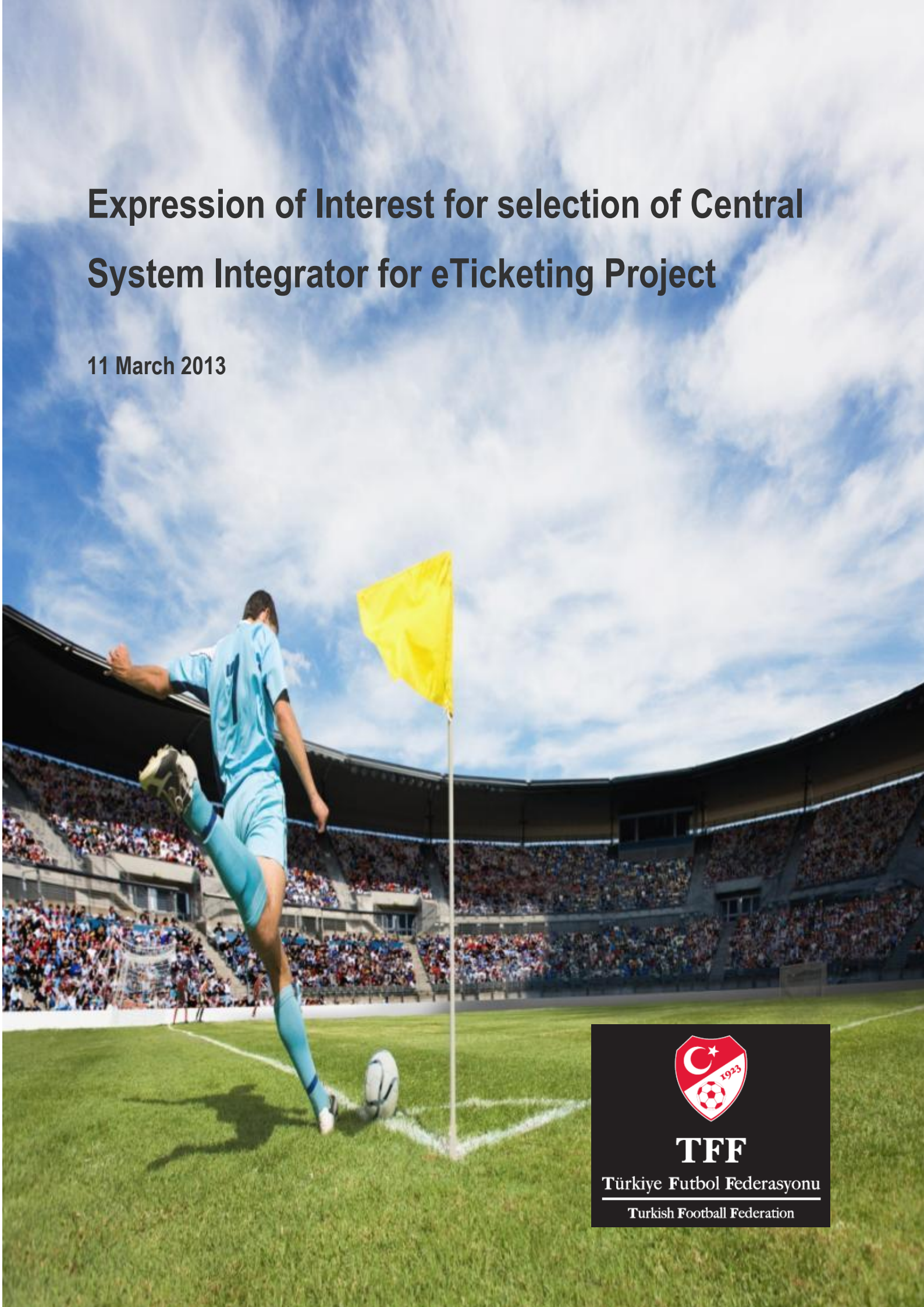# Expression of Interest for selection of Central System Integrator for eTicketing Project

11 March 2013

**TFF**
Türkiye Futbol Federasyonu
Turkish Football Federation

# Contents

## Table of Figures

## Glossary

| No. | Abbreviation | Full form |
|-----|-------------|-----------|
| 1 | AMC | Annual Maintenance Contract |
| 2 | BCP | Business Contingency Plan |
| 3 | BoM | Bill of Material |
| 4 | CCTV | Closed Circuit Television |
| 5 | CTI | Computer Telephone Integration |
| 6 | COTS | Commercial Off The Shelf |
| 7 | CSI | Central System Integrator |
| 8 | DC | Data Centre |
| 9 | DR | Disaster Recovery |
| 10 | EMV | Europay, MasterCard and Visa |
| 11 | ETS | eTicketing System |
| 12 | ETSP | eTicketing System Project |
| 13 | ETSP-CORE | eTicketing System Project- Core IT infrastructure Deployment |
| 14 | ETSP-AIM | eTicketing System Project-Application and Infrastructure Maintenance |
| 15 | ETSP-PP | eTicketing System Project- Project Planning and Governance |
| 16 | ETSP-CM | eTicketing System Project- Change Management |
| 17 | ETSP-POS | eTicketing System Project- Spectator Facing Operations |
| 18 | ETSP-MS | eTicketing System Project- Managed Services |
| 19 | FI | Financial Institution |
| 20 | FIFA | Federation Internationale de Football Association |
| 21 | ICT | Information and Communications Technology |
| 22 | IP | Internet Protocol |
| 23 | ISO | International Standard Organization |
| 24 | IT | Information Technology |
| 25 | ITIL | Information Technology Infrastructure Library |
| 26 | ISMS | Information Security Management System |
| 27 | IVRS | Interactive Voice Response System |
| 28 | LSI | Local System Integrator |
| 29 | LAN | Local Area Network |
| 30 | LED | Light Emitting Diode |
| 31 | MIS | Management Information System |
| 32 | NOC | Network Operations Centre |
| 33 | OEM | Original Equipment Manufacturer |

| No. | Abbreviation | Full form |
|---|---|---|
| 34 | PA-DSS | Payment Application- Data Security Standard |
| 35 | PCI | Payment Card Industry |
| 36 | PMO | Process Management Office |
| 37 | PoS | Point of Sale |
| 38 | RFP | Request For Proposal |
| 39 | SoP | Statement of Purpose |
| 40 | SLA | Service Level Agreement |
| 41 | SFR | Security Fraud and Risk |
| 42 | TFF | Turkish Football Federation |
| 43 | TR | Technical Response |
| 44 | UEFA | Union of European Football Association |
| 45 | WAN | Wireless Area Network |

Invitation for Expression of Interest

# 1 Invitation for Expression of Interest

## 1.1 Overview

The Turkish Football Federation (TFF) invites Expression of Interest (EOI) for selecting a Central System Integrator to design, supply, integrate, install, commission, operate and maintenance of -eTicketing System (ETS) at TFF locations and at the football stadiums of clubs competing in the top two leagues across Turkey. The project is expected to go live i by April 2014, and would require operational support for 5 years till April 2019.

## 1.2 Particulars

More details regarding the nature of solution required and scope of work are provided in later chapters of this document ('EOI Invitation'). Interested Respondents should make note of the following key points:

i. This EOI Invitation document is not a Tender or Request for Proposal (RFP) in any form and would not be binding on the TFF in any manner whatsoever.

ii. TFF reserves the right to cancel the EOI Invitation as a whole or in part without assigning any reasons.

iii. Interested Applicants/Respondents to the EOI Invitation ('the EOI Respondent')

are advised to study the EOI Invitation document carefully. Submission of EOI Response shall be deemed to have been done after careful study and examination of the EOI Invitation Document with full understanding of its implications.

iv. Sealed EOI Response prepared in accordance with the instructions and procedures enumerated in this document should be submitted by the EOI Respondents no later than the date and time laid down at the address given at P.8 in Schedule – 1 below.

TFF reserves the right to qualify or disqualify any or all submissions against this EOI Invitation document without assigning any reasons.

v. TFF reserves right to update, amend and supplement the information in this document including qualification process at its sole discretion before the last date and time of submission of response as specified at P.8 in Schedule - 1 below

vi. EOI Respondents should submit their response / proposal to the EOI Invitation as per the schedule mentioned in table below and as per formats provided later in the document:

vii. Submissions not as per the instructions or prescribed formats will be rejected

viii. The EOI response should be submitted mandatorily in both Turkish and English

**Schedule – 1**

| No. | Items of Information | Information |
|-----|---------------------|-------------|
| 1 | Name of the Purchaser | Turkish Football Federation |
| 2 | Name of the Project Management Consultants | Ernst & Young |
| 3 | Addressee and Address at which EOI is to be submitted | Mehmet Gulez, eTicketing System Project Coordinator Turkish Football Federation İstinye Mah. Daruşşafaka Cad No.45 Kat.2 34460 İstinye, Istanbul - Turkey |
| 4 | Publishing of the EOI | 11 March 2013 |
| 5 | Latest date and time for receipt of EOI Response | 21 March 2013 by 15:00 hours |
| 6 | Place, Time and Date of opening of response to EOI | Turkish Football Federation, İstinye Mah. Daruşşafaka Cad No.45 Kat.2 34460 İstinye, Istanbul - Turkey on 21 March 2013 at 15:30 hours |
| 7 | Contact person for clarifications | Mehmet Gulez eTicketing Project Coordinator Email - mehmetgulez@tff.org |
| 8 | Last date for receipt of query* / clarifications | 14 March 2013. |

The interested EOI Respondent may request clarifications regarding the EOI Invitation on/before 14 March 2013. Such requests must indicate the EOI Invitation reference number and the name of the EOI Respondent. The EOI clarifications should be submitted mandatorily in both Turkish and English, in the format paced at Section 7.8, latest by 14 March 2013, via email at mehmetgulez@tff.org and in physical format to the address mentioned above.

 **NOTE:** The above dates of events may be changed at the discretion of TFF without assigning any reason. The notification shall also be announced through the TFF website http://www.tff.org. All the bidders are to check the website.

_____

**EoI Signing Authority:**

# Introduction

# 2 Introduction

## 2.1 About the Turkish Football Federation

The Turkish Football Federation (TFF), the governing body of football in Turkey was established on 23 April 1923 under the name "Futbol Hey'et-i Müttehidesi". Following the Federation's establishment, Turkey became 26th member of Federation Internationale de Football Association (FIFA) on 21 May 1923 and member of Union of European Football Association (UEFA) in 1962. TFF earned autonomy in 1992, with the adoption of Law no.3813. Per Article 1 of the law; TFF is an autonomous organization and is subject to private law for the purpose of conducting and organizing football activities. TFF organizes Turkish National teams and Turkish football league. Turkey had already hosted a Champions League final and the 2009 UEFA Cup final in Istanbul. At the youth-level, it has hosted the UEFA European Under-17 Football Championship in 2008, also hosted an earlier edition of the same in 1993. Turkey will organize FIFA U-20 event in 2013 and has already hosted woman U-19 European Championship in 2012.

## 2.2 About Prevention of Violence and Disorder at Sporting Events Law (law 6222)

On 31 March 2011, law numbered 6222 on "Prevention of Violence and Disorder at Sporting Events" (Law 6222) was enacted to prevent violence and disorder in and around the sports arena, during and after the match and in places where supporters are available in groups. The purview of the law also governs incidence of match fixing, incentives, forbidden acts and behaviors. Some of the salient points of the law are listed below:

i. A centralized database of the Fans using information like name, surname, photo and Turkish National ID should be created. Using the database, access cards that are specifically designed for an individual would be issued, which is a pre requisite for the purchase of tickets. In case of foreign national who wishes to watch the match, passport details needs to be furnished for the issuance of the card. Access to the venue is strictly limited to card holders only.

ii. Since the authorization, controlling, auditing and the sale of tickets are granted to the federations they have to set up a central database that includes individual information obtained for creating access card within the body of federation. The database could be accessible through the Ministry.

iii. Printing, sale and distribution of the tickets within the scope of access card would be performed by the clubs and the central sale of tickets would be carried out by the federation. The federation is authorized to advertise and market electronic card information for the clubs.

iv. To improve the surveillance and crowd management relevant technical equipments should be installed. Type of the security system in the sport area or application of the technical equipments shall be defined by the legislation within the framework of the arrangements of international sport organizations in accordance with the relevant federation. The places and the number of equipment that would be installed would be defined by provincial and district board of the sport security.

v. To discourage cases of match fixing, under Article 11, a person who offers advantage and earnings to others by offering the result shall be punished one to three years. The Fans in possession of arms, weapons, who indulge in scornful cheer/violence and damage sports arena, public properties etc, shall also be imposed a penalty of imprisonment ranging from one to six years.

Respondents are requested to go through the detailed legislation along with related regulation available at www.tff.org

## 2.3 Project Background

In accordance with the above law, Turkish Football Federation ('TFF' or 'the Federation') intends to administer the issuance of electronic smart cards to football Fans that shall be used for seeking access to the stadiums and tickets for the matches. It also intends to augment the surveillance system and infrastructure across stadiums in association with clubs for monitoring

crowd management at venues and the seating bowl on match days.

TFF also intends to increase revenue opportunities for clubs by enlarging fan loyalty ecosystem through integrating a central loyalty program with existing club programs and provide greater earn and burn opportunities. This promotes club loyalty programs and coverage, attracts fans and enhances club's revenue earning capacity. The federation is authorized to advertise and market the electronic card information to generate revenues for the clubs in addition to the income that will be generated from central ticket sales which will also be shared with the clubs.

To improve the Fan experience, TFF wishes to offer value add services on the smart card like 'eMoney' for purchase of tickets, food and beverages, and merchandise at the venues and at commercial outlets across the country. However, the main purpose of this initiative is to improve Fan experience by ensuring a secure and trouble free environment during football matches.

**eTicketing System Project (ETSP)** has been conceptualized as a key enabler to Federation's efforts towards administering the law's requirements for the football leagues (the Super Lig and the 1 Lig) in the country. ETSP intends to create an integrated system and infrastructure across the country covering the following broad functions:

i. Creation of a central fan database

ii. Electronic Smart Card based fan access to the stadiums under the Control of Black List Data that will be generated and integrated by Ministry of Interior

iii. Central Ticketing System and fan facing Ticketing operation

iv. Surveillance

v. Loyalty Management

vi. E-Money System

The project would establish significant strategic infrastructure and assets, such as:

i. Central Fan Database

ii. Use of EMV (Europay, MasterCard and Visa) enabled smart card to support multiple applications like access control, loyalty and payment

iii. Fan card personalization and issuance points (kiosks, agents, box office etc.)

iv. Centralized IT facility of applications and server side infrastructure

v. Central venue monitoring facility at Federation office in Istanbul

vi. Modernized stadium access control infrastructure and IP Camera and CCTV/Surveillance infrastructure with potential re-use of existing infrastructure at stadiums with the added value of efficient and quality evidence generation.

The project has a wide coverage of stakeholders such as concerned Government offices / agencies, Turkish Football Federation, 36 plus football clubs, stadium administrative bodies, Turkish Police, Provincial and Local Administration Authorities, Fans - who play an important role in the project, requiring their co-ordination and support throughout. Stakeholder group shall also include service providers like the Central System Integrator and Financial Institution agencies to setup and operate the required system and infrastructure on behalf of the Federation and the football clubs.

> **This EOI Invitation is a step towards selecting a Central System Integrator for the implementation of various components of ETSP to meet the requirements of TFF.**

## 2.4 Key Terms and Definitions

This section supplies definitions for several technical terms used in this document, as mentioned below:

I. "EOI Invitation" refers to this document published by Turkish Football Federation for inviting responses from entities interested in execution of the mentioned scope of work and for the purpose of short listing the eligible entities for the subsequent RFP process

II. "EOI Respondent" refers to the entity participating in the EOI process which shall submit its EOI Response.

III. "EOI Response" refers to the proposal submitted by Respondents in response to the EOI Invitation issued by TFF for short listing of firms for subsequent process for the appointment of a Central Systems Integrator.

IV. Central System Integrator (CSI) refers to the agency selected for design, supply, integration, installation commission, operation and maintenance of eTicketing System (ETS) at TFF locations and at the football stadiums of clubs competing in the top two leagues across Turkey.

V. "Services" refers to the work to be performed by the selected CSI against the mentioned Scope of Work.

VI. "Personnel" means professional and support staff that shall be provided by the CSI and assigned to perform services to execute an assignment and any part thereof.

VII. "Consortium" refers to an association of two or more companies / firms who wish to jointly respond to the EOI invitation, and wish to jointly execute the mentioned scope of work.

VIII. "Prime Respondent" refers to the lead entity that shall respond to the EOI invitation and shall be the primary contracting entity should it get selected through the culmination of this procurement process

IX. "Financial Institution" (FI) refers to financial entities that shall be selected by TFF or clubs to provide service delivery for pre paid EMV open loop smart cards issuance, eMoney system and acceptance infrastructure, provision an online payment gateway for online ticketing purchase and sales. FI will also set up infrastructure for the provision of open loop eMoney smart card when operating outside venues and closed loop when operating inside the stadium.

X. "Football Club" means any of the 36 Football clubs operating in the Super Lig or Lig 1 (18 football clubs are part of the Super Lig and 18 compete in Lig 1.)

XI. "eTicketing System Project" refers to an integrated ICT based system that would be designed by the CSI to ensure technical infrastructure is built as per the requirements of TFF.

XII. "Central Fan Database" refers to a central Turkish Football Federation database consisting of details of all football fans with their personal information such as name, surname, photo, Turkish National ID Number, and Club they support, stored centrally in an electronic database.

XIII. "Central Monitoring System" refers to a central IT based system that shall be used to track the functions such as access control, surveillance, ticketing undertaken at match venues on match days

XIV. "Access card" refers to chip based EMV smart card consisting of fan's personal information and ticket transaction details, also allowing his access into the stadium premises.

XV. "Access control system" refers to the systems installed at stadium entry / exit points that shall control entry of a fan on the basis of the ticket etc

XVI. "Portal" shall refer to a web based portal that shall provide content and an online ticketing mechanism for the fans, which shall be operated by TFF, and the Football clubs, if required.

XVII. "Surveillance systems" refers to CCTV Cameras and other surveillance equipment installed at the stadium to

provide real time feed including evidence of any mishaps to security personnel in the stadium, police headquarters and to TFF's head office in Istanbul.

XVIII. "Applicable Law" refers to the laws and any other instruments having the force of law in Turkey as they may be issued and in force from time to time.
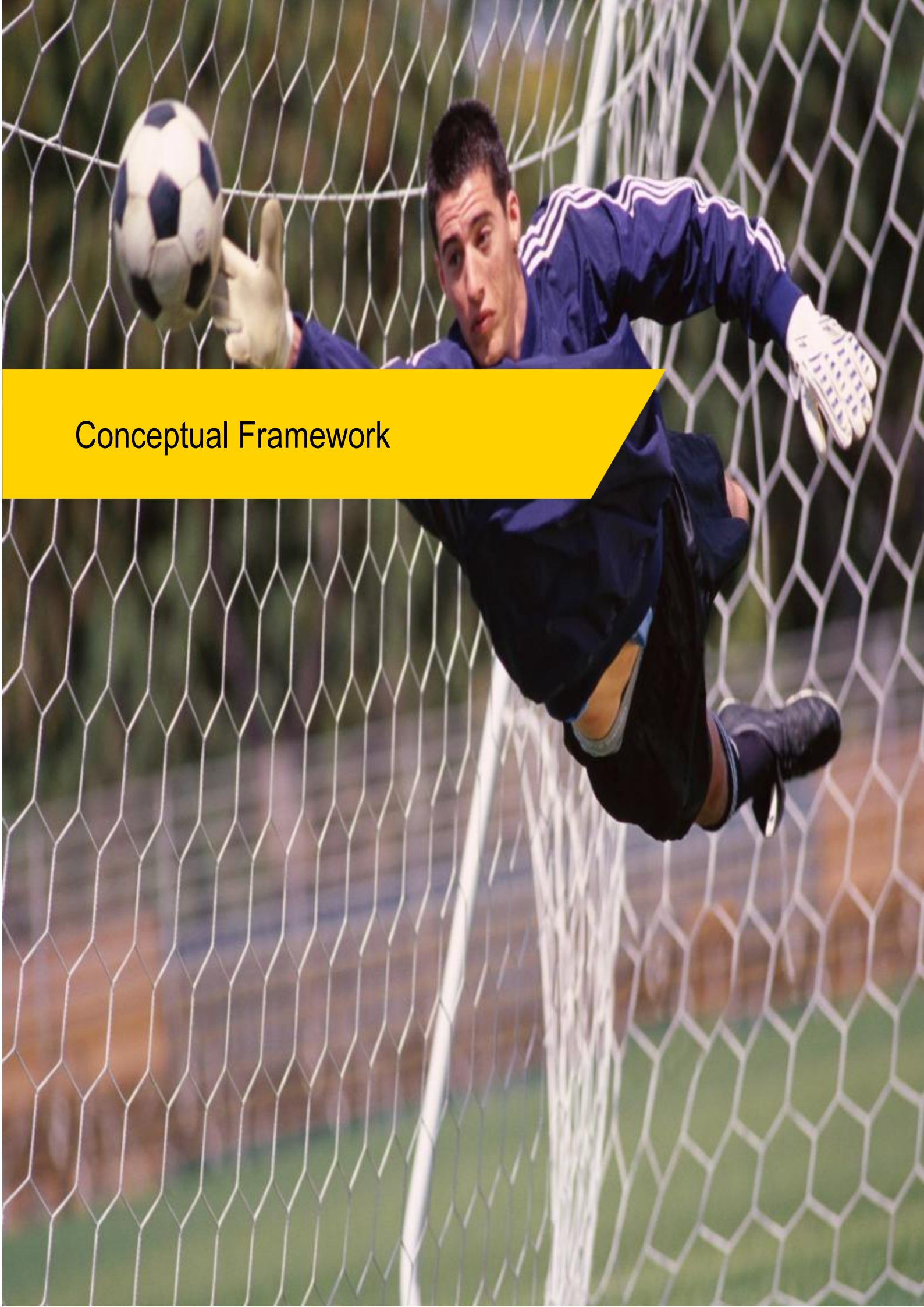
# Conceptual Framework

# 3   Conceptual Framework of the eTicketing System

## 3.1   Overview of The envisaged transformation

In accordance with the law, the eTicketing system shall usher a wide variety of changes in the way football fans access and experience football matches in Turkey going forward.

The football fans shall have to mandatorily enroll for a the spectator card, a smart card based ID card, in order to access any football stadium to watch a football match in Turkey. The card will contain fan's personal information and shall be used to allow/deny access to the stadium by verifying the spectator credentials against a central system of the Ministry of Interior holding a frequently updated black list of fans who had been found to engage in unwanted activity.

Fans shall avail electronic tickets for matches issued through a centralized ticketing application. The ticket booking may be done via online portal or box offices at the match venue or those spread across the country. While the purchase of tickets may be independent of enrolment for spectator card, access to stadium shall be subject to card verification at the access control in the stadium. Further, the electronic ticket shall be linked to the spectator card and ticket details for verification and display at venue kiosks can be viewed using the card.

The Fan shall need to co-relate the ticket back with his / her personalized electronic access card prior to the match. The spectator card shall act as an open loop prepaid payment instrument with acceptance at all the affiliated scheme's terminals including the ones in the stadium.  The

chip infrastructure in the card shall also hold capability to accrue, store and redeem loyalty points based on various loyalty programs of TFF and the clubs that will be linked to the spectator card.

A view of the envisaged future state is provided below (see Figure 2).

**Following shall be the key set of processes in the transformed operation landscape:**

i. Electronic Open loop EMV enabled Smart Card printing and distribution
ii. Physical and electronic personalization of spectator smart cards
iii. Fan Registration and issuance of spectator card
iv. Centralized Fan Database creation
v. League Event Ticket Issuance
vi. Stadium surveillance and access control
vii. Loyalty programs
viii. E-money system

The above shall be enforced via the envisaged eTicketing system, to be implemented by the selected CSI. **Salient points on each of the above processes are explained next.**
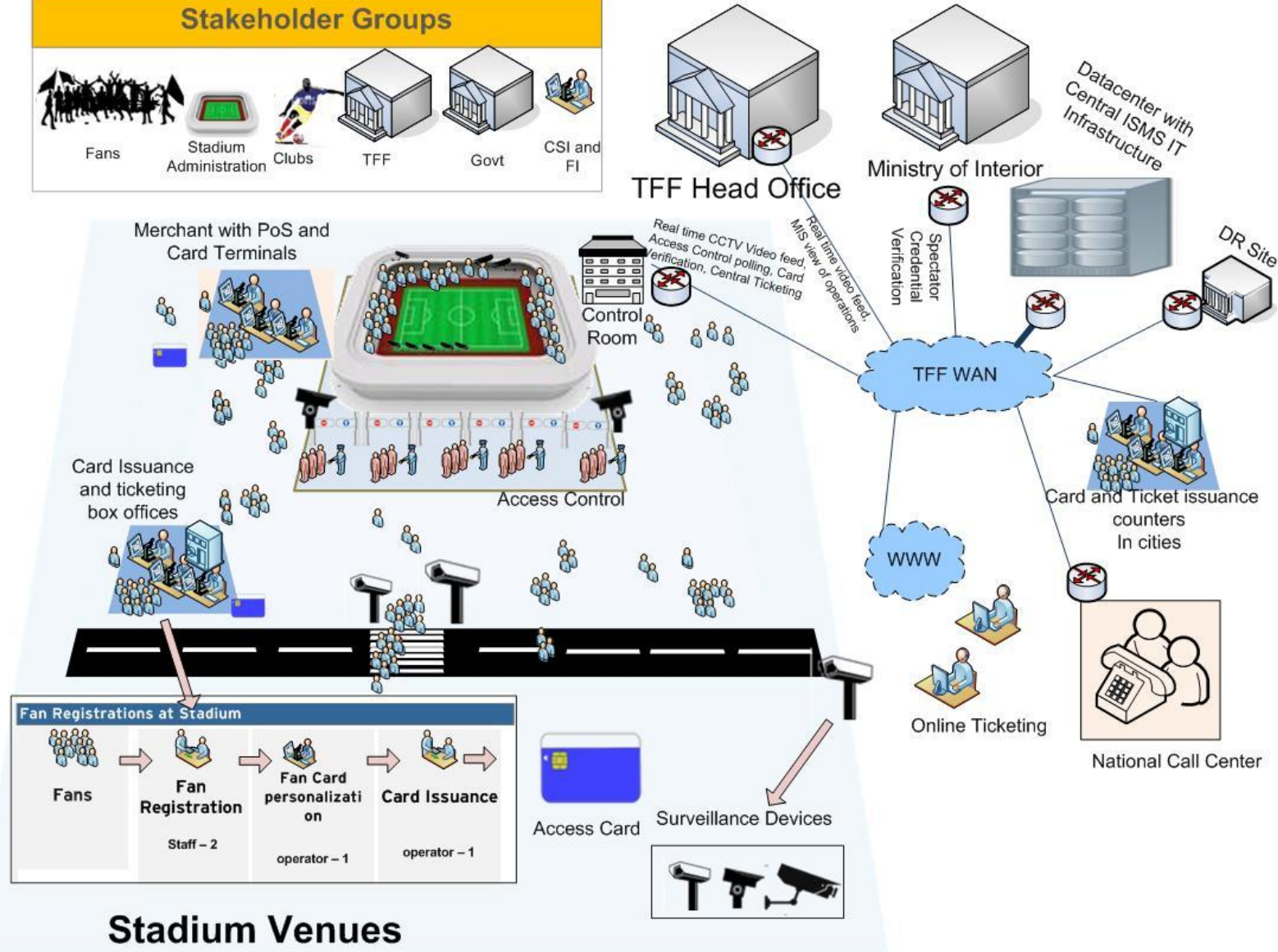
**Figure 1: ETS Business context view**

I. **The electronic access card printing process shall comprise of the following:**

- ► The electronic access card shall be a mandatory requirement for gaining entry to the venues used for hosting football league matches in Turkey.

- ► A Fan will not be able to enter the venue without the TFF electronic access card, even if he / she possess a ticket to a match. He / she may obtain the same before or after purchasing a ticket to the football match, however, the card will need to be linked to the ticket prior to entry into the stadium.

- ► The card shall be issued by TFF through designated spaces (booths) and counters at the stadia and designated centers across the country.

- ► The electronic access card shall be based on pre paid EMV based open loop access card technology.

- ► The electronic chip on the electronic access card shall contain designated slots to capture the following sets of key information:
    - o Personalized information of the fan
    - o Monetary balance
    - o Personal ID number

- ► The blank electronic access cards, with zero balance value, shall be provided by selected financial institutions to the CSI for issuance to fans.

- ► The electronic access cards shall also act as pre paid money cards. The owner shall be able to recharge.

II. **The fan registration and card personalization process shall comprise of the following key steps:**

- ► Fan Registration and Card Issuance spaces/booths and counters shall be set up and operated at match venues and across the country by the CSI on behalf of TFF.

- ► A Turkish / foreign national may visit any of these centers and get himself / herself registered and obtain the electronic access card

- ► Turkish nationals will need to provide personal information including name, surname, birth date, National ID number along with a photograph for the electronic registration as per required in the registration process.

- ► A foreign national will need to provide his Passport Number in place of the Turkish National ID Number along with other details.

- ► At the time of registration the fan will also need to declare his primary club preference.

- ► There will be a manual check for completeness and correctness of such information with a real time validation of the Turkish National ID with the concerned Government database.

- ► On successful verification, a blank electronic access card (zero balanced personalized) shall be personalized for the fan, at these designated spaces. It shall be embedded with the fan's personal information, such as name, surname, National ID / Passport Number, club preference and his / her photo.

- ► The designated booths / counters shall be equipped with the necessary IT infrastructure, card personalization infrastructure and printing infrastructure and requisite manpower to facilitate the

activity along with EMV standards. The equipment and manpower provision shall be in the scope of the selected CSI.

► The fan shall be registered in the fan database and issued the personalized electronic access card.

► The electronic access card shall be a zero balance card at the time of issuance.

## III. Centralized fan database creation shall involve the following key steps:

► The electronic database shall be equipped by the CSI on behalf of TFF and its equipment maintenance shall be done by CSI on behalf of TFF.

► It shall contain information of all registered football fans interested in viewing football leagues in Turkey.

► The TFF, shall in future, share select data from the fan database with third parties, to run revenue programs and / or loyalty programs to attract fans and earn higher revenues for the clubs.

► In case a Fan indulges in activities of vandalism or violence and is identified, he / she shall be barred by the TFF to enter the stadium for any future football matches.

► The TFF or the Ministry of Interior shall maintain a list of such blacklisted fans and shall update the fan database with the information and will render the cards of such blacklisted people inaccessible to gain entry to any match venue

.

## IV. Stadium Access Control

► Access to the stadium would be allowed only to persons with an electronic access card.

► Access control to have linkage with the central TFF database for verification against list of blacklisted fans.

► At the time of entry, each person's ID shall be cross checked against the list of blacklisted fans. In case the person's name appears on the list, he / she shall be denied entry to the match venue.

► Adequate precautions shall need to be taken to control access to entry, exits and other vantage locations of the stadium by way of installing following equipment at each stadium –
  o Gate controllers / Turnstiles with Access card readers at entry / exit points
  o Interface Access control apps on Turnstile, Gate controllers, etc
  o Card Readers with Displays and printing facility at entry / exit points and also in the Fan seating zones.
  o Wi-fi enabled Hand-held devices to verify access card and issuance of tickets at entry points
  o Setup up self-help Kiosks for ticketing terminals at stadiums
  o A local access control server infrastructure at a central location in the stadium. This shall be updated with the latest blacklisted fan information from TFF at a pre-defined frequency.

**Venue Seating**

► There are separate seating areas for the home team and away team Fans.

► Seating is numbered and ticket sales shall be associated with a seat number.

► Fans without ticket shall not be allowed entry in the venue.

## V. Stadium Surveillance

► IP based CCTV Cameras with high resolution shall be installed in the stadium bowls to enable video surveillance to gather evidence that also enable video analytics.

► CCTV Cameras shall be installed at entry points/turnstiles, seating area and tribunes, roads leading to the entry of the venue.

► The surveillance systems shall also be capable of integrating with Access Control System to record the photographs of the people entering the venue.

► Each venue shall have a dedicated control room with Workstations and LED TV with live streaming of Video and specialized office furniture. The cameras shall provide real time feed to security personnel in this central security room to ensure surveillance of the seating bowl.

► Feed from all surveillance cameras shall be made available at TFF's Head office in Istanbul (offline and limited online) for monitoring, analytics and reference.

► Surveillance shall also be required for roads leading up to the stadium and necessary equipment shall need to be installed thereof.

► The proposed system shall be capable of accommodating the existing analogue system.

## VI. Ticket issuance processes shall include steps as below:

► All tickets shall be issued using a centralized Ticketing Application going forward.

► No physical ticket shall be issued henceforth.

► Purchase of a ticket shall be feasible through following modes – online through a portal, venue box offices or counters at stadiums, designated outlets across the country.

► The centralized ticketing solution shall be owned by TFF. However, it shall provide access of the same to the club for relevant matches. The clubs may create and share instances of the same centralized ticketing system with their select partners.

► The ticket may be purchased by a person for self or others.

► Having an electronic access card shall not be a mandatory requirement at the time of purchase of a ticket.

► The purchaser shall need to declare his / her team preference at the time of ticket purchase along with match, number of tickets etc.

► On payment for the said tickets, the ticket details shall be sent by text/SMS and / or by email to the purchaser. It shall include details such as schedule, seat number, venue section etc.

► Each ticket shall necessarily need to be linked back with a unique electronic

access card prior to the event date. Transfer of tickets from one person to another shall also be feasible by linking it with another alternate electronic access card.

► He / she shall need to carry the SMS or the print of the email to the match venue as a proof of the ticket along with his / her electronic access card.

## VII. Loyalty Programs

► Following the law no. 6222 mandating personal data of fans to be centrally stored within Federation, the main objective for launching a loyalty program will be to diversify revenue sources for clubs and ultimately bring the revenue distribution to the global norms where match day revenues and out-of-stadium merchandise sales generate revenue share on-par with broadcasting rights.

► As a part of this ultimate scope, an umbrella TFF loyalty program will be launched for which clubs' participation to the program shall be voluntary and willing clubs shall be able to keep their existing loyalty schemes in place alongside with the overarching TFF loyalty program.

► Different partners and clubs' existing loyalty schemes shall be able to integrate with the TFF Overarching program in different ways. For instance different financial institutions may have different roles within the program i.e. a financial institution may run the e-money operations based on TFF specifications, a club may want to exchange benefits with its own loyalty program or a bank

may provide a TFF co-branded credit card to its own customer base.

► Within this landscape, SI's tasks will be comprised of
  o Providing the technology solutions
  o As part of the contractual terms, the implementation and integration of the systems needed as a part of loyalty program: Loyalty engine, CRM (campaign management), BI (data mining and operation, segmentation etc.), content management, call center, data warehouse, online shopping application
  o Internal integration of the modules indicated above with other major modules i.e. e-money, e-ticketing etc. . This also includes integration of partners' solution within these major modules
  o As a part of the implementation and launch process, SI will conduct necessary trainings and handover processes for TFF to be able to run the program with its own teams.

► Both within and out of the stadium, for all the loyalty modules mentioned above, all available communication channels i.e. mobile, web, e-mail, SMS, contact center etc. applications shall be used.

► Use of all equipments (video walls, projection, TV, mini TV, etc.) inside and around the stadiums contributing to a visual communication with the audience for loyalty purposes shall be ensured.

► Technical components required for the implementation of the loyalty program shall be set up by the CSI.

**VIII.  E-Money system**

► This refers to the process of loading and subsequent recharging the electronic access card with currency value.

► The electronic access cards shall act as open loop cards outside the stadium and closed loop card inside the stadium.

► Specialized Top up / Recharge Kiosks and balance display terminals shall be installed TFF inside and around the stadiums for recharging of the electronic access with cash, by the Financial Institution.

► The E money system shall be planned such that the access card meets all the global and domestic payment standards and regulations.

► 24X7 support shall be provided for any dispute resolution.

► All necessary infrastructure, hardware, and software needed for the E-Money Management System, advanced system for customer protection, software and applications that will enable central control of financial transactions, electronic on-line authorization and settlement mechanisms shall need to be planned by the FI.

Note:

For the operations support at the football stadiums of clubs competing in the top two leagues across Turkey, relevant manpower for the stadia operations shall need to be provided by the CSI and is further detailed in the scope.

## 3.2 Overview of Solution components

The eTicketing System solution shall cater to the following functions in the context of the Super Lig and 1 Lig held in the country by the TFF and covers the stakeholder ecosystem.
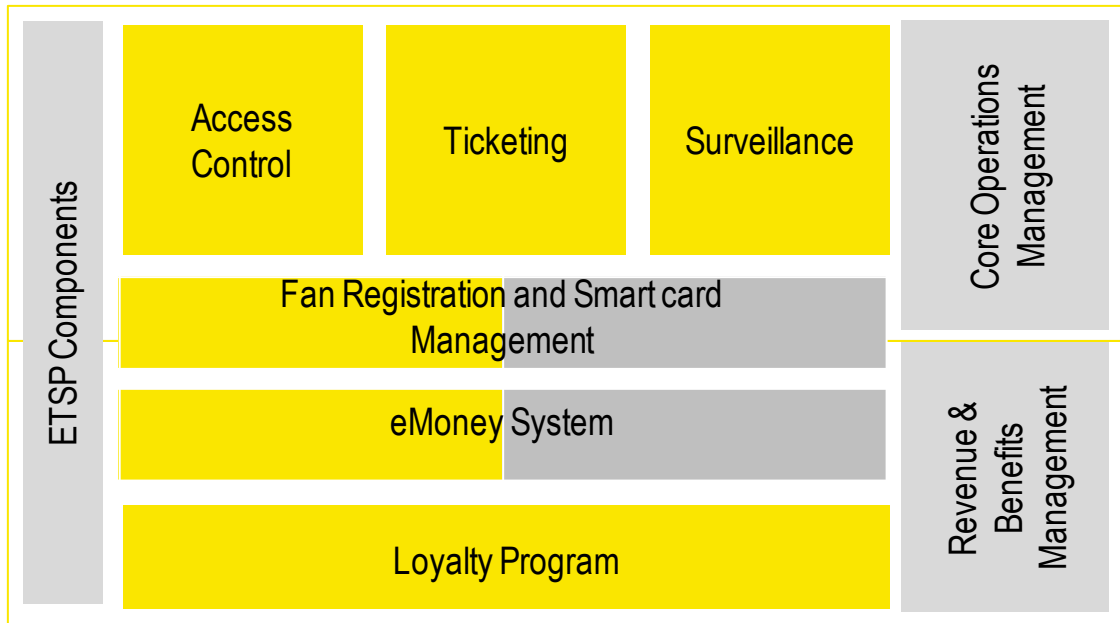


Figure 2: eTicketing System Components

Of the above mentioned components, the smart card printing along with implementation of eMoney system shall be given to a Financial Institution (FI). The FI shall be selected through a separate procurement process by the TFF. The FI shall be responsible for implementation and maintenance of the e-Money system. He shall also install the required Point of Sales and top up / recharge related infrastructure at the stadia and also be responsible for the maintenance of same.

**An overview of the function and services that each component entails is as provided below:**

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| **Fan Registration and Smart Card Issuance** | **Technology Interventions:**<br>o  Central IT System and infrastructure to register Fans based on:<br> ▪  The capture of Fan demographic and other identity details<br> ▪  Physical verification of Fan credentials and electronic verification of Fan information against in-house and third party |

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| | data sources like National ID Database, Ministry of Interior Databases (for black list checks) |
| | o  Physical and technology design of smart card for card in compliance with EMV, PCI DSS, PA-DSS and other relevant standards and covering the entire value chain from physical and technology design, printing and distribution of card, physical and electronic personalization, issuance and post issuance support |
| | o  Creation and maintenance of centralized fan database with Fan master and other information across the Fan engagement lifecycle across various the functions and services of ETS |
| | o  Define technology, data and other standards for card authentication at various interface terminals (contact or contact less) for various functions of ETS like venue access control, ticketing and loyalty management |
| | o  Setup of central card based Fan authentication infrastructure for real-time Fan authentication across multiple interface points |
| | **Business Operations:** |
| | o  Operation of Fan Registration and Card Issuance booths and counters at various location in the country including match venues |
| | o  Putting in place stringent processes and security measures for receipt of cards inventory from FIs |
| | o  Management of the Card supply chain including Printing, branding, Fan specific personalization of card including name, national ID, photo imprinting on card, personalization of card chip for Access Control, Ticketing, Loyalty program and other such applications for the multipurpose use of the card. |
| | o  Inventory and tracking of Fan cards across the supply chain |
| | **Delivery of Fan Services:** |
| | o  Registration and card issuance |
| | o  Fan interface and communication for registration, rejects/denial, etc |
| | o  Fan query and complaint handling across registration counters, call center and online interface channels |
| | o  Update/Correction of Fan registration information |
| | o  Lost card and damaged card replacement services |
| | o  Online Customer Account and profile management offering interface to services under other functions under ETS like ticketing and loyalty program management |

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| **Ticketing** | **Technology Interventions:**<br>o Centralized Ticketing System for Super Lig and 1 Lig matches held across 36 clubs of the two leagues that could be used by all clubs for their home matches.<br>o Ticketing Portal for online purchase of match tickets with payment gateway<br>o Management of all ticket inventory for all matches including business rules for ticket sales, seat allocation, refunds, group sales and season ticket sales, quota allocation etc and other functionality<br>o Smart Card authentication infrastructure<br>o Reconciliation of issuance of tickets, sales and collections of tickets<br>o Agency specific login to ticketing system to facilitate ticket sales through third parties/vendors/partners of the Federation and clubs<br>o MIS Reporting and analytics for TFF and third party (like Ministries)<br><br>**Business Operations:**<br>o Operation of ticketing box offices at each venue and other locations in across Turkey<br>o Operation of ticketing help desks at each venue to redress any ticketing related issues<br>o Operating a call centre for sale of ticket and issue resolution<br>o Cash management at box offices and counters including cash movement to bank and physical security<br>**Delivery of Fan Services:**<br>o Bulk ticket purchase<br>o Transfer of bulk tickets purchased to individual Fans prior to match<br>o Ticket cancellation and refund<br>o Ticket purchase through multiple channels like Online, across the counters, Phone and IVRS<br>o Ticket confirmation and alert services by email and mobile text messages<br>o Integration of ticket purchase with Loyalty program and loyalty points accrual system<br>o Match and venue informational services<br>o Customized content on portal segregated by fan club preference |
| **Stadium Venue Access Control** | **Technology operations:**<br>o Fan card base electronic access control at venues by integrating card |

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| | authentication infrastructure with physical access control apparatus like turnstiles, gate openers at stadiums to enable stadium entry using Fan cards only<br><br>o Centralized and real-time card based Fan authentication at access control points by verifying with local server side authentication at stadium that is updated based on Central Access Control system at TFF Datacenter (limited decentralization)<br><br>o Hand held Card readers at vantage points to enable manual visual verification by security and crowd management personnel at stadiums<br><br>o Central Access Control System that shall interface with Fan database and other internal database and systems of TFF and with third party databases like Ministry of Interior Database; with business rules and watch lists to allow/deny Fan entry<br><br>o Offline business continuity capability in the system to allow manual operations<br><br>o Fan Services<br>    ▪ Electronic or online Request for re-activation of stadium access permissions<br>    ▪ Electronic or online Request for information and reasons for denial of access |
| Surveillance | **Technology operations:**<br><br>o Setup of Closed Circuit Television surveillance system at stadiums using existing or new infrastructure in terms of video cameras (IP and Analog based) and Control room and communication infrastructure at all match venues<br><br>o To enable real-time video analytics on the video feed from across stadiums<br><br>o Cameras to be installed at entry points/turnstiles to record photograph of Fans entering the stadium. Surveillance system to be integrated with the access control system to achieve this.<br><br>o Feed from all surveillance cameras to be made available at TFF's Head office in Istanbul (offline and limited online)<br><br>o Surveillance also required for roads leading up to the stadium<br><br>o Generation of the reports to be handed over to Ministry of Justice after the event of trouble pointing out the involved persons |
| Loyalty programs | **Non IT operations:** |

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| | o Loyalty programme structure shall be defined in detail, covering all aspects starting from strategy and operating model, going down to all loyalty modules and processes both customer facing front end and non-customer facing backend processes. |
| | o Business rules which provide detailed guidance on translation of overall loyalty operating model into action to be defined and shall be parametric for TFF to be able to manage the program on its own following the initial launch. Loyalty processes involving five step process comprising of observation, scoring, selection, prioritization and leveraging to be designed |
| | o Identifying the scope of services and requirements that should be supplied and provided. |
| | o Clubs shall be able to keep their existing loyalty schemes in place alongside with the overarching TFF loyalty program. |
| | o Banks and existing clubs' loyalty schemes shall be able to integrate with the program |
| | o Technical solution to be provided. |
| | o The implementation of the systems needed (loyalty engine, CRM, BI, Content Management, Call Center, data warehouse, online shopping) to be provided. |
| | o The internal integration of the whole package comprising the modules indicated above as well as the integration between TFF and its partners within these modules to be provided. |
| | o The operation of the whole package to be provided. |
| | o Loyalty-wise use of all communication channels i.e. mobile, web, e-mail, and SMS applications to be ensured. |
| | o The use of all the equipments contributing to a visual communication with the audience inside and around the stadiums for loyalty purposes to be ensured |
| | **Technology operations:** |
| | o Technical components required for the implementation of the loyalty program to be setup. |
| eMoney System | **Technology operations:** |
| | o Provision of open loop issuance and acceptance for TFF cardholders |
| | o To abide with all global and domestic standards and regulations like those drawn by EMV Co., MoF, Central bank of Turkey or other institutions for open loop EMV prepaid card |

| E-Ticketing System Component | Envisaged functions / operations |
|---|---|
| | <ul><li>To implement standard and centralized prepaid cards processing system to include processing like card on boarding, authorizations, transaction settlement, chargeback, disputes and others</li><li>To build strong acceptance network through Point of sale devices and recharge kiosks and ensure management and servicing of those devices</li><li>To have strong integration support with e-Ticketing, Loyalty and other support functions like customer support, etc</li><li>Strong system performance capabilities</li><li>Dispute management system for better customer experience</li><li>Strong Security, Fraud and Risk (SFR) solution</li></ul>**Non IT operations:**<ul><li>24X7 support on critical business functions</li></ul> |

## 3.3 Stakeholder Groups

The ETS covers a wide variety of stakeholder groups and each have a role to play. High level descriptions of stakeholder roles and responsibility have been described below:

| Stakeholders | • Turkey Football Federation<br>• Football Clubs<br>• Turkish Govt and Departments<br>• Fans<br>• Central System Integrator<br>• Financial Institutions<br>• Local System Integrator |
|---|---|

| No. | Stake holders | Role | Responsibilities | Benefits of Initiative |
|---|---|---|---|---|
| 1 | Turkey Football Federation | To enforce and implement (Law 6222) "Prevention of Violence and Disorder at Sporting Events Law" and improve overall Fan experience | ► Creation of necessary ICT infrastructure for improved surveillance and capture of evidence to prosecute miscreants and curb violence, improved ICT enabled access control through introduction of an electronic access card and a central ticketing system across all the football stadiums of clubs competing in the top two leagues in Turkey to enforce the law.<br>► Creation of centralized Fan database with personal information such as name, photo and National Identity/Passport Number for leveraging a central loyalty program.<br>► Centralized ticketing platform | Reduce incidence of violence and irregularity in football across turkey and improve Fans viewing experience. |

| No. | Stake holders | Role | Responsibilities | Benefits of Initiative |
|---|---|---|---|---|
| | | | and operations linked to central loyalty program that clubs can leverage and that would improve sales and occupancy on match days<br>► Creation of centralized monitoring facility in Istanbul to monitor live match data for any unwanted activities for better incident analysis and collection of evidence that can be used by law enforcement agencies to prosecute such individuals.<br>► Obtain updated list of individuals from Ministry of Interior to be restricted from entering venues and ensure access to such individuals is not provided<br>► Leverage Fan information with suitable third parties/partners for targeting campaigns and increase revenues for clubs and to drive a central loyalty program<br>► Reporting of financial transactions to Ministry of Finance at a periodic interval | |
| 2 | Football Clubs | Implementation of adequate measures to prevent vandalism, profanity, outbursts in and around the venues.<br>Extend full support to the CSI<br>Obtain all required | ► Upgrade the stadium entry, surveillance and ticketing infrastructure in accordance to requirements of the law (6222) and the current initiative.<br>► Control entry of Fans to stadium and ensure entry of Fans to designated stadium areas only.<br>► Printing, selling and distribution of tickets to the interested public | Effective Compliance with the concerned the law and improved revenue opportunities<br><br>State of the art |

| No. | Stake holders | Role | Responsibilities | Benefits of Initiative |
|---|---|---|---|---|
| | | approvals from municipalities and local Govt authorities | after due identity verification and authorization in accordance to the new law.<br>► To designate independent areas in the stadium for the home team and away team and their Fans and take necessary precautions as defined by TFF and relevant international sports federations.<br>► Allow for use of eMoney at shops inside the stadium premises | infrastructure in the stadium |
| 3 | Government and Departments | Provide access to TFF for checking/ validating National ID while issuing TFF card and/or tickets<br><br>Provide black list to TFF to ensure access is denied to such individuals<br><br>Ministry of Finance has access to information on financial transaction related to ticketing, merchandise sales<br><br>Use the CCTV surveillance & video analytics to prosecute miscreants by | ► Provide necessary interface with the National ID database for requisite verification<br>► Provide black list to TFF to ensure access is denied to such individuals<br>► Perform video analytics to identify miscreants at match venues | Reduced violence<br><br>Greater transparency in ticket & merchandise sales<br><br>Improve video evidence to prosecute miscreants |

| No. | Stake holders | Role | Responsibilities | Benefits of Initiative |
|-----|---------------|------|------------------|------------------------|
| | | collecting required evidence | | |
| 4 | Fans | Abide by law 6222 and maintain an atmosphere of peace and calm | ► Nationals: Register with TFF for a Fan's card by providing requisite personal information and unique identification.<br>► Provide access card details while procuring tickets and during entry to stadiums.<br>► Update / correction of Fan registration information as and when applicable.<br>► Foreigners: To furnish Passport details for the issuance of the<br>► Maintain discipline and support in implementation of the new legislation | Improved safety during matches<br><br>Improved linkage between Central ticketing & loyalty program<br><br>Transactions on TFF Card with potentially attractive earn & burn opportunities |
| 5 | Central System Integrator | Ensure that the technical infrastructure is built and personnel deployed in order to ensure compliance with law 6222.<br><br>Deliver the scope of work envisaged under this contract and provide full support to TFF in implementation of this contract | ► Assist TFF in achievement of the objectives for the specified scope of work through this EoI Invitation i.e. take up design, supply, integration, installation; commissioning, operations and maintenance of eTicketing System (ETS) at TFF locations and at the football stadiums of clubs competing in the top two leagues across Turkey across Turkey.<br>► The above envisaged solution is intended to consist of the following functions: | ► Trouble-free and rapid admittance of authorized visitors / workforce<br>► Enable an online ticket operation and payment system.<br>► Better surveillance leading to fewer |

| No. | Stake holders | Role | Responsibilities | Benefits of Initiative |
|-----|---------------|------|------------------|------------------------|
| | | | 1. Electronic Smart Card based Fan access control system.<br>2. Central Ticketing System and Fan facing Ticketing operation<br>3. Surveillance & CCTV System<br>4. Loyalty Management System and<br>5. E-Money System | incidence |
| 6 | Financial Institution (FI) | To provide open loop EMV cards to CSI as per TFF's specifications | ▶ Supply of background printed TFF card (open loop EMV enabled cards) with eMoney personalization and provision of chip infrastructure for non eMoney applications in accordance with specifications defined by TFF<br>▶ Setup of acceptance infrastructure for eMoney / payment transactions at stadiums and merchant retailer outlets for TFF cards and enable cards to be used for other financial transactions countrywide. | Card central to the project<br><br>Opportunity for fans to use this card in the stadium and outside |
| 7 | Local System Integrator | Compliance with new guidelines as defined by CSI of TFF for the technology adoption and management at the match venue, in line with the law requirements. | ▶ Comply with technology standards and guidelines as laid down by the CSI.<br>▶ Provide full support to the CSI in the implementation of the project. | Compliance with the law |

# Scope of Work
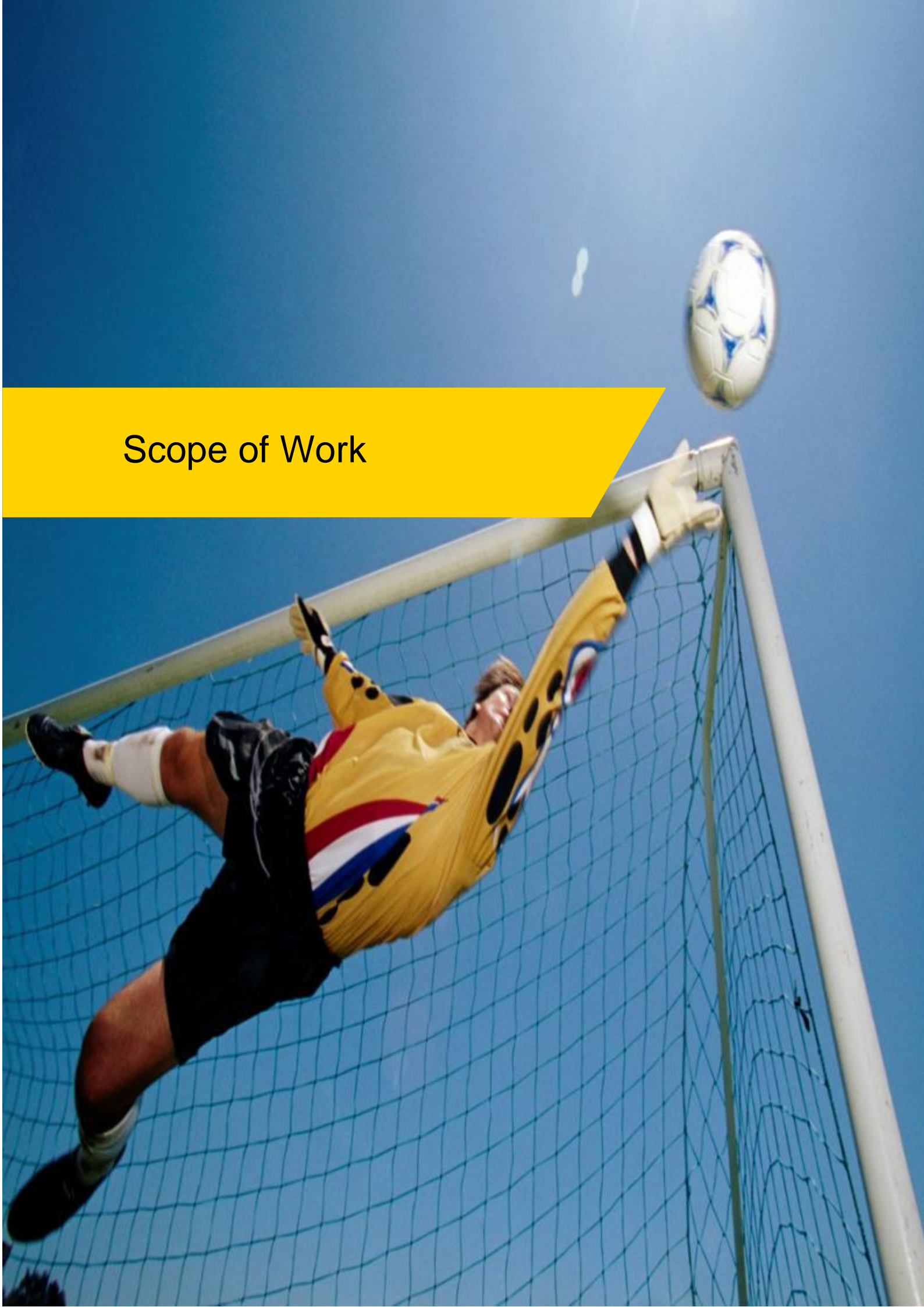
# 4   Scope of Work

## 4.1   Scope of Work Overview

TFF is inviting Expression of Interest for engaging a reputed and capable System Integrator in the role of Central System Integrator (CSI) for the implementation and management of eTicketing System Project. The Implementation Agency shall study the requirements of the project and existing system and shall design, develop, test, supply and manage the project and its related infrastructure including managing part of the operations for a period of 5 years after go live in April 2014. As presented in the previous section, the eTicketing project is broadly divided into six main components and in order to implement them the CSI's scope of work shall cover a variety of areas presented as Category and distinct scope of Work components in the illustration below.

It is important that the Scope of Work items cut across the individual components of the eTicketing project with many components being common across the entire project life cycle, as illustrated in the mapping further below.

**The eTicketing project and CSI's contracted role is expected to be for 5 years and 9 months and that would include the initiation assessment and implementation followed by management & operations**.

**E-Ticketing System Project (ETSP)**

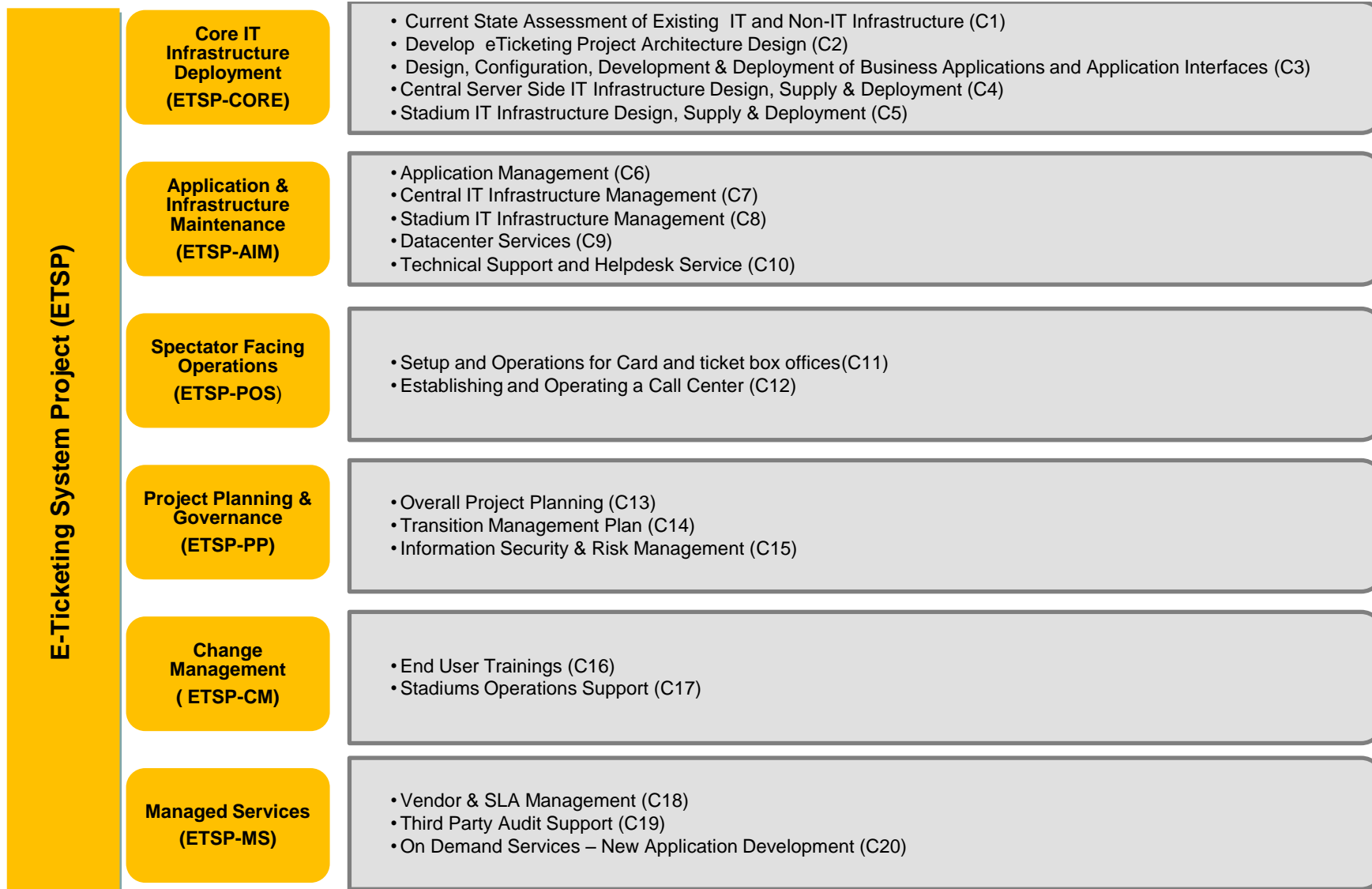| | |
|---|---|
| **Core IT Infrastructure Deployment (ETSP-CORE)** | • Current State Assessment of Existing IT and Non-IT Infrastructure (C1)<br>• Develop eTicketing Project Architecture Design (C2)<br>• Design, Configuration, Development & Deployment of Business Applications and Application Interfaces (C3)<br>• Central Server Side IT Infrastructure Design, Supply & Deployment (C4)<br>• Stadium IT Infrastructure Design, Supply & Deployment (C5) |
| **Application & Infrastructure Maintenance (ETSP-AIM)** | • Application Management (C6)<br>• Central IT Infrastructure Management (C7)<br>• Stadium IT Infrastructure Management (C8)<br>• Datacenter Services (C9)<br>• Technical Support and Helpdesk Service (C10) |
| **Spectator Facing Operations (ETSP-POS)** | • Setup and Operations for Card and ticket box offices(C11)<br>• Establishing and Operating a Call Center (C12) |
| **Project Planning & Governance (ETSP-PP)** | • Overall Project Planning (C13)<br>• Transition Management Plan (C14)<br>• Information Security & Risk Management (C15) |
| **Change Management ( ETSP-CM)** | • End User Trainings (C16)<br>• Stadiums Operations Support (C17) |
| **Managed Services (ETSP-MS)** | • Vendor & SLA Management (C18)<br>• Third Party Audit Support (C19)<br>• On Demand Services – New Application Development (C20) |

Figure 3: Broad Scope of work of System Integrator

The above mentioned categories of scope of work cut across the six project building blocks of Fan registration and Smart Card Management, ticketing, venue access control, venue surveillance, loyalty programs and E-Money systems.

### 4.1.1 CSI's Scope of Work and Contractual Considerations

The CSI's scope of work will have dependencies on external vendors or agencies such as interfacing with their local system integrators etc. Few of those considerations are mentioned below. These shall be elaborated in the RFP stage

- ► As part of the scope, the CSI may have to interface with other service providers. For example – manufacturing, card personalization and zero balance personalization of the electronic access card may be undertaken by a Financial Institution hired by TFF separately.

- ► CSI shall be responsible for setting up the central infrastructure for TFF to enable compliance to the legislation across multiple components for the purpose of hosting football matches for the Super Lig and 1 Lig. However, for other events planned at the same stadium by respective Clubs/stadium owners, they may choose to seek CSI's services separately and are not part of this procurement process.

- ► The CSI shall however be responsible for establishing and conforming to the common technology guidelines for consistent adoption across all locations and for managing interoperability.

- ► The CSI may also be required to manage the local implementation agencies across clubs, presently managing the stadium infrastructure in part or whole, at present as part of the arrangement state above.

- ► As part of the implementation strategy, the CSI is expected to ensure that in consultation with TFF, all guidelines with respect to FIFA, UEFA, IOC and others are complied by while discharging its scope of work

## 4.2 Detailed Scope of Work of the System Integrator under each sub-components of the Project

The detailed scope of work along with specified activities would be articulated in the RFP, the table below only provides a high level overview of the scope under each component of the proposed scope of work of the CSI.

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| I. | Current State Assessment of existing IT and Non-IT infrastructure (C1) | 1. Undertake survey of all home stadiums of participating clubs of Super Lig and 1 Lig and TFF location in Turkey to study and prepare the inventory of IT applications and infrastructure Inventory. An indication of existing IT landscape view is provided at "8. Annexure" of this document<br>2. Literature review of the available documentation prepared from study undertaken in the past<br>3. Interact with TFF, Ministry of Interior, Ministry of Finance, Clubs and Stadium officials on understanding existing IT investments and perceived future needs<br>4. Study operations (pre-match and post-match) at stadium including crowd management, ticketing, ticket verifications etc.<br>5. Study and assess the technology adopted in each of the following areas (not limited to):<br>   a. Access Control Physical and IT infrastructure<br>   b. Surveillance Infrastructure – CCTV Cameras, Data Communication, Monitoring, Control room and NOC Infrastructure<br>   c. Ticketing applications and operations<br>   d. Merchant outlets at stadium<br>6. Study existing IT Contracts and vendor arrangements of clubs<br>7. Create/Review and refine and document the stadium IT layouts and As-Is or Baseline IT architecture key vendor contract dependencies including warranty and AMCs |
| II. | eTicketing Architecture Design (C2) | 1. Conduct elaborate stakeholder consultation to understand the eTicketing project requirements<br>2. Build upon the IT Architectural principles<br>3. Build upon the detailed Target IT architecture covering Data Architecture, Application Architecture, Technology Infrastructure and Network architecture<br>4. Develop Data and Technology standards including<br>   a. Demographic Data standards for personal identifiable information<br>   b. Data standards of logical data entities in eTicketing project |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | c. Chip Infrastructure<br>d. Application and Technology Interfaces standards<br>e. Metadata definitions<br>5. Detail the information security architecture, policies and processes<br>6. Detail Technology and standard compliance matrix for complying with applicable national and international standards and guidelines<br>7. Build upon the IT operations and Service Management<br>8. Detail the data and technology migration plan<br>9. Develop detailed IT Architectural Design document |
| III. | Design, Configuration, Development and Deployment of Business Applications and Application Interfaces (C3) | 1. Conduct elaborate stakeholder consultation to establish detailed business application requirements for applications that include<br>  a. Ticketing<br>  b. CRM and Fan Database<br>  c. Loyalty Management<br>  d. eMoney<br>  e. Card Personalization and logistics Management<br>  f. Central Command and Control System (for stadiums and at TFF HQs)<br>  g. MIS<br>  h. Third Party Application interfaces –National ID Database, Ministry of Interior Databases, Ministry of Finance, Call center, loyalty programs applications or sponsors. For e.g. - Interfaces in the Centralized Ticketing Application with third party loyalty program applications of Clubs, Club sponsors, Event partners etc<br>  i. Common service applications<br>    i. Mobile Service Delivery gateway<br>    ii. Payment gateway<br>2. Develop/enhance detailed Business Requirements Document and priorities the requirements across Application Release roadmap in discussion with TFF<br>3. Develop test cases with requirement traceability<br>4. Prepare high level and Detailed Design / configuration |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | documents for custom development and Off-the-Shelf applications as identified |
| | | 5. Define Development guidelines and practices |
| | | 6. Setup development, testing and production environments |
| | | 7. Undertake application development |
| | | 8. Setup, prepare and assist TFF in acceptance testing of the applications |
| | | 9. Provide 24x7 support to Application including level 1 and level 2 support as per SLAs defined |
| IV. | Central Server Side IT Infrastructure Design, Supply & Deployment (C4) | 1. Undertake work load analysis and detailed IT Infrastructure capacity planning to estimate the DC space and power requirements, compute, storage, network, bandwidth requirements |
| | | 2. Assess the re-use of the existing infrastructure |
| | | 3. Assess and finalize the end user compute requirements at office location in terms of Desktops, peripherals LAN at TFF, and other office locations as may be required |
| | | 4. Undertake site preparations, supply, install, commission the required infrastructure |
| | | 5. Establish/provision WAN and connectivity across DC, Stadium and office location |
| | | 6. Undertake BCP and failover testing of the infrastructure and its conformance to the SLA |
| | | 7. Setup, prepare and assist TFF in the acceptance testing of the infrastructure |
| | | 8. Undertake Go-Live readiness test and undertake service migration as part of defined go-live plan |
| | | 9. Undertake post migration activities as may be required |
| V. | Stadium IT Infrastructure Design, Supply & Deployment (C5) | 1. Undertake work load analysis and detailed IT Infrastructure capacity planning to estimate the stadium side of access control, surveillance and server room space and power requirements, compute, storage, network, bandwidth and requirements. This has to be undertaken for all identified stadiums during the initial phase of the project |
| | | 2. Assess re-use of the existing infrastructure at stadium |
| | | 3. Assess and finalize the end user compute requirements at office location in terms of Desktops, Servers, peripherals |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | LAN at stadiums as may be required |
| | | 4. Setup central control room at stadiums– Physical (specialized office furniture) and IT infrastructure including video walls and multiplexers |
| | | 5. Undertake site preparations, Supply, install, commission the required infrastructure |
| | | 6. Undertake BCP and failover testing of the infrastructure and its conformance to the SLA |
| | | 7. Setup, prepare and assist Club/TFF in the acceptance testing of the infrastructure |
| | | 8. Undertake Go-Live readiness test and undertake service migration as part of defined go-live plan |
| | | 9. Undertake post migration activities as may be required |
| VI. | Application Management (C6) | 1. Define detailed Application Maintenance and software engineering processes of enhancements, change management, upgrades, etc |
| | | 2. Define Templates and procedures for identifying and classifying the application enhancements and release management |
| | | 3. Prepare and execute testing and release of the application features into production with controlled migration |
| | | 4. Prepare detailed documentation and user manuals for the applications |
| VII. | Central IT Infrastructure Management (C7) | 1. Operate and Maintain the Central server side and end use IT infrastructure as per well-defined SOPs |
| | | 2. Undertaken Schedule and ad hoc maintenance (on need basis) and operations like Data backup, replication, patch management and upgrades |
| | | 3. Establish basic tools for DC IT management to undertake health check monitoring, trouble shooting etc with semi-automation of DC operations |
| | | 4. Undertake BCP DR drills including Site failover to DR; retrieving and replay video feeds from archive and document review findings and undertake corrective actions where required |
| | | 5. Maintain well documented and updated IT inventory of |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | assets including licenses for ready reference |
| | | 6. Establish Access control and shift wise attendance management |
| | | 7. Establish leading practices like ITIL based IT service Management with up-to-date service catalog |
| VIII. | Stadium IT Infrastructure Management (C8) | 1. Operate and Maintain the Stadium side physical infrastructure as per well-defined SOPs covering key areas like access control, surveillance |
| | | 2. Undertaken Schedule and ad hoc maintenance (on need basis) |
| | | 3. Undertake elaborate pre-match health check on all systems and stadium and undertake trouble shooting and corrective measures |
| | | 4. Deploy and operate an Emergency Response Team for any disruptions due the 'match day' as per the SLAs established |
| | | 5. Maintain spare inventory at all times for handling any technology disruption and reducing business downtime |
| IX. | Data Center Services (C9) | 1. Provision state-of-the-art Tier-3 class Datacenter facility for central server side requirements of TFF on a co-location basis in Istanbul with a DR site (on a potentially full capacity 1:1 basis) in Turkey |
| | | 2. Provisioning of dedicated DC IT and NOC areas at DC Site with physical segregation from other client deployment with dedicated access control |
| | | 3. Provision of network infrastructure (edge and core routers and dedicated bandwidth provisioning at DC and DR sites) |
| | | 4. Provide allied DC services including Power and power backup, cooling (precision and comfort ACs) as per the requirements |
| X. | Technical Support and Helpdesk Service (C10) | 1. Provide facilities management and technical support to<br>    a. TFF office user locations<br>    b. Stadium<br>    c. DC and DR site |
| | | 2. Provide Central technical Support (for level 2 and level 3) and onsite support for level 1 support |
| | | 3. The duration of the support shall be 24x7 during pre-match and match days and shall vary on other days |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | 4. Established well document process, service levels, severity levels, escalation matrix, incident and problem management based in leading practices like ITIL<br>5. CSI shall deploy skilled manpower to handle all domains covered in the scope for providing the support |
| XI. | Setup and Operations of Card and Ticket Box Offices (C11) | 1. Design, plan and establish Card and ticket box offices and counters at stadium and other locations in the country to undertake the following:<br>    a. Fan Registration<br>    b. Fan personalization and verification<br>    c. Issuance of Card<br>    d. Record Management and Card Inventory management<br>    e. Ticket reservations<br>    f. Cash Handling and reconciliation<br>2. CSI shall supply, setup, manage and (decommission) the requisite infrastructure to undertake card personalization and ticket issuance.<br>3. CSI shall setup the required IT infrastructure and connectivity to interface with central systems for Fan registration, card management and ticketing.<br>4. CSI shall undertake elaborate manpower deployment and will undertake specialized training program for such manpower to handle box office operations and to deliver on the defined service and performance levels<br>5. CSI shall define detailed service blueprint including support interfaces like Information kiosks for customer query and complaint handling.<br>6. CSI shall also undertake concurrent and real-time and provided automated MIS reports on the operations to TFF.<br>7. CSI shall support any third party monitoring or audit as authorized by TFF at any time. |
| XII. | Establishing and Operating a Call Center (C12) | 1. Set up public facing central contact centre infrastructure to handle in-bound communications over multiple channels like Call Center, IVRS, Emails and SMS on 24x7 basis operating out of Istanbul from various stakeholder communities like |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | Fans, Clubs, Merchants, etc |
| | | 2. Setup and manage the central IT and physical infrastructure including IVRS, CTI, SMS gateway, etc |
| | | 3. Provide adequate capacity and manpower to handle volumes as per defined service and performance levels |
| XIII. | Project Planning and Governance (C13) | 1. Define detailed project implementation plan for the execution of the project and ensure compliance through execution |
| | | 2. Define governance and escalation matrix mirroring TFF counterparty team |
| | | 3. Define Risk management plan and undertake risk management exercise on the project life cycle. |
| XIV. | Transition Management Plan (C14) | 1. Undertake elaborate Pre-Transition, Transition and Post-Transition planning for existing operations to an ETS based operation all locations |
| | | 2. Establish the phasing strategy and timelines as per the League calendars in discussion with TFF, Clubs and other stakeholder groups |
| | | 3. Establish a detailed transition plan with outlined deliverables and dependencies across various tracks for migration |
| | | 4. Develop and undertake elaborate communication and awareness program across with wide variety of stakeholder groups including Fan associations |
| | | 5. Assess transition readiness and undertake transition as per the plan with failover and roll back strategies. |
| | | 6. Undertake post transition activities and establish new baseline for all transition operation and project components and take sign-offs. |
| XV. | Information Security & Risk Management (C15) | 1. Develop Information Security Policy and procedures using leading standards like ISO 27001 for all Information and IT assets, infrastructure and operations |
| | | 2. Define security architecture and practices across ETS |
| | | 3. Define and establish data privacy norms especially for Fan identity data , eMoney and Loyalty Programs |
| | | 4. Undertake security compliance review across aspect of IT and operations including applications, infrastructure, DC operations, Call center, Fan facing operations |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|-----|-------------------------------|------------------------------------------|
| XVI. | End User Trainings (C16) | 1. Prepare comprehensive training plan and content for training of officers, users across TFF, clubs on application, Fan facing office operations enabled by ETS and other areas like DC operations<br>2. Undertake iterative training to end user groups classification by skills and training needs and provided structure and customized training across all identified areas<br>3. Undertake transition specific training and integrate it with large change management and communication plan<br>4. Monitor and training participant feedback to improve/customize training program on an ongoing basis |
| XVII. | Stadium Operations Support (C17) | 1. Provide manpower to hand-hold and support operations staff at stadiums for functions like Access Control, Spectator Card verification, spectator registration and ticketing<br>2. Update the standard operating procedures after transition to eTicketing based operations and provide hand holding support to the operations on ground for a defined and limited period of time<br>3. The operation support personnel should have the experience understanding regional and cultural context while support the stadium administration and in crowd management |
| XVIII. | Vendor and SLA Management (C18) | 1. Define technology standards, processes, and governance principles to be complied by the TFF and Club's local service providers.<br>2. Manage the TFF's and Club's IT service providers and monitor their SLAs and Contract that have dependency on ETS<br>3. Identify, diagnose and report any vendor issues to timely resolution<br>4. Monitor and Review the expiry of Warranties, AMCs etc and notify TFF/Club on the necessary action |
| XIX. | Third Party Audit Support (C19) | 1. CSI must facilitate and extend all the required support to any third party audits authorized by TFF or the clubs on any or all of the ETS components.<br>2. CSI shall provide all information, artifacts and share knowledge and learning as required during and for the audit.<br>3. CSI shall undertake the implementation of recommendations |

| No. | Sub-components of Scope of Work | Activities to be Performed (Indicative) |
|---|---|---|
| | | of the third party audit agency including any compliance gaps to standards and SLAs. <br> 4. CSI must provide status of compliance before and after the audit that may be undertake on periodic basis. |
| XX. | On Demand Services – New Application Development (C20) | 1. CSI must assist TFF and clubs in identifying new application requirements and in undertaking the business case analysis including business value, effort and cost analysis <br> 2. CSI must undertaken new application development once approved the management and as per defined process and practices <br> 3. CSI shall maintain and manage this application along with the other ETS components as per the directions of the managements. |

Instructions to the Respondents

# 5   Instructions to the Respondents

## 5.1   General Instructions

I. The EoI Invitation shall act as an instrument for TFF to shortlist firms, which shall, subsequently be permitted to participate in the competitive bidding process to be taken up by TFF, for the mentioned scope of work.

II. The EoI Invitation, in addition to the above, also seeks responses and views of the interested firms on the technical aspects of the solution. This shall demonstrate to TFF, their understanding of the technical solution and requirements of TFF listed through this EoI Invitation. Please note that the technical information shared by the EoI Respondents is only for the purpose of reference by TFF and shall not shall anyway be considered as final solution or scope conformance offered by the EoI Respondent should they be selected after the competitive bidding process that follows. The EoI submission shall not be considered in part or whole for any contractual compliance, scope limitations or obligations requirements by the party selected for the project.

III. For the response to be accepted by TFF, the EOI Respondent needs to fulfill the prequalification criteria, as mentioned at Chapter 6 of this EoI Invitation document. Conformance to the prequalification criteria needs to be showcased in the EoI Response document, along with provision of necessary supporting evidences in form of documentary proofs.

IV. The EoI Response should mandatorily be in English and Turkish. In case of any discrepancy between the English version and the Turkish version, the English version shall prevail.

V. Please restrict your response to the page limits specified.  **Note:** In case page limit is not adhered to, TFF may reject your submission or may only evaluate the first number of pages specified as per the limits.

VI. The EoI Response should be submitted in two parts:

a. Part 1: Response against the required Pre qualification criteria that shall be analyzed for evaluation of the EoI. It shall consist of following Forms as part of the response:

   i. Form 1 - Covering letter with the proposal in response to the EoI Invitation.

   ii. Form 2 – EoI Submission Checklist

   iii. Form 3 – Conformance to Prequalification Criteria

   iv. Form 4 – Organizational Details ( Section 1, Section 2 & Section 3)

   v. Form 6 – Consortium Details (If any)

   vi. Form 7 – Credentials / Past Experience (to be used for Form 3 compliance)

   vii. Supporting documents for prequalification criteria

b. Part 2: Submission of the response to Form 5: Technical Response Particulars (PART- A: Particulars of EoI Respondent's proposed solution and approach & PART – B: Technical Responses to Questions)

These forms and related requirements are explained in table below:

| No. | Form Number | Section Title | Description of the section requirement | Documentary proof to be attached in addition to the Form (if any) |
|---|---|---|---|---|
| I. | FORM 1 | Covering letter with the proposal in response to the EoI Invitation. | This shall declare adherence of the EOI Respondent firm to the requirements mentioned through the EoI Invitation and all terms and conditions. It is to be signed by an authorized signatory of the EOI Respondent firm and to be submitted on Company Letterhead. | Copy of Board Resolution / Power of Attorney indicating the firm authorization to the signatory to sign and submit the Response must be enclosed |
| II. | FORM 2 | EoI Submission Checklist | In this section, the EOI Respondents need to provide the relevant section reference of the submitted EoI Invitation document. | None |
| III. | FORM 3 | Conformance to Prequalification Criteria | In this section, conformance to the Prequalification criteria is to be showcased. Corresponding form needs to be filled. | Documentary evidence as stated in Section – "Prequalification Criteria" |
| IV. | FORM 4 | Organizational Details | Section 1 – EOI Respondent to provide details of the EOI Respondent firm as per format provided. All details need to be necessarily filled. | Firms' annual turnover audited statements for last 3 FYs to be submitted along with the Form |
| V. | | | Section 2 – In this section, EOI Respondent firm needs to mention its core business areas and any other relevant details / experience of the EOI Respondent firm in a descriptive format. | |
| VI. | | | Section 3 - In this section, | None |

| No. | Form Number | Section Title | Description of the section requirement | Documentary proof to be attached in addition to the Form (if any) |
|---|---|---|---|---|
| | | | EOI Respondent firm needs to mention its Technical and managerial capability for executing the assignment. | |
| VII. | FORM 5 | Technical Response Particulars (PART-A: Particulars of EoI Respondent's proposed solution and approach) | Section 1 - EoI Respondent firm's understanding of the project requirements and the technical solution proposed, in a descriptive format with illustrations where required. | None |
| VIII. | | Technical Response Particulars (PART – B: Technical Responses to Questions) | Technical Responses (TR) to questions related to the project need to be provided by the EoI Respondent. | None |
| IX. | FORM 6 | Consortium Details (If any) | Consortium member details (if any) are to be provided as per format. Clear demarcation of roles and responsibility of each consortium member to be indicated. Prime Respondent for the EOI responses needs to be clearly indicated. | Consortium Agreement copy with clearly defined roles and responsibilities of each consortium member in the agreement. |
| X. | FORM 7 | Credentials / Past Experience | This format should be used for all Form 3 compliances | Documentary evidence as stated in Section – "Prequalification Criteria" |

VII. The EOI Response to Part 1 on details of the company, conformance to prequalification criteria, past experience and consortium details, should be limited to 45 pages (60 pages, in case of a consortium) excluding the documentary evidences, which may be attached as Annexure.

| No. | Form Number | Section Number | Maximum No. of pages for the response |
|---|---|---|---|
| 1 | FORM 1 | - | 1 |
| 2 | FORM 2 | - | 1 |
| 3 | FORM 3 | - | 6 |
| 4 | FORM 4 | Section 1 | 2 |
| 5 | | Section 2 | 5 |
| 6 | | Section 3 | 3 |
| 7 | FORM 6 | - | 2 |
| 8 | FORM 7 | - | 15 [3 pages per credential for a maximum of 5 credentials for Prequalification criteria III, IV and V (if applicable)] |
| 9 | Power of Attorney / Board Resolution copy | - | 1 |
| | **TOTAL** | | **36** |

The EoI response to Part 2 should be not more than 19 pages.

| No. | Form Number | Section number | Maximum No. of pages for the response |
|---|---|---|---|
| 1 | FORM 5 | Part - A | 5 |
| 2 | | Part - B, TR1 to TR 7 | 2 pages each, 14 pages |
| | | **TOTAL** | **19** |

VIII.  Authorized signatory of the EoI Respondent (Prime Respondent in case of a Consortium) shall sign on all pages of the EoI Response document over the company seal. A copy of Board Resolution / Power of Attorney indicating the firm authorization to the signatory to sign and submit the Response must be enclosed in the Response.

IX.  The document should follow Arial font of size 11 with 1.15 line spacing. The document must be neatly organized with index and references to all Forms and related supporting particulars using single running page number series across the entire document.

X.  EOI Respondent should not provide any marketing collateral, data sheets, sales brochure and other marketing details as a part of the response. Any documents, if found attached to the EOI Response, will make the EoI Response liable for rejection.

XI.  The EoI invitation response proposal shall be rejected / disqualified by TFF in any of the following scenarios –

a.  Prequalification criteria are not met by the EOI Respondent firm or the consortium.

b.  All mentioned forms / sections of the proposal are not filled in the response document.

c.  An EOI Respondent firm / individual is found to be a part of more than one response. In such a case, all such responses to the EOIs shall be disqualified.

d.  Individuals in their own capacity would not be eligible to participate in the EoI Invitation process. However, they may be part of a consortium.

e.  Significant Non compliance to the EoI preparation and submission requirements, as stated in the EoI Invitation.

XII.  Necessary templates for various Forms to be submitted as part of the EoI Response are provided at Chapter 7 of this document.

## 5.2  Consortium Approach

I.  The EoI Invitation allows for consortiums to express their interest as long as they indicate / nominate one entity as Prime Respondent as a contractual counterpart for the TFF for the entire term of the Agreement (in case of selection) and that this entity shall be responsible for end to end delivery and execution.

II.  The following Scope of Work components are to be mandatorily undertaken by the Prime Respondent:

   a.  ETSP-CORE
   - ► Design, Configuration, Development and Deployment of Business Applications and application interfaces (C3)
   - ► Central Server Side IT Infrastructure Design, Supply & deployment (C4)

   b.  ETSP-AIM
   - ► Application Management (C6)
   - ► Central IT Infrastructure management (C7)

   c.  ETSP-PP
   - ► Overall Project Planning and Governance (C13)
   - ► Transition Management Plan (C14)
   - ► Information Security & Risk Management (C15)

   d.  ETSP-CM
   - ► End User Training (C16)

   e.  ETSP-MS
   - ► Vendor & SLA Management (C18)
   - ► Third Party Audit Support (C19)
   - ► On Demand Services – New Application Development  (C20)

III.  The consortium should not comprise of more than 4 members including the Prime Respondent.

IV.  Such EOI Respondents are required to submit only one, joint EoI Response, in which the parent entity should be indicated and leads the submission of the response.

V.  A participant firm / entity should be part of only one consortium responding to the EoI Invitation.

VI.  The agreement between the Prime Respondent entity and each consortium partner should be for the entire project period (as and when initiated) and same shall need to be submitted along with the response to the EoI Invitation.

VII.  Agreements of the consortium members should clearly mention their exclusive association for this EOI Invitation and joint responsibility for the respective scope. Roles and responsibilities of each consortium member must also be spelt out in the agreement.

## 5.3 Submission Requirements

I. The EoI Response needs to be submitted on or before the deadline as indicated at Schedule 1, section 1.2 of the EoI Invitation.

II. It needs to be submitted in a sealed enclosure.

III. It should consist of a closed single package, which in turn shall contain four hardcopies of the EoI Response, two each in English and in Turkish language. It should also contain one soft copy of the EoI Response in PDF format for both English and Turkish responses, written on one virus free non-rewritable electronic storage medium (e.g. DVD or CD-ROM).

IV. The outer envelope (package) should indicate the following on the cover: "Expression of Interest – IMPLEMENTATION OF eTICKETING PROJECT (ETSP) (Reference No. 2013/5543) – Office of Purchase, TFF" along with the EOI Respondent name and point of contact details, and shall be sent to the following postal address – "TFF, İstinye Mah. Daruşşafaka Cad No.45 Kat.2".

V. Authorized signatory of the EoI Respondent (Prime Respondent in case of Consortium) shall sign on all pages of the EoI Response document over the company seal. A copy of Board Resolution / Power of Attorney indicating the firm authorization to the signatory to sign and submit the Response must be enclosed in the Response.

## 5.4 EoI Response Evaluation Methodology

I. Preliminary scrutiny of the EoI Response will be made to determine whether they are complete, required documents have been furnished and have been properly signed, and whether the response documents are generally in order. EoI Responses not conforming to such preliminary requirements will be prima facie rejected.

II. EoI Responses complying with all the eligibility requirements mentioned under chapter 6 of the EoI Invitation shall be treated as substantially responsive bids. All other bids shall be rejected.

III. The responses will be examined by the TFF in line with the requirements stated in the EoI invitation.

# Prequalification Criteria

# 6 Prequalification Criteria

Following are the minimum qualifying requirements for the Entity or the Consortium, who intend to participate in the EoI and subsequent competitive bidding process:

| No. | Pre Qualification Criteria | Documentary Evidence Required** |
|---|---|---|
| I. | The 'EOI Respondent' should be registered under the Turkish Trade Register in accordance with the Turkey Trade Law such that the entity is allowed to carry out business operations in Turkey.<br>Note: In case of consortium, this criterion should be fulfilled by the Prime Respondent.<br><br>Note: If in case of consortium, all of the members in the consortium should be actively in operation for the last 5 years as of 31.12.2012 | Copy Certificate of Incorporation issued by relevant authority in Turkey<br><br>Copy Certificate of Establishment issued by relevant trade register (in case of consortium) |
| II. | The 'EOI Respondent' should have<br>An average **annual turnover** of **Euro 25 Million** from **its IT Business in Turkey**, that includes system integration services, software development services, hardware supply, installation, commissioning, and facilities management services, **in the last three completed Financial Years** ( i.e. FY 2010, 2011, 2012) with at least Euro 10 Million annual turnover in each year**.**<br><br>OR<br><br>An average **annual global turnover** of **Euro 250 Million** from its IT Business that includes system integration services, software development services, hardware supply, installation, commissioning, and facilities management services, **in the last three completed Financial Years** ( i.e. FY 2010, 2011, 2012) with at least Euro 100 Million annual turnover in each year**.**<br><br>Note:<br><ul><li>This criteria has to be fulfilled by the Prime</li></ul> | Statutory Auditor's certificate (i.e. FY 2010, FY 2011, FY 2012) that provides the information explicitly as per the specific requirement of the criterion.<br><br>Please note, Statutory auditor's certificate is mandatory. Providing Balance sheet is not sufficient for this requirement |

| No. | Pre Qualification Criteria | Documentary Evidence Required** |
|---|---|---|
| | Respondent<br>• For annual Global turnover, the EoI Respondent entity may consider the annual turnover of its ultimate parent and / or ultimate parent's subsidiaries. | |
| III. | The 'EOI Respondent' should have experience of executing **ONE** IT implementation / System Integration project, undertaken during the **last 7 years** (as at 31.12.2012), of contract value **Euro 10 Million** OR **TWO** IT implementation / System Integration project of contract value **Euro 7.5 Million each**, with the project scope of work including in addition to other component either<br>   a) System integration of electronic **access control systems**.<br>**OR**<br>   b) System integration of **surveillance systems including implementation of public and IT security infrastructure**<br><br>NOTE:<br>• This criteria has to be fulfilled by the Prime Respondent<br>• The Prime Respondent should have been the Prime Contractor for the cited project experience(s)<br>• Any cited experience without System integration of surveillance or access control systems will not be considered<br>• The experience cited could include experience of Primary Respondent's current ultimate parent or ultimate parent's current subsidiary | Copy of the Completion Certificate from the client.<br><br>OR<br><br>Copy of the letter from authorised client representative on company letter head and under company seal with explicit information to meet the specific requirement of the criteria<br><br>OR<br><br>A Self-Certified declaration by the Chief Executive Officer (CEO) or Managing Director or official of equivalent rank of the EoI Respondent Entity. |
| IV. | The 'EOI Respondent' should have executed **at least ONE project** in the **last 7 years** (as at 31.12.2012), **in the area of chip based Smart Card personalisation and issuance** AND should have **issued** at least **200,000 smart cards** as part of the project<br>OR | Copy of the Completion Certificate from the client<br><br>OR<br><br>Copy of the letter from |

| No. | Pre Qualification Criteria | Documentary Evidence Required** |
|---|---|---|
| | The 'EOI Respondent' should have executed **at least TWO projects** in the **last 7 years** (as at 31.12.2012), **in the area of chip based Smart Card personalisation and issuance** AND should have **issued** at least **125,000 smart cards** as part of each cited project<br><br>IN ADDITION TO MEETING SMART CARD CRITERION ABOVE,<br><br>The 'EOI Respondent' should abide with the EMV guidelines, all relevant local domestic and global regulators guidelines and should possess all the certifications required by such governing authorities<br><br>Note:<br>• This criteria has to be fulfilled by the Prime Respondent or any consortium member<br>• The entity citing this experience should have been the prime contractor for the cited project<br>• The experience cited could include experience of the entity's ultimate parent or ultimate parent's subsidiary | authorised client representative on company letter head and under company seal with explicit information to meet the specific requirement of the criteria<br><br>OR<br><br>A Self-Certified declaration by the Chief Executive Officer (CEO) or Managing Director or official of equivalent rank of the EoI Respondent Entity. |
| V. | The EOI Respondent firm or in case of consortium consortium member(s) who will be dedicated to **software development & IT Integration services** should have **total number of at least 200 professionally qualified technical personnel** on their contracts or permanent payroll working in the area of **software development & IT Integration services in Turkey as at 31.12.2012**<br><br>Note:<br>• This criterion should be fulfilled by the Prime Respondent and/or any consortium member who will be dedicated to **software development & IT Integration services activities within the scope of work found in** | Self declaration stating conformance to the stated criterion, signed by the Authorised signatory of the EoI Respondent Entity.<br><br>Note:<br>In case of consortium, such a certificate is required from the MD / CEO or equivalent rank of the consortium member who is meeting the stated criterion. |

| No. | Pre Qualification Criteria | Documentary Evidence Required** |
|---|---|---|
| | **section 4.** <br> • In the event the criteria is being fulfilled by a consortium member, the consortium member should cite additionally, experience of executing at least **ONE** project of contract value **Euro 1 million** in the areas of software development and IT services in the last **7 years** (as of 31.12.2012). **In case relevant experience is not cited, the same shall not be considered.** | |

*Note:*

*\*\* - The documentary proofs that are in language other than English, should be made available in an English translated version signed by the Authorized signatory.*

*In case the supporting documents provided have financial figures in currency other than EURO, then the reference conversion rate to Euro would be used as listed on Central Bank of Turkey website, on the day of EoI Response opening.*

# Submission Formats

# 7  EoI Response Particulars - Submission Formats

## 7.1  FORM 1 – Covering letter with the EoI Response (Maximum 1 page)

To,

Turkish Football Federation

Office of Purchase

Resident in İstinye Mah. Daruşşafaka Cad No.45 Kat.2

Date:

Dear Sir/Madam,

We agree and undertake to abide by all the terms and conditions of the EoI Invitation. We submit this EoI response under and in accordance with the terms of the EoI Invitation document. We hereby declare that all the information and statements made in this EoI response are true and accept that any misinterpretation observed by Turkey Football Federation ("TFF") may lead to our disqualification. We agree to submit documents in original for the purpose of verification, if sought for the EoI Invitation.

We hereby acknowledge and unconditionally accept that TFF can apply absolute discretion criteria it deems appropriate, not just limiting to the criteria set out in the Expression of Interest.

We also acknowledge that the response from our Company to Turkey Football Federation's ("TFF's") EoI Invitation is valid for a period of **six months from the date of submission**.

We confirm that we have noted the contents of this EoI Invitation including various documents forming part of it and ensure that there is no deviation in filing our offer in response to the EoI Invitation. The TFF will have the option to disqualify us in case of any such deviations.

We understand you are not bound to accept any response that you receive.

We remain,

Yours Sincerely

Signature of Authorized Signatory of EoI Respondent

Name and Title of Signatory:

Name of Firm:

Address:

Phone:                          Fax:                          Email:

## 7.2 FORM 2 – EoI Response Submission Checklist (Maximum 1 page)

| SI. No. | Description | Relevant section, Page number in the EOI response |
|---|---|---|
| I. | Form 1: Covering letter with the EoI Response. | |
| II. | Form 3: Conformance to prequalification criteria | |
| III. | Form 4 : Organizational details ( Section 1, Section 2 & Section 3) | |
| IV. | Form 5 : Technical Response particulars (PART-A) | |
| V. | Form 5 : Technical Response particulars (PART-B) | |
| VI. | Form 6 : Consortium Details (If any) | |
| VII. | Form 7 :  Credentials / past experience | |
| VIII. | Power of Attorney / Board Resolution copy of the authorised signatory of the EoI Response | |

## 7.3 FORM 3 – Conformance to Prequalification Criteria (Maximum 6 pages)

| SI. No. | Prequalification criteria | Compliance (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---|---|---|---|---|
| I. | The 'EOI Respondent' should be registered under the Turkish Trade Register in accordance with the Turkey Trade Law such that the entity is allowed to carry out business operations in Turkey. Note: In case of consortium, this criterion should be fulfilled by the Prime Respondent. <br><br> Note: If in case of consortium, all of the members in the consortium should be actively in operation for the last 5 years  as of 31.12.2012 | | | |
| II. | The 'EOI Respondent' should have An average **annual turnover** of **Euro 25 Million** from **its IT Business in Turkey**, that includes system integration services, software development services, hardware supply, installation, commissioning, and facilities management services, **in the last three completed Financial Years** ( i.e. FY 2010, 2011, 2012) with at least Euro 10 Million annual turnover in each year**. <br><br> OR | | | |

| Sl. No. | Prequalification criteria | Compliance (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---|---|---|---|---|
| | An average **annual global turnover** of **Euro 250 Million** from its IT Business that includes system integration services, software development services, hardware supply, installation, commissioning, and facilities management services, **in the last three completed Financial Years** ( i.e. FY 2010, 2011, 2012) with at least Euro 100 Million annual turnover in each year**.** <br><br> Note: <br> • This criteria has to be fulfilled by the Prime Respondent <br> • For annual Global turnover, the EoI Respondent entity may consider the annual turnover of its ultimate parent and / or ultimate parent's subsidiaries. <br><br> **Please use Form 4 annex documentary proof** | | | |
| III. | The 'EOI Respondent' should have experience of executing **ONE** IT implementation / System Integration project, undertaken during the **last 7 years** (as at 31.12.2012), of contract value **Euro 10 Million** OR **TWO** IT implementation / System | | | |

| SI. No. | Prequalification criteria | Compliance (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---|---|---|---|---|
| | Integration project of contract value **Euro 7.5 Million each**, with the project scope of work including in addition to other component either<br><br>c) System integration of electronic **access control systems**.<br><br>**OR**<br><br>d) System integration of **surveillance systems including implementation of public and IT security infrastructure**<br><br>NOTE:<br>• This criteria has to be fulfilled by the Prime Respondent<br>• The Prime Respondent should have been the Prime Contractor for the cited project experience(s)<br>• Any cited experience without System integration of surveillance or access control systems will not be considered<br>The experience cited could include experience of Primary Respondent's current ultimate parent or ultimate parent's current subsidiary<br>**Please use Form 7 for submission of relevant project details and annex relevant** | | | |

| SI. No. | Prequalification criteria | Compliance (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---|---|---|---|---|
| | documentary proof | | | |
| IV. | The 'EOI Respondent' should have executed **at least ONE project** in the **last 7 years** (as at 31.12.2012), **in the area of chip based Smart Card personalisation and issuance** AND should have **issued** at least **200,000 smart cards** as part of the project OR The 'EOI Respondent' should have executed **at least TWO projects** in the **last 7 years** (as at 31.12.2012), **in the area of chip based Smart Card personalisation and issuance** AND should have **issued** at least **125,000 smart cards** as part of each cited project IN ADDITION TO MEETING SMART CARD CRITERION ABOVE, The 'EOI Respondent' should abide with the EMV guidelines, all relevant local domestic and global regulators guidelines and should possess all the certifications required by such governing authorities Note: • This criteria has to be fulfilled by | | | |

| SI. No. | Prequalification criteria | Compliance (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---|---|---|---|---|
| | the Prime Respondent or any consortium member <br><br> • The entity citing this experience should have been the prime contractor for the cited project <br><br> • The experience cited could include experience of the entity's ultimate parent or ultimate parent's subsidiary <br><br> **Please use Form 7 for submission of relevant project details and annex relevant documentary proof** | | | |
| V. | The EOI Respondent firm or in case of consortium consortium member(s) who will be dedicated to **software development & IT Integration services** should have totally **at least 200 professionally qualified technical personnel** on their contracts or permanent payroll working in the area of **software development & IT Integration services in Turkey as at 31.12.2012** <br><br> Note: <br> • This criterion should be fulfilled by the Prime Respondent or any consortium member who will be dedicated to | | | |

| Sl. No. | Prequalification criteria | Complian ce (Yes / No) | Document Proofs included in support of compliance (provide the list of such proofs against each criterion) | Reference of documentary proof and page number as part of Annexure |
|---------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| | **software development & IT Integration services activities within the scope of work found in section 4.** In the event the criteria is being fulfilled by a consortium member, the consortium member should cite additionally, experience of executing at least **ONE** project of contract value **Euro 1 million** in the areas of software development and IT services in the last **7 years**. **In case relevant experience is not cited, the same shall not be considered.** **Please use Form 7 for submission of project details of the relevant consortium member.** | | | |

## 7.4 FORM 4 - Organisation Details (Maximum 2 pages)

*In case of a consortium, to be filled up by each member (Maximum 2 pages per member)*

| Section 1: About the EoI Respondent | | |
|---|---|---|
| I. | Name of the Organization | |
| II. | Details of the Organization | • Address of the Registered Office:<br>• Telephone:<br>• Facsimile:<br>• Website: |
| III. | Information about Organization | • Year of Establishment:<br>• Status of the Organization: Public Ltd./ Private Ltd.:<br>• Number of professionals (on the rolls of the firm) providing managed services (excluding temporary staff): |
| IV. | Name and designation of the person authorized to make commitments to the TFF | • Name<br>• Designation<br>• E-mail |
| V. | Name and designation of the person authorized to make commitments to the TFF | • Name<br>• Designation<br>• E-mail<br>• Contact Number |
| VI. | Annual Turnover for the last three Financial Years | <table><tr><td>Financial Year</td><td>Annual Turnover (Million Euro)</td></tr><tr><td>2010</td><td></td></tr><tr><td>2011</td><td></td></tr><tr><td>2012</td><td></td></tr></table> |
| VII. | Number of Personnel | • Number of professionally qualified technical personnel on its permanent payroll working in the area of software development & IT Integration services in Turkey as at 31.12.2012:<br>• Total employee strengths on the payroll of the company as at 31.12.2012 |

| **Section 2** | EOI Respondent firm needs to mention its core business areas and any other relevant details / experience of the EOI Respondent firm in a descriptive format. |
|---|---|
| **Please provide a response with details in not more than 5 pages** | |

| **Section 3** | EOI Respondent firm needs to mention its Technical and managerial capability for executing the assignment. The coverage should include, how does the EOI Respondent intends to leverage its global and/or Turkish presence to execute each component of the indicative scope of services including components it intends to execute on its owns, through subcontractors or consortium members.  Further a response in tabular structure would be appreciated. |
|---|---|

**Please provide a response with details in not more than 3 pages**

## 7.5   FORM 5 - Technical Response Particulars

### 7.5.1   PART- A: Particulars of EoI Respondent's proposed solution and approach

EoI Respondent firm's evaluation of the project requirements, in a descriptive format with illustrations where required and should include recommendations on the indicative scope of work found in section 4

**Please provide a Technical response (not more than 5 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

### 7.5.2 PART – B: Technical Responses to Questions

The EoI response should mandatorily include Technical Responses (TRs) (with sufficient explanations) to the following questions. The EOI Respondent must follow the format provided for each of the proposed solution separately:

| |
|---|
| **TR 1**  Given that a multipurpose smart card would be provided to the Fans, TFF is considering an EMV card, please provide details on the approach to be followed for various the services across Card value chain:<br>a) Printing and distribution of the EMV cards to personalization centers and Fan registration booths<br>b) Personalization of card<br>  i.  To capture Fan demographic details with National ID number on the card<br>  ii.  To personalize the chip infrastructure for enabling following applications on the card<br>      a.  eMoney Card which is PCI PA-DSS compliant<br>      b.  Stadium Access Control<br>      c.  Loyalty Program<br>      d.  Ticketing<br>c) Issuance of Card and post issuance support |

**Key points that could be covered in the response:**

a) Design considerations of the chip infrastructure on the card with indicative features and specification of operating system, memory etc

b) Process and its compliance to standards for card printing, distribution and personalization of the EMV card

c) Exception handling in personalization, correction process

d) Very high level service design and service levels for handling Fan facing registration and card personalization booths

e) Alignment with EMV Security Standards

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

**TR 2**     As the stadiums already have significant infrastructure like turnstile and gates for access control and CCTV analog cameras for surveillance,

a) What is proposed approach to leverage the existing infrastructure and integrate it with eTicketing project components for creating a centralized access control & surveillance system factoring the following?

b) What is your proposed solution and interface for centralized access control system using Fan card?

c) What are the challenges and risks that you foresee in integrating the existing system? Kindly suggest at least one mitigation or resolution mechanism for the foreseen risk.

**Key points to be factored in the response:**

a) Complexity of varying technology systems and infrastructure across stadiums

b)  Existing vendor contracts for the technology deployed presently across stadiums

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

**TR 3**   Given that there shall be technology components across various functions of the eTicketing project, for e.g. technology components for access control, technology components for surveillance, potential adoption of best-of-breed Commercial Off the Shelf (COTS) applications for ticketing and loyalty program management and EMV card specific technology and standards, What is your architectural approach to ensure interoperability and reduce vendor lock-in enabling solution flexibility and scalability?

**Key points to be factored in the response:**

a) Architecture style and approach to Data Model design , application service encapsulation and re-usability of application components

b) Adoption of open standards for interoperability across data, application and platforms

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

| **TR 4** | In the area of surveillance, please explain your solution capabilities in terms of undertaking video analytics on the feeds captured real-time and other requirements that you think would be relevant for this project in line with shared objectives of the project? |
|---|---|

**Key points to be factored in the response:**

a) Specific use cases where video analytics would be relevant.

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

| TR 5 | What kind of transition plan do you recommend to ensure that there are no business discontinuities while switching from the existing system at stadiums to the centralized eTicketing system? What is your architectural and implementation approach to ensure that such kind of business discontinuities are well addressed? |
|---|---|

**Key points to be factored in the response:**

a) Approach for Prioritization of critical application and infrastructure components to be transitioned

b)  Failover strategies in mission critical areas like access control and ticketing

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

**TR 6**   Please provide an overview of your capability to handle Fan facing operations in the following areas;

a) Setting up of Fan registration and card personalization kiosks at the stadium venues and key locations as per identified by TFF (major cities of Turkey)

b) Handling ticket sales and card distribution counters across the country

c) Stadium operations support in terms of access control, card management and surveillance.

**Please provide a Technical response (not more than 2 pages) with details addressing the key points as stated above:** *(please use illustrations where necessary)*

| TR 7 | Please propose what kind of security aspects would you consider for handling Information Security of the proposed system |
|---|---|

**Key points to be factored in the response:**

a) Security of Fan information

b) Secured access to third party databases like ministry of interior database

c) Security for central and online ticketing system

d) Security of IT Infrastructure at stadium and TFF central location.

**Please provide Technical response (not more than 2 pages) with details addressing the key points to as stated above:** *(please use illustrations where necessary)*

## 7.6   FORM 6 – Consortium Details (if any) (Maximum 2 pages)

| Consortium details | | | |
|---|---|---|---|
| | **Legal Entity name and registered office address** | **Roles and Responsibilities** | **Key contact person and contact details** |
| Prime Respondent | | | Name<br>Designation<br>Email<br>Contact number |
| Consortium Member 1 | | | Name<br>Designation<br>Email<br>Contact number |
| Consortium Member 2 | | | Name<br>Designation<br>Email<br>Contact number |
| Consortium Member 3 | | | Name<br>Designation<br>Email<br>Contact number |

| Consortium Personnel details | | |
|---|---|---|
| | **Number of professionally qualified technical personnel on their permanent payroll working in the area of software development & IT Integration services in Turkey as at 31.12.2012** | **Total employee strengths on the payroll of the company as at 31.12.2012** |
| Prime Respondent | | |
| Consortium Member 1 | | |
| Consortium Member 2 | | |
| Consortium Member 3 | | |

## 7.7   FORM 7 – Format for Credentials / Past Experiences (Maximum 3 pages per credential)

| | |
|---|---|
| Assignment name: | Country:<br><br>Location within the country |
| Name of Client: | Address: |
| Name of the Legal Entity in whose name the contract is: | |
| Duration of assignment (months): | Start date (Month/year):<br><br>Completion date (Month/year): |
| Approx. value of the overall contract (in EURO): | Approx. value of the services provided by your firm under the contract (in EURO): |
| Name of associated organizations, if any: | Role of Consortium member: |
| Narrative description of the Project: | |
| Detailed Scope of services, coverage and relevance to this project:<br>Please do specify various project components in detail | |

| | |
|---|---|
| Copy of Completion certificate from the client attached? | YES / NO |
| Copy of letter from authorized client representative with information meeting the specific requirement of the criterion attached? | YES / NO |
| Does the Work Order / copy of completion certificate clearly specify the Value of the Contract *(In case of No, please attach self declaration by the CEO / MD of the firm stating the value of the contract and the project scope of services.)* | YES / NO |

## 7.8   Format for Submission of Clarifications on the EoI

| No. | Name of EOI Respondent (Prime Respondent and Consortium Members, if any) | Page Number, Cause Reference | Existing Clause | Query / Suggestion |
|---|---|---|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
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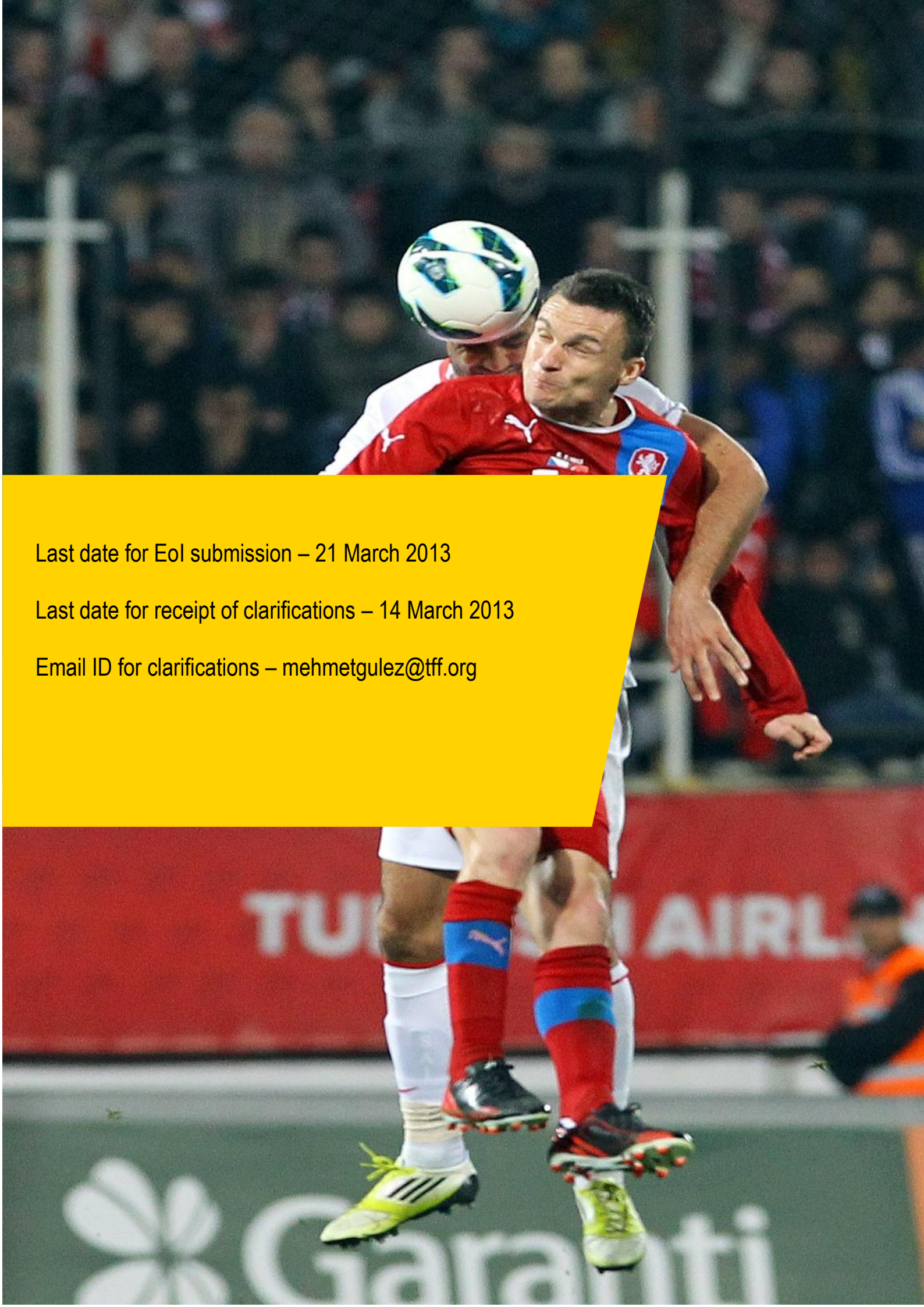
Last date for EoI submission – 21 March 2013

Last date for receipt of clarifications – 14 March 2013

Email ID for clarifications – mehmetgulez@tff.org