rely on the successful bidder to correct potential bugs or develop new logistics features and services.

Bidders can also propose their own recommendation regarding the most efficient tools to use.

3) IT facilities & support

The Eurovision Family of Events website(s) and online services currently benefit from their own dedicated digital infrastructure apart from the EBU infrastructure.

The EBU wishes the Eurovision Family of Events website(s) and online services were aligned with EBU IT technical requirements as described in section 9, in terms of:

- Infrastructure
- Security
- Compatibility
- Application Performance Requirements
- Programming Language
- Quality
- Database Schema Migrations

Therefore, the bidders may choose to update upon needs the current digital infrastructure or may prefer to design one of their own in line with their package 1 & 2 responses.

Security in particular is essential as to protect and manage confidential information provided by users, delegations, press and the EBU.

Eurovision Family of Events online usage varies over the year with significant peaks observed during the pre-show and the show seasons. During those particular times, the websites shall be available at all time.

On an average month, almost 44 million requests are coming to the Eurovision Family of Events CDN. That equals to 957 GB of traffic in total. Annual data is around 15-20 TB.

Bidders shall provide:

- The name and specificities for the technology recommended;
- Their sub-contractors' name and information if any;
- The optimal cost structure to support the whole Eurovision Family of Events online service portfolio. The bidder shall provide minimum and maximum expected costs based on usage.

4) Communication & Press relationship

The successful bidder will be in charge of devising and implementing Eurovision Family of Events online and offline communication strategy in alignment with EBU Communication Department. As such, the preferred partner will notably have to:

- Manage social media channels (Facebook, Twitter, Google+, Instagram, Vk);
- Ensure cross-promotion between corporate and ESC platforms;
- Manage PR including press release, press conference mainly for the ESC and JESC;
- Handle all incoming press / media inquiries (over 1000 by phone / mail each year);
- Monitor Eurovision Family of Events news on the web;
- Manage relationships with fan websites and fan clubs;
- Deliver annual ESC new media / communication report as well as the ESC media handbook and crisis communication plan

Latest media handbook can be found here: http://www.eurovision.tv/upload/press-downloads/2015/MediaHandbook_ESC2015.pdf

To facilitate operations management, the successful bidder shall provide a team with a dedicated project manager, main point of contact for the EBU Media Department.

The successful bidder time and resources shall be allocated notably based on the prominence of the events and the event calendar.

To help the successful bidder apprehend the Eurovision Family of Events organization and business requirements, a handover period will take place from mid-March 2016 to June 2016. During this period, the successful bidder will be able to have access to information regarding the planning, the production and the promotion the Eurovision Song Contest, flagship of the Eurovision Family of Events shows.

3. SERVICES AND PAYMENT TERMS

3.1 Service Terms

All services shall start on July, 1st 2016 for an initial duration of 3 years.

Notwithstanding the foregoing, the successful bidder(s) may be required to cooperate during the handover period specified in section 2.

Despite the initial duration mentioned above, the EBU shall be entitled to terminate the services without liabilities subject to a written termination notice to be agreed upon in writing (and signed) by the EBU and the successful bidder(s) according to the actual service(s) provided.

3.2 Payment Terms

As part of the Proposal, the bidder will have to submit terms of payment to be agreed upon by the EBU. The invoice(s) shall be paid by the EBU within 30 calendar days following receipt of the invoice.

The estimated costs shall be expressed in Euro (€), excluding VAT.

4. BIDDER INFORMATION / PROPOSAL

The EBU invites the bidders to submit a Proposal in English for the services requested.

The Proposal must include the following elements:

4.1 General & Financial Information

- Company form and ownership;
- References of the company of comparable performances during the last three years;
- Number of employees;
- Number of ITT packages serviced;

The bidder must return a completed and signed copy of the Appendix 9.1 and 9.2

4.2 Proposals

Each bidder shall answer at least to one package of the ITT in its Proposal.

- Web design proposal;
- Online editorial and content strategy;
- Digital Infrastructure;
- Communication plan (*brand audit, brand opportunities, how to build up the brand online / offline, internationally in a realistic way; how to best measure communication performance*);
- Proposed project team (*including the name and experience of key personnel and manager*) and organization interface

4.3 Pricing Proposal

The pricing Proposal should consist of one fixed price per year for package 1, package 3 and package 4.

The pricing proposal for package 2 should consist of one price per year:

- The maintenance of the online logistics tools
- The development of new online logistics tools upon needs

The bidder could choose to bundle package 2 with package 1 or 3.

The bidder shall include a Proposal for meaningful and efficient SLA, including compensations mechanisms, termination options for any failure to meet the SLA.

5. SELECTION PROCESS

5.1 Preferred Bidders

Preferred companies shall:

- Have proven experience with similar projects, preferably related to live TV entertainment;
- Have a strong financial standing, sufficient resources, and adequately trained personnel;
- Have knowledge of Public Service Media role and obligations;
- Have managed international project in Europe;
- Provide a team that works in English, other languages appreciated

Bidders will be required to present credentials and references together with their Proposal.

5.2 Selection Criteria

The EBU will select the successful bidder based on the most economically advantageous Proposal(s) taking into account the following criteria (non-exhaustive and non-listed in order of priority):

- Number of packages serviced;
- Innovative solution;
- Number of languages and markets covered;
- The competitiveness of the estimated costs for the provision of the services;
- Proposals that show good understanding of the Eurovision Family of Events brand and eco-system;
- Proposals that show good understanding of the values of the EBU and Public Service Media;
- Quality of the services offered;
- Communication skills;
- Track record and references from clients for similar services;
- Dedicated project manager and team organization;
- Creditworthiness
- Completeness and integrity of the provided documents;

- Submission by the bidder of the completed and signed “Statement of Undertaking” attached at Appendix 10.1 and the “Information Grid” attached at Appendix 10.2 of this ITT

5.3 Analysis of the Proposals and Further Information

Following receipt of the Proposals and subsequent detailed analysis by the EBU, bidders may be required to provide clarification and/or further information with respect to their Proposals. Bidders will be expected to cooperate fully with the EBU in this respect. Bidders shall also be free to make any recommendations to the EBU to provide other services than the ones mentioned in this document.

6. SUBMISSION OF PROPOSALS AND ENQUIRIES

6.1 Planning

| Stage | Date |
|---|--|
| Distribution of the ITT | October, 16 th 2015 |
| Request for information/clarification | From October, 19 th to October, 26 th 2015 |
| Answers by the EBU to the information/clarification request | October, 28 th 2015 |
| Receipt by the EBU of the Proposals | November, 13 th , 2015 |
| Presentations at the EBU for Selected Bidder(s) | From November, 23 rd to November, 27 th 2015 |
| Selection of bidder(s) | By December, 4 th 2015 |
| Signature of the agreement | By December, 18 th , 2015 |
| Handover period (<i>if applicable</i>) | From Mid-March 2016 to June, 30 th 2016 |
| Agreement Start Date | July, 1 st 2016 |

These dates are indicative and are subject to change, at any time, at EBU’s sole discretion. Dates indicated are end of business day (6pm), Geneva, local time

6.2 Questions / Clarifications

All questions and clarifications related to the ITT shall be sent by email to the designated contacts in below section 7 from October, 19th to October, 26rd 2015.

All questions / clarifications must be submitted with a completed and signed copy of the “Statement of Undertaking” attached at Appendix 10.1.

The EBU is not obliged to take into consideration any questions / clarifications submitted without a completed and signed copy of the “Statement of Undertaking” shall not be taken into consideration.

A summarized document including all answers shall be sent by the EBU to all bidders that have submitted a completed and signed copy of the “Statement of Undertaking”.

6.3 Proposals' Submission

Bidder shall submit their Proposal and all other documents required under this ITT electronically and by registered post mail or courier (in hard original copy) to the attention of:

European Broadcasting Union

EBU Media Department
To the attention of Jean-Charles VULLIEZ
ESC ITT Proposal
L'Ancienne-Route 17A
1218 Grand-Saconnex
Switzerland
Email: vulliez@EBU.ch

All proposals must include a contact person (*name / phone / email*) within the company. Deadline for receipt of the Bidder's submission hard copy is November, 13th 2015 (date as per postmark).

The EBU may contact bidders for further information and/or invite selected bidders – at the EBU's sole discretion - to make a presentation at EBU Headquarters in Geneva, Switzerland.

The EBU shall notify the Successful bidder(s) in writing. However, any award will be conditional upon the EBU and the selected bidder(s) entering into a written agreement(s) which terms and conditions shall be in accordance with the terms and conditions of this ITT and in particular with section 8.

6.4 Late Responses

Proposals which are not received by the EBU by the date mentioned in 6.1 will be excluded.

7. CONTACT / QUESTIONS

The EBU's contact person for further information/clarification on this ITT.

Jean-Charles VULLIEZ
Project Manager – EBU Media Department
@: vulliez@EBU.ch
L'ancienne-Route 17A
1218 Grand-Saconnex
Switzerland

8. CONDITIONS APPLICABLE TO THIS ITT

By receiving this ITT and/or by submitting a Proposal, each recipient and/or bidder acknowledges that it has read and understood the terms and conditions set out below and agrees to be bound by such terms and conditions as from the date of receipt of this ITT (whether the bidder is awarded or not with any package(s) of the ITT):

- 1) Nothing in the ITT, nor any communication made by the EBU and/or its representatives, officers, employees, agents and/or advisers, shall constitute a contract between the EBU and the bidder, nor shall it be deemed constituting any representation that any bidder will be appointed. If the EBU decides to award any or all of the package(s) of the ITT, any such award will be conditional upon the EBU and the selected bidder(s) entering into a written agreement(s) which terms and conditions shall be in accordance with the terms and conditions of the ITT and in particular with this section 8 (Conditions Applicable to this ITT) (the "Agreement(s)").
- 2) The EBU is entitled to withdraw from any negotiation with any and/or all of the bidder(s) and/or cease the ITT process at any time without incurring any liabilities and/or costs to the bidder and/or third parties and without providing any justification whatsoever to the bidder. The EBU is entitled to re-open part of or the entire ITT process at a later stage.
- 3) The Proposal of the bidder shall be valid 6 (six) months following its submission to the EBU. The bidder shall be bound by its Proposal until such date. The bidder shall defend, hold harmless and indemnify the EBU at all times from and against any and all costs, proceedings, demands, damages, losses, expenses and liabilities (including legal expenses) suffered or incurred by the EBU resulting from the bidder's non-respect of this validity period, including but not limited to the bidder's withdrawal of its Proposal or change by the bidder of the terms of its Proposal (except where expressly required by the EBU) within such date.
- 4) The bidder is responsible for all costs, expenses and liabilities incurred in the ITT process, including but not limited to the preparation and submission of its Proposal, any responses to requests for further information by the EBU, meetings with the EBU and/or any negotiation(s) with the EBU following receipt by the EBU of its Proposal whether awarded or not with any package(s) of the ITT.
- 5) Each document submitted by the bidder as part of its Proposal shall become the property of the EBU. Irrespective of whether any package(s) of the ITT is awarded to the bidder or not, the EBU shall be entitled to use (free from any payment or restriction) all ideas, concepts, proposals, recommendations or other materials (save for the bidder's trademarks and third parties' copyrighted materials as communicated in writing by the bidder to the EBU) contained in such Proposal or otherwise communicated to the EBU during the evaluation/selection process; the bidder waives and shall not make any claim against the EBU in respect of any use made by the EBU of any intellectual property or other similar rights relating to all ideas, concepts, proposals, recommendations or other materials (save for the bidder's trademarks and third parties' copyrighted materials as communicated in writing by the bidder to the EBU) contained in such Proposal or otherwise communicated to the EBU during the evaluation/selection process.
- 6) The EBU is entitled to change any aspect of this ITT at any time during the ITT process and/or to issue an amended ITT.
- 7) The EBU is entitled to enter into negotiations with one bidder or more bidders on such a basis as may be determined by the EBU at its sole discretion.

- 8) If the EBU decides to award any or all of the package(s) of the ITT, the EBU is under no obligation to give any reasons for any bidder's Proposal denial or for any other decision made in connection with this ITT or pertaining to the evaluation/selection procedure.
- 9) The bidder warrants and represents to the EBU that:
 - a) Its Proposal does and will not infringe any third party rights;
 - b) It owns all rights of any nature in the Proposal;
 - c) All intellectual property rights and all commercial rights in relation to the EBU, the EBU Members, the Eurovision Family of Events, including but not limited to their names, logos and trophies, remain the exclusive property of the EBU and/or the EBU Members and shall vest in the EBU and/or the EBU Members. It shall not use any of the EBU, the EBU Members and/or Eurovision Family of Events marks or logos except with the prior written consent of the EBU;
 - d) It will observe all statutory provisions of the EBU, specific instructions of the EBU, and shall comply with all applicable national and international laws, together with best industry practices;
 - e) Where the bidder subcontracts part of its Proposal, it shall be liable to the EBU for its subcontractors' performance, it being specified that any and all subcontractors shall be subject to the prior written approval of the EBU;
 - f) Any change of the bidder which may affect its Proposal and/or any of the bidder's general information and/or financial information shall be promptly notified by the bidder to the EBU setting out the relevant details in full;
 - g) It shall comply with the terms and conditions set out in the ITT.
- 10) If the EBU decides to award any or all of the package(s) of the ITT to the bidder, the bidder shall immediately inform the EBU in writing of any change in the ownership of the bidder and/or senior management of the bidder; the EBU is entitled to decide to not award any or all of the package(s) of the ITT to the bidder if the ownership and/or senior management of the bidder has undergone or will undergo a change, without incurring any liabilities and/or costs to the bidder and/or third parties.
- 11) If the EBU decides to award any or all of the package(s) of the ITT to the bidder, the bidder shall obtain and maintain appropriate insurances with regard to their own employees and/or other personnel, and with regard to their subcontractors' employees or other personnel, public liability as well as with regard to any breach in particular of any of the indemnities and warranties contained herein.
- 12) The EBU and/or its representatives, officers, employees, agents and/or advisers make no representation or warranty or accept any responsibilities with respect to the accuracy or completeness of the information contained in this ITT, nor shall they be held liable for any loss and/or damage suffered by any bidder(s) in reliance on this ITT or any subsequent communication and/or negotiations. The bidder expressly waives any right of action it may have against the EBU with regards to the ITT.
- 13) This ITT including its appendices and the Agreement(s) (if any) shall be governed and interpreted in accordance with Swiss law. The exclusive place of jurisdiction shall be Geneva, Switzerland.

9. EBU TECHNICAL REQUIREMENTS

1. Infrastructure

The solution will be deployed on Virtual Machines running Red Hat Enterprise Linux release 6.x (RHEL)
Only RHEL's official supported packages will be installed on this server. The system will be installed according to the EBU's Operating system Hardening Guide (*provided upon requirements*).

Database

The products must be compatibles with the database MySQL (latest version)

2. Security

2.1. Guideline

The solution must be developed according to the EBU's Secure Development Guideline (*provided upon requirements*).

2.2. Audit

EBU will perform a security audit on the delivered source code using the HP Fortify Tool.
<http://www8.hp.com/us/en/software-solutions/application-security/index.html>

The bidder will be asked to correct the issues found with this tool. The audit is entirely managed by EBU.

On top of that, each year, EBU is performing a penetration test. The bidder will be asked to correct the issues found as well.

2.3. Authentication / Authorization

Authentication and authorization data will be exchanged via the open standard SAML v2 or Auth 2.

2.4. Communication protocol

The application will be available through https communication.

3. Compatibility

3.1. W3C

All HTML and CSS code (generated and source code) must be compliant with W3C standards. It is not required that the code is 100% valid and some exceptions could be accepted with corresponding justifications.

3.2. Cross-browser compatibility

The solution must be compatible with:

- IE 8
- Firefox (at least version available from 2014)
- Chrome (at least version available from 2014)
- Safari (at least version available from 2014)

3.3. Responsive design

It is expected that the solution will adapt its layout to the client device:

- Desktop

- Smart phone
- Tablet

4. Application Performance Requirements

Response time

Most of the pages should be displayed in less than 1 s (max 2 s)

Save actions should last less than 3 s.

Search results should be displayed in less than 5 sec.

Long operations should be clearly indicated to end users with a progress bar.

5. Programming Language

5.1. Character encoding

All markups should be delivered as UTF-8. It will be designated in both the HTTP header and the head of the document.

5.2. PHP / DRUPAL

The main programming language of the solution will be PHP 5. The solution should be developed as Drupal (version 7 or 8) modules.

Symfony2 components will be used for developments done out of Drupal scope.

5.3. Javascript

2 javascript libraries can be used

- JQuery
- Bootstrap

5.4. Html / CSS

Markup should be well-formed and semantically correct.

HTML and CSS compliance level code will be chosen according to the cross-browser compatibility requirements.

Ideally, the solution will produce HTML5 and CSS3.

5.5. Versions

The minimal versions are listed in the following table.

The final versions will be fixed at the beginning of the project

| Product | Minimal Version |
|------------------|--|
| PHP | 5.5 |
| Drupal | 7.x (>7.28) |
| Symfony | 2.5 |
| <i>JQuery</i> | according to other components and cross-browser compatibility requirements |
| <i>Bootstrap</i> | according to other components and cross-browser compatibility requirements |

5.6. Other technical solutions

More alternatives technical solutions would be analyzed.

6. Quality

6.1. Key points

- Readability over file-size savings
- Separation of presentation, content, and behavior
- Code commented

6.2. Code source structure

The code source directory layout will be provided by EBU and be applied by the bidder. It is based on the build tool's recommendations

<http://maven.apache.org/guides/introduction/introduction-to-the-standard-directory-layout.html>)

6.3. Commenting standards

The code should be readable and while not commenting each line of code. The comments will explain the "how" and not the "why".

The phpDocumentor style will be used for the PHP comment style (http://manual.phpdoc.org/HTMLSmartyConverter/HandS/phpDocumentor/tutorial_phpDocumentor.quickstart.pkg.html).

6.4. Unit tests

It is expected that a unit test is created for each business component (versus front-end components producing HTML code). More than 70% of the business component's code will be covered by unit tests.

For PHP code, PHPUnit will be used.

6.5. Quality tool

EBU uses SonarQube to constantly check the code quality (code coverage, comments, issues...). For PHP programming language, the default quality profile (Sonar way) is used.

The content of the quality profile(s) will be refined at the beginning of the project according to the bidder inputs and EBU requirements.

The code produced by the bidder will be included in EBU's software factory (see corresponding section) and then periodically checked by SonarQube.

No Blocker/Major issues will be accepted in the final product release.

7. Database Schema Migrations

Database schema migrations are performed via Liquibase (version 3+). Migration operations must be described in the XML format.

Rollback operations will be described if no automatic rollback command is generated by liquibase. More information available on <http://www.liquibase.org/documentation/rollback.html>

10. APPENDIX

10.1 Statement of Undertaking

Name of the company:

Tax number:

Address:

referred to hereinafter as the “Company”, hereby expresses interest in participating in the ITT for providing the EBU online services as well as communication and PR support, and undertakes that:

1. No information provided nor representations made to the EBU in its Proposal and/or during the ITT (including the Company’s general information and financial information) and/or thereafter, whether the Company is awarded or not with any packages of the ITT, are false, inaccurate or misleading;
2. None of the Company’s representatives, officers, employees, agents and/or advisers shall make any form of public announcement or statement relating directly or indirectly to the EBU, the Eurovision Family of Events and/or the ITT to any media without the EBU’s prior written approval (whether the Company is awarded or not with any package(s) of the ITT). For the avoidance of doubt, any association with the EBU and/or the Eurovision Family of Events in any manner whatsoever by the Company, its representatives, officers, employees, agents and/or advisers, without the EBU’s prior written approval is strictly prohibited. Any non-compliance with any of the foregoing provisions will lead to the penalty of being held responsible for any damages caused;
3. The Company’s representatives, officers, employees, agents and/or advisers shall keep confidential all information provided by the EBU following the signature date of this Statement of Undertaking, whether these information are marked as “Confidential” or not and/or whether they relate directly and/or indirectly to the EBU, and/or to any or all of the Eurovision Family of Events and/or to any negotiations being held between the Company and the EBU in the frame of this ITT (the “Confidential Information”);
4. The Company shall not disclose the Confidential Information (or any parts of it) to any third party without the EBU’s prior written approval, unless such disclosure is made by the Company for the purposes of submitting a Proposal and/or to evaluate whether they wish to subcontract any or a part of the package(s) of the ITT and submit a Proposal on that basis; in all circumstances, the Company shall procure that its subcontractors to whom it discloses such Confidential Information are bound by similar confidentiality duties as set out herein, being specified that a breach of these duties by its subcontractors shall be deemed a breach by the Company; the Company shall procure that the Confidential Information shall remain confidential until 3 (three) years following the date of disclosure (whether the Company is awarded or not with any package(s) of the ITT); Any non-compliance with any of the foregoing provisions will lead to the penalty of being held responsible for any damages caused;
5. The EBU is entitled to cease the ITT process at any time, without incurring any liability and/or costs to the Company and/or third parties, and without providing any justification whatsoever

to the Company. The EBU is entitled to re-open part of the entire ITT process at a later stage.

6. The EBU shall not be responsible for any costs, expenses and/or liabilities incurred by the Company, including in connection with the preparation and submission of its Proposal, any responses to requests for further information by the EBU, meetings with the EBU and/or any negotiation(s) with the EBU following receipt by the EBU of its Proposal (whether the Company is awarded or not with any packages of the ITT);
7. The Statement of Undertaking and any related documentation shall be governed by and construed in accordance with the laws of Switzerland. The exclusive place of jurisdiction shall be Geneva, Switzerland.

The Statement of Undertaking shall be signed by the authorized representative(s) of the Company.

By signing and returning this Statement of Undertaking, the Company confirms that it has read and understood the foregoing terms and conditions and agrees to be bound by such terms and conditions as from the date of signature mentioned below (if no date is mentioned, the date of receipt of this Statement of Undertaking by the EBU will be deemed the date of signature).

Signature(s): _____

Authorized Representative(s) Name and Title: _____

Date and Place: _____

Official Stamp:

10.2 Information Grid

Please note that the provision of the data requests in this enclosure is mandatory.

a) GENERAL INFORMATION

Name of company:

Tax number:

Address:

Company ownership:

Management:

| | |
|-----|--|
| CEO | |
| CFO | |
| CTO | |
| CMO | |

Number of employees:

| | |
|------|--|
| 2013 | |
| 2014 | |
| 2015 | |

Number of ITT packages serviced

Languages covered:
(editorial content produced)

b) FINANCIAL INFORMATION

Annual Turnover:

| | |
|------|--|
| 2012 | |
| 2013 | |
| 2014 | |

Annual Net Profit:

| | |
|------|--|
| 2012 | |
| 2013 | |
| 2014 | |

Capital:

| | |
|------|--|
| 2012 | |
| 2013 | |
| 2014 | |

Debt / Capital ratio (%):

| | |
|------|--|
| 2012 | |
| 2013 | |
| 2014 | |

This document should be signed by an appropriate representative of the Bidder.

Signature(s): _____

Name and Title: _____ Date and Place: _____

Official Stamp: