

PZPN Procurement Procedure — Appendix 8

1. Introduction

The Polish Football Association would like to invite interested parties to submit bids in the procedure concerning **PZPN's new central ticketing system**.

The subject of the contract includes, depending on the adopted project implementation model, the delivery, implementation, integration and maintenance of the system and the provision of services related to its further development.

PZPN may entrust the implementation of the order to one or more partners.

The document outlines the objectives of the project, the scope of the contract, and the business, functional, technical, integration, operational, security and maintenance requirements, as well as the required method of preparing the offer.

Information marked by PZPN as confidential — in particular architectural, technical, security documentation or included in appendices made available to selected Bidders — may not, without the prior consent of PZPN, be disclosed to third parties or used for any purpose other than preparing the offer.

PZPN reserves the right to conduct a phased procedure, request explanations, organise presentations and workshops, conduct negotiations and select one or more Bidders, as well as terminate the procedure without selecting any bid, in accordance with the rules set out in the following part of the document.

RFP Document Package. This request for proposal is the main document of the RFP package. Appendices indicated in Chapter 17 are made available to Bidders along with it.

2. Glossary

Polish term	English term	Abbreviated definition
Użytkownik	User	Person using the system (buyer, attendee, administrator)
Nabywca	Purchaser	Person making the purchase/transaction
Uczestnik	Attendee	A person physically participating in the event may differ from the buyer
Bilet	Ticket	Digital or physical representation of the right of admission
Uprawnienie	Entitlement	The right of access to a service (not necessarily a physical place)
Pula	Pool	A set of seats/tickets set aside for a specific purpose (e.g. sponsorship)
Kontyngent	Allocation	Dedicated seat/ticket allocation for a group
Rezerwacja	Reservation	Temporary seat/ticket hold before checkout
Wallet	Digital wallet	Digital ticket wallet (Apple/Google Wallet or equivalent)
Transfer	Transfer	Transfer a ticket to another identified user
Resale	Resale / Official Marketplace	Resale of tickets in a channel authorised by PZPN
Go-Live	Go-Live	Moment of commissioning the production system

Polish term	English term	Abbreviated definition
M	Mandatory at Go-Live	Mandatory requirement on the day of production commissioning
R	Required within 6–12 months	Mandatory requirement in 6–12 months after commissioning
O	Optional / Future Roadmap	Optional Requirement / Development Plan

3. Information about the Contracting Authority

Contracting Authority	Polish Football Association (hereinafter referred to as "PZPN"), ul. Bitwy Warszawskiej 1920 r. 7, KRS: 0000091546, NIP: 526-17-27-123, REGON: 000866550
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4. Project purpose, design principles and business objectives

4.1 Objective of the project

PZPN is implementing a project to select and implement a new central ticketing system as one of the key elements of the organisation's digital transformation. The goal is to provide a solution that supports the sale, distribution and management of tickets for events organised by PZPN, and at the same time is a specialised component of the wider digital ecosystem of PZPN. The new system should respond to current business and operational needs, provide flexibility and scalability, support the development of relationships with fans and increase attendance and revenues, enable the implementation of new sales and distribution models, cooperate with other PZPN systems within an open, modular architecture, and enable further functional development without the need to replace the basic solution. The project is being implemented with a long-term perspective.

4.2 Design principles

- **Salesforce as a central source of profile and fan relationship.** Salesforce acts as a central CRM and Customer Data Platform and a superior system for managing the profile and fan relationship. The ticketing system is the source system for operational and transactional data and passes the agreed scope of data to Salesforce, without duplicating the functions of profile, segmentation, consent management, marketing automation and Customer Journey.
- **API First** – Documented API for each functionality; limitations, limits, fees, and features not available through the API must be indicated in the offer; event-driven architecture is preferred.
- **Open Architecture and Vendor Neutrality** – Integrate with systems from different manufacturers, easily replace components without rebuilding the whole thing and without losing data.
- **Mobile First and Digital by Default** – Phone as the device of first choice; Digital ticket as the primary form; paper tickets as an exception, associated with the same record and rules as the digital ticket.
- **Data Ownership** – PZPN remains the owner of all data; the solution must not cause dependence on the provider in access to data.
- **Security & Privacy by Design** – compliance with regulations and best practices from the design stage (Chapter 9).
- **AI Ready, Automation First, Scalability by Design.**
- **Accessibility and Inclusion by Design** – support in at least Polish and English, compliance with digital accessibility requirements.

4.3 Business objectives of the project

- Increase attendance.
- Increase revenues from ticket sales and accompanying services.

- Build a single, consistent fan profile (Fan 360) in cooperation with Salesforce.
- Quickly deploy new digital products while reducing the use of paper tickets.
- Personalise communication.
- Automate operational processes.
- Consistency of inventory, pricing, and transaction history across all channels.
- Effective use of sponsorship pools, hospitality and quotas.
- Reduce abuse, bots, and fraudulent resale.
- Analyse ticket use and no-show phenomena.
- Operational independence of PZPN teams.
- Full integration with Salesforce and the basis for further development of mPZPN.

Traceability. Linking business goals to specific requirements and implementation KPIs — see Section 14.6.

5. Project scope and implementation model

5.1 System use scope

The system will be used primarily to handle the sale, distribution and management of tickets for events organised by PZPN: Polish national team matches, PZPN finals, women's football events, youth events, futsal events, beach soccer, as well as conferences, trainings and other events. The system should support events of various scales, with the possibility of managing multiple events at the same time, as well as registration and distribution of free invitations, vouchers, accreditations, entitlements, parking tickets, hospitality products and other event-related entitlements.

5.2 Scope of provider responsibility

Depending on the implementation model, the selected Bidder, group of Bidders or consortium leader is responsible for:

- providing a complete RFP-compliant solution;
- configuration of environments;
- data migration;
- integration with PZPN and external systems;
- support in designing the target architecture;
- tests;
- training;
- Go-Live support;
- maintenance and development in accordance with the SLA.

5.3 Acceptable delivery models

PZPN allows for implementation in the model of a single supplier, a consortium or multiple independent suppliers responsible for individual components. The Bidder indicates which areas it submits an offer for, presenting a separate scope, responsibility, schedule and price for each of them.

5.4 Division of the contract into parts

PZPN divides the contract into two parts, which will be evaluated separately, with the possibility of submitting a bid for one of them or for both together:

Part	Scope	Key mandatory integrations	Rating
I — System (Core)	Events, Products, Pricing, Sales, Tickets, Wallet, Reporting, Administration (Sec. 7, excluding 7.7 and 7.10)	Salesforce, Keycloak, payments, API	According to Chapter 13
II — Match Handling	Access control (gates, readers, offline mode, revalidation — 7.7), on-site operational services (facility configuration, cash registers, matchday support — 7.10)	Part I, Access-control systems at venues	According to Chapter 13

The Bidder may submit a bid for Part I, for Part II, or a combined bid for both. If Part I and Part II are carried out by different Bidders, the Part I Bidder is responsible for providing the APIs/integration contracts necessary for the Part II Bidder. Developments and add-on integrations, not defined at the time of signing the contract, are billed according to the rate card and the Change Request procedure (Chapter 11.11) regardless of which Part covers them.

The roles **of the system provider** (license/product, Part I) and **the match service operator** (Part II) can therefore be performed by two different entities from the start of the contract — this is the basic, not exceptional, variant of implementation.

Each Bidder indicates: the part(s) covered by the offer, the non-covered elements, the dependencies, the integration assumptions and the price (see 16.5).

6. Target solution architecture

6.1 Assumptions

PZPN plans to build a modern, modular digital ecosystem based on cooperating specialised systems, rather than a single monolith. The central ticketing system is one of the key components of this ecosystem, cooperating through open, documented integration interfaces, including systems required by the Polish legal environment (stadium bans, the National e-Invoicing System (KSeF), BLIK).

6.2 Component Model

Component	Target role
Salesforce	Central CRM, CDP, fan profile, segmentation, marketing automation, Customer Journey
Ticketing system	Events, venue inventory, products, prices, sales, tickets, after-sales operations, transaction data
Keycloak	Central identity and authentication provider
mPZPN	Main mobile app and fan contact channel
PZPN website/competition website	Offer and purchase channels
Wallet / Mobile Ticketing	Digital tickets, dynamic permissions, transfer, secure presentation
Access Control	Entry validation, turnstiles, mobile readers, input data, offline mode
ERP / financial and accounting system	Settlements, accounting, sales documents, integration with KSeF
Payment Operators	Entitlements, Billing, Refunds, Chargeback, Local Payment Methods
BI / Data Platform Systems	Reporting, analytics, data sharing
Checkout Channel / POS	Stationary sales and customer service at the grounds
External and state systems	Stadium bans and other required verifications
AI solutions	Prediction, recommendations, automation, personalisation

6.3 Salesforce, identity, data

Salesforce acts as a central CRM/CDP platform and a superior source of profile and fan relations. The ticketing system does not duplicate the functions of profile, segmentation, marketing automation, consent management, Customer Journey and customer analytics. PZPN uses one central identity management system (Keycloak/SSO); the ticketing system cannot maintain independent credentials.

6.4 Multi-vendor architecture and integration responsibility

No Bidder may make the operation of its own component dependent solely on the products/partners indicated by it, unless the limitation is clearly indicated and justified in the offer. Each Bidder defines the limits of liability, describes integration contracts, indicates requirements for other systems and the rules for diagnosing multi-system incidents.

Owner of end-to-end integration. PZPN (IT) acts as a coordinator and SIAM (Service Integration and Management) body at the governance level — it has access to all source systems (Salesforce, Keycloak, mPZPN, ERP) and decides on priority disputes. Supplier of Part I — the System (Chapter 5.4) acts as a Lead Integrator at the technical level and is responsible for API integration contracts and technical coordination with the Part II Provider and other Suppliers. In the case of a multi-system incident, the Suppliers cooperate diagnostically until the cause is identified; the lack of unambiguous determination of the source of the incident is not a basis for refusing to act (see 11.7).

6.5 System of record — responsibility for data

The table below indicates the target division of responsibility for data between the systems of the PZPN ecosystem.

Data domain	Parent system (source of truth)	Consumer systems	Main Sync Direction
Identity and authentication	Keycloak	Ticketing, mPZPN, Salesforce (ID)	Keycloak → All
Fan profile, segmentation, consents, Customer Journey	Salesforce	Ticketing (reading), mPZPN	Ticketing → Salesforce (events); Salesforce → Ticketing (segments)
Events, Inventory, Prices, Products	Ticketing	Website, mPZPN, POS	Ticketing → sales channels
Tickets, Transactions, Payments, Entrances	Ticketing	Salesforce, BI, ERP	Ticketing → Salesforce/BI/ERP
Settlements, invoices, KSeF	ERP / financial and accounting system	Ticketing (status)	Ticketing → ERP → KSeF
Offline access/entry control	Access Control (local), Ticketing (target)	Ticketing, matchday dashboard	AC → Ticketing (after syncing)

6.6 Cloud compatibility and use of standard components

Priorities: M — mandatory for Go-Live; R — required in 6–12 months after launch; O — optional/roadmap. The Bidder indicates for each requirement whether the functionality is standard, requires configuration/integration/development work, is provided by the partner, or is not available.

The system must be able to run in production on the infrastructure of **at least one of the** three major platforms (AWS, Microsoft Azure, Google Cloud Platform), while maintaining the requirement to store data in the EU (see **Chapter 9.3**). The solution should use standard, native components and managed services of the cloud platform instead of proprietary solutions, where technically justified.

ID	Requirement	Prio
A-CLD-001	Ability to run production on the infrastructure of at least one of the platforms: AWS, Microsoft Azure, Google Cloud Platform	M
A-CLD-002	Use of standard, native components and managed services of the selected platform (compute, storage, databases, queues/communication, network, security, monitoring)	M
A-CLD-003	Architecture based on open standards and container/orchestration technologies, reducing dependency on proprietary mechanisms of a single cloud provider	M
A-CLD-004	Automatic scaling based on cloud-native mechanisms (see also 9.3, S-PER-002)	M
A-CLD-005	Indication of the native platform services used by the solution and the extent to which they cause cloud lock-in	M
A-CLD-006	Ability to deploy in a cloud region that provides data storage in the EU	M
A-CLD-007	Ability to move the solution between supported cloud platforms or describe the limitations of such migration	O

The Bidder indicates:

- the cloud platform(s) operated by other customers in production;
- implementation model (SaaS / dedicated instance/cloud indicated by PZPN);
- a list of cloud-native services used, with an assessment of the impact on portability and vendor lock-in (see also **Chapter 11.10**);
- region of data storage.

Hosting model. PZPN prefers a SaaS model with a **dedicated** PZPN data instance (not a shared multi-tenant) in the EU region, with PZPN's right to audit security and export data on demand. The Bidder may propose an alternative model (dedicated on-prem/hybrid instance) with justification of cost and security differences.

6.7 High availability and resiliency of the critical sales funnel

For **critical sales** (sale of tickets for Polish national team A matches — definition in Chapter 11.8), a mechanism for automatic restoration of availability without manual intervention is required within **the Bidder's SaaS infrastructure** (own application layer and database — the entire stack that the Bidder manages as a service provider), capable of meeting the SLA unavailability budget (≤ 30 s from failure detection to restoration — Chapter 11.8, P1 in the critical window).

ID	Requirement	Prio
A-HA-001	Automatic redundancy (min. 2 active instances/availability zones) for components in the critical sales path (offer availability, cart, payment, ticket issuance), including database layers	M
A-HA-002	Automatic health-check and failover (failover/auto-restart) without manual intervention within the Bidder's SaaS infrastructure, failure detection ≤ 5 s, restoration of availability ≤ 30 s. Standard Multi-AZ failover for a managed database (in the order of 60-120 s for major cloud providers) does not meet this requirement — an architecture capable of switching at this time is required (e.g. distributed SQL database, active replication, active-active)	M
A-HA-003	A mechanism to protect against overload during peak demand (e.g. virtual waiting room/queuing/pre-scaling before the scheduled sales window) so that congestion does not manifest as unavailability within the meaning of the SLA	M
A-HA-004	Failover tests (chaos/DR drill) before each "critical sales" class event, with a result report for PZPN	R
A-HA-005	Graceful degradation architecture — in the event of a partial failure, maintaining the basic purchase path even with the exclusion of non-critical functions (recommendations, personalisation, etc.)	R

ID	Requirement	Prio
A-HA-006	Resiliency to unavailability of external dependencies outside the Bidder's infrastructure (PSP, SMS gateway, KSeF) — multi-vendor routing, circuit breaker, or functional degradation of the payment/notification path. Recovery time is not subject to the requirement of ≤ 30 s with A-HA-002 (third-party availability is beyond the Bidder's control) — the Bidder indicates its own mechanism and realistic response time in the bid	M

In the tender, the Bidder describes the specific technical mechanism implementing A-HA-001÷003 (e.g. multi-AZ/multi-region, load balancing with automatic shutdown of unhealthy instances, edge queuing, database architecture) and presents evidence from existing implementations with comparable traffic volumes (see also Chapter 12.3, references).

7. Functional and operational requirements

7.1 Event Management

ID	Requirement	Prio
F-EVT-001	Creating events of different types and nature	M
F-EVT-002	Creating and managing event templates	M
F-EVT-003	Copying and reusing event configurations	M
F-EVT-004	Support for one-day and multi-day events	R
F-EVT-005	Defining and managing grounds and other facilities	M
F-EVT-006	Managing the configuration of sectors, zones and places	M
F-EVT-007	Support for multiple configurations of the same grounds or facility	M
F-EVT-008	Creating and managing interactive place maps	M
F-EVT-009 / O-EVT-003 / O-SAL-001	Defining multiple stages and sales phases (multi-step sales process)	M
F-EVT-010 / O-EVT-002	Setting up a sales schedule	M
F-EVT-013	Supporting free and registration-only events	R
F-EVT-014	Handling events that are cancelled, postponed or rescheduled	M
F-EVT-015	Archiving events with full history of operations and data	M
F-EVT-016	Support for test events that are not visible to end users	M
F-EVT-017	Support for series, cycles, campaigns, or seasons that span multiple events	R
F-EVT-018	Simplified configuration of events at occasional or foreign venues	M
F-EVT-019	Handling the sale or distribution of tickets for away matches of the Polish national team	M
F-EVT-020	Managing multiple active events and sales processes simultaneously	M
F-EVT-021 / O-EVT-001	Independent configuration of events by authorised PZPN administrators without the involvement of the Provider	M
F-EVT-022	General Admission event support — no numbered seat, sector/zone limit, entry control, and limit usage reporting	M
F-EVT-023	Double Header support — one entitlement/ticket valid for two or more consecutive events on the same day at the same venue; one seat assigned if numbered	R

Pool and quota management

ID	Requirement	Prio
F-EVT-011 / O-EVT-004	Managing ticket and seat pools	M
F-EVT-012 / O-EVT-005	Managing quotas and dedicated allocations	M
O-EVT-006	Sponsorship pool management	M
O-EVT-007	Hospitality pool management	M
O-EVT-008	Managing pools for guest federations	M
O-EVT-009	Managing pools for UEFA, FIFA or other organisations, if applicable	M
O-EVT-010	Managing pools for employees, players, clubs and other groups	M
O-EVT-011	Defining deadlines for the return or release of unused pools	M
O-EVT-012	Automatic release of unused pools	M
O-EVT-013	Locking, unlocking, and moving slots between pools	M
O-EVT-014	Setting up separate sales rules for each pool	M
O-EVT-015	Real-time preview of pool utilisation	M

7.2 Managing ticketing products

ID	Requirement	Prio
F-PRD-001	Single tickets	M
F-PRD-002	Packages that include multiple tickets or events	M
F-PRD-003	Hospitality Products	M
F-PRD-004	Tickets and parking permits	M
F-PRD-005	Vouchers	M
F-PRD-006	Free invitations	M
F-PRD-007	VIP Tickets & Eligibility	M
F-PRD-008	Group Products & Offers	M
F-PRD-009	Family Products & Offers	M
F-PRD-010	Membership Programmes	M
F-PRD-011	Subscription models	M
F-PRD-012	Digital products associated with the event	M
F-PRD-013	Bundle products, including a ticket and other benefits	M
F-PRD-014	Sales of merchandising products with a ticket	M
F-PRD-015	Self-definition of new types of products by PZPN	M
F-PRD-016	Linking products to additional benefits, services, or entitlements	M
F-PRD-017	Defining limits, expiration periods, and conditions for product usage	M

7.3 Pricing management

ID	Requirement	Prio
F-PRI-001	Defining any number of price lists	M
F-ПРИ-002	Different prices for sectors, zones and seat categories	M
F-PRI-003	Different prices depending on the stage of sale	M
F-ПРИ-004	Percentage and amount discounts	M
F-PRI-005	Promotional and discount codes	M
F-AY-006	Discount coupons and vouchers	M
F-PRI-007	Prices dedicated to sponsors and partners	M
F-PRI-008	Group prices	M
F-ПРИ-009	Pricing dedicated to specific segments or user groups	M
F-PRI-010	Dynamic pricing	M
F-PRI-011	Pre-order with promotional price (Early Bird)	M
F-ПРИ-012	Last minute offers	M
F-PRI-013	Prices for members of membership programmes	M
F-PRI-014	Automated pricing rules	M
F-PRI-015	Minimum and maximum price thresholds	M
F-PRI-016	Third-party or AI-based price recommendation mechanisms	R
F-PRI-017	Full history of price changes with the identification of the user making the change	M

7.4 Sales and distribution

ID	Requirement	Prio
F-SAL-001	Online sales through a responsive website	M
F-SAL-002	Sales through mobile channels	M
F-SAL-003	Sales via the mPZPN app or an embedded purchasing process	R
F-SAL-004	Stationary sales at checkout points	M
F-SAL-005	Operation of sales desks and POS devices	M
F-SAL-006	Customer service at checkout (order search, reissue/print, payment)	M
F-SAL-007	Sales by phone or by operator	M
F-SAL-008 / O-SAL-002/003	B2B sales, open and closed sales for selected groups	M
F-SAL-009 / O-SAL-005	Sales and distribution for sponsors	M
F-SAL-010 / O-SAL-006	Sales and distribution for partners	M
O-SAL-007÷011	Sales/distribution for PZPN employees, players and staff, clubs, cooperating organisations, guest federations	M
F-SAL-011	Group sales	M
F-SAL-012	Closed sales for defined user groups	M
F-SAL-013 / O-SAL-004	Codes or mechanisms that authorise early or dedicated access to sales	M
F-SAL-014 / O-SAL-012	Shared seat pool, cross-channel availability synchronisation, dynamic availability management	M
F-SAL-015	Overbooking mechanism	M

ID	Requirement	Prio
F-SAL-016	Virtual queue and Waiting Room for high-demand sales, separately for each parallel sale	M
F-SAL-017	Protecting the sales process from automation/bots	M
F-SAL-018	Anti-Scalping Mechanisms	M
F-SAL-019	Drawing of the right to purchase a ticket (Lottery)	M
F-SAL-020	Official Resale / Marketplace	M
F-SAL-021	Ticket Transfer	M
F-SAL-022	Ticket Exchange	M
F-SAL-023	Booking a ticket or seat with a specific validity period	M
F-SAL-024	Automatic/manual release of unused or expired reservations	M
F-SAL-025	Digital Ticket Wallet	M
F-SAL-026	Integration with Apple Wallet and Google Wallet	M
F-SAL-027	Dynamic QR code or equivalent secure ticket presentation mechanism	M
F-SAL-028	PDF ticket as a supplementary channel	M
F-SAL-029	Printing a ticket at the ticket office or by an authorised operator as an exceptional channel	M
F-SAL-030	Linking a paper and digital ticket to a single record and a common validity status	M
F-SAL-031	Voiding all ticket representations after use, cancellation, transfer or reissue	M
F-SAL-032	Deferred Seat Assignment	R
O-SAL-013	Change purchase limits without interrupting sales	M
About-SAL-014	Change or expand eligible groups during the sale	M
O-SAL-015	Manual and automatic transition between sales stages	M
O-SAL-016	Temporary pause and restart of sales	M
O-SAL-017	Selling multiple events at the same time	M

7.5 Fan and event attendee management

ID	Requirement	Prio
F-FAN-001 / D-ID-001	Ticket personalisation for individual customers in accordance with the rules of PZPN	M
F-FAN-002 / D-ID-002	Distinguishing between a ticket buyer and an event attendee	M
F-FAN-003	Assigning multiple attendees to a single order	M
F-FAN-004 / D-ID-003	Change of attendee data within the deadline specified by PZPN	M
F-FAN-005 / D-ID-010	Setting the date for the permissible change of attendee data by PZPN	M
F-FAN-006 / D-ID-004	Full history of changes to attendee data	M
F-FAN-007	Ticket transfer between identified users	M
F-FAN-008 / D-ID-005	Validating required user and attendee data	M
F-FAN-009 / D-ID-009	Customisable range of data required for a given event or ticket type	M

ID	Requirement	Prio
F-FAN-010 / D-ID-006	Handling foreigners and various types of identity documents	M
F-FAN-011 / D-ID-007	Serving children and minors	M
F-FAN-012 / D-ID-008	Serving families and family products	M
F-FAN-013	Integration with the central SSO system of PZPN	M
F-FAN-014	Salesforce integration	M
F-FAN-015	Synchronisation of data required by the agreed PZPN data model	M
F-FAN-016	Handling consents and preferences for the agreed split with Salesforce	M
F-FAN-017	Preservation of the history of consent changes to the extent processed by the system	M
F-FAN-018	Unambiguous association of the user with the central identifier of PZPN	M
F-FAN-019	Mechanisms for identifying and merging duplicate profiles in cooperation with Salesforce	R
F-FAN-020	Special needs service (places and permissions for people with disabilities and accompanying persons)	M
D-ID-011	Differentiating the scope of required data by event type	M

7.5.1 Fan Journey scenarios and minimum UX KPIs

End-to-end stage	Scenario scope	Minimum KPI (proposal)
Registration / Login	SSO via Keycloak, First Login, Data Reminder	Login Time < 5s (95th percentile)
Purchase	Event selection → place/product → cart	Measured and Reported Cart Conversion (F-REP-011)
Payment	BLIK/cards/Apple/Google Pay, payment error handling	Payment efficiency ≥ [•]% (to be determined with PSP)
Wallet	Adding a ticket to Apple/Google Wallet	Ticket availability time in wallet < 1 min from purchase
Transfer	Transfer a ticket to another identified user	Real-time transfer confirmation
Input	QR/NFC validation at the turnstile, including offline	Validation time per goal < 2s
Return/Problem Handling	Issue report, full/partial return, status	First response time according to SLA (Chapter 11.8)

7.6 Hospitality

ID	Requirement	Prio
F-HOS-001	Sale and allocation of lodges	M
F-HOS-002	Sale and allocation of business seats	M
O-HOS-003	Management of lodges and business zones	M
F-HOS-003 / O-HOS-005	Hospitality package management	M
F-HOS-004 / O-HOS-001	VIP invitation distribution / invitation management	M
F-HOS-005	Guest management	M

ID	Requirement	Prio
F-HOS-006 / O-HOS-002	Managing guest lists	M
F-HOS-007 / O-HOS-004	VIP parking service	M
F-HOS-008	Assigning benefits to a ticket or guest	M
F-HOS-009 / O-HOS-006	Managing dedicated sponsor and partner pools	M
F-HOS-010	Self-service portal for sponsors, partners, or business customers	M
F-HOS-011	Partners assign attendees to a pool without having to use the portal	M
F-HOS-012 / O-HOS-007	Monitoring and controlling the use of allocated pools and benefits	M
F-HOS-013 / O-HOS-010	Automatic/manual release of unused pools in accordance with the rules of PZPN	M
F-HOS-014	Catering services	M
F-HOS-015 / O-HOS-008	Hospitality Benefits Usage Reporting	M
A-HOS-009	Refund of unused pool for general sale	M

7.7 Matchday operations, access control and emergencies

Matchday dashboard and monitoring

ID	Requirement	Prio
F-MAT-001	Matchday Operational Dashboard	M
F-MAT-002 / O-MAT-001 / I-ACC-008	Real-time entry monitoring	M
F-MAT-003 / O-MAT-010	Real-time sales monitoring (including match day)	M
F-MAT-004	Monitoring the status and availability of places	M
F-MAT-005 / O-MAT-004	Monitoring the operation of turnstiles and access control points	R
F-MAT-013 / O-MAT-002	Real-time attendance monitoring	M
F-MAT-014 / O-MAT-003	Real-time monitoring of sector and zone occupancy	M
O-MAT-005/006	Monitoring mobile readers and ticket validation errors	M
F-MAT-016	Monitoring the status of key integrations used during the event	M
F-MAT-017 / O-MAT-007	Access to up-to-date information on incidents and operational errors	M
O-MAT-008/009	Handling sales conducted on the day of the event / at the checkout points	M
O-MAT-011	Monitoring the sale of last-minute offers, if they are used	R
O-MAT-012	Operational access to ticket history and status	M
F-MAT-015	Supporting evacuation processes by providing data on entrances and attendance (supporting data, does not replace the security systems of the facility)	M

Access control and offline mode

ID	Requirement	Prio
F-MAT-006 / I-ACC-005 / O-ENT-005	Support for offline access control	M
F-MAT-007 / I-ACC-006 / O-ENT-006	Data synchronisation after connection recovery	M

ID	Requirement	Prio
F-MAT-008 / I-ACC-007 / O-ENT-004 / O-EXC-008	Ticket revalidation	M
F-MAT-009 / O-ENT-002/003	Blocking and unblocking a ticket or permission	M
I-ACC-001/002	Integration with stadium turnstiles and mobile readers	M
I-ACC-003 / O-ENT-001	Pass and update entry permissions in near real-time	M
I-ACC-004	Providing information about ticket usage	M
I-ACC-009	Integration with access control systems from various manufacturers	M
I-ACC-010	Real-time monitoring of occupancy of a facility or its zones	R
O-ENT-007÷010	Recording of entry attempts and reasons for rejection, manual intervention of the operator, full history of ticket status	M

Exceptional situations (changes to the event, returns)

ID	Requirement	Prio
F-MAT-010	Handling ticket or entry incidents	M
F-MAT-011 / O-EXC-001÷004	Handling postponement, cancellation and rescheduling of the time or venue of the event	M
O-EXC-005	Support for changing the attendee's seat	M
O-EXC-006/007	Re-issuance/Cancellation of Ticket	M
F-MAT-012 / O-EXC-009/010	Handling full and partial refunds resulting from event status changes	M
O-EXC-011	Mass refund handling for the entire event or a selected group of attendees	M
O-EXC-012	Mass transactional communication to attendees affected by a change	M
O-EXC-013	Retaining a complete history of operations performed in connection with an event change	M

7.7.4 Matchday operational communication

Requirements for operational messages and security information — implemented directly or through integration with mPZPN:

ID (proposal)	Requirement	Prio
F-MAT-018	Sending operational messages (incidents, obstacles, recommended entrances) to event attendees, directly or via mPZPN	R
F-MAT-019	Sharing organisational and security information (gate opening hours, facility plan, prohibited items) through integration with the right PZPN source, without duplicating content in multiple systems	R

7.8 Reporting, analytics and operational dashboards

ID	Requirement	Prio
F-REP-001 / O-DASH-001/002	Sales dashboard (tickets sold/distributed, seats available)	M

ID	Requirement	Prio
F-REP-002 / O-DASH-008	Attendance and entry dashboard	M
F-REP-003 / O-DASH-005	Revenue and payment status dashboard	M
F-REP-004	Hospitality product usage dashboard	M
F-REP-005 / O-DASH-003	Sponsor, partner and quota pool usage dashboard	M
O-DASH-004/006/007	Sales by channel; number of active sessions (if available); system load status	M
O-DASH-009/010/011	Status of turnstiles, status of key integrations, information about operational incidents	M
O-DASH-012	Defining alerts and thresholds	M
O-DASH-013	Configuring desktop view by role	M
F-REP-006 / O-REP-001/011	Reporting sales by event, product, sector, price category and channel	M
F-REP-007	Sales reporting by sales channel	M
F-REP-008 / O-REP-004	Pool and quota usage reporting	M
F-REP-009 / O-REP-002/003/007	Reporting of entrances, attendance and use of sectors/zones	M
F-REP-010	Analysis of ticket holders' absenteeism (No-show)	M
F-REP-011	Analysis of the conversion of the purchasing process	R
F-REP-012 / D-EXP-011	Export data in open formats	M
F-REP-013	Independent data export by authorised users of PZPN	M
F-REP-014/015	Creating own reports and saving their own views by PZPN users	R
F-REP-016 / O-REP-008/009/010	Reporting returns, cancellations and complaints	M
F-REP-017	Transfer and resale reporting	M
F-REP-018 / I-BY-001÷010	Sharing data with external BI systems and data platforms (see Chapter 8.9)	M
F-REP-019	Automatic generation and distribution of recurring reports	R
O-REP-005/006/012/013	Sponsors/Partners Report, Hospitality, Payment Methods, Cash Operations	M

7.9 Administration, configuration and automation

ID	Requirement	Prio
F-ADM-001÷008	- Define administrative roles - granular permission management - posting - management of administrative users - MFA for admins - full audit log - Configuration change history - identification of the user making the change	M
F-ADM-009 / O-CFG-001	Independent configuration of events by PZPN	M
F-ADM-010 / O-CFG-002÷006	Self-management of prices, pools, quotas, sales stages, limits and groups of eligible persons	M

ID	Requirement	Prio
F-ADM-011 / O-CFG-007	Self-management of transactional content and messages	M
F-ADM-012	Change Acceptance Mechanism / Approval Workflow	R
F-ADM-013/014/015	Scope of permissions by event/object/area; temporary granting of permissions; export of the history of administrative operations	M
O-CFG-008	Creating reports and views by the user	M
O-CHG-001÷007	Changing prices, limits, schedule, eligible groups, availability of sectors/places, pools/quotas, administrative powers — without stopping sales, if technically possible	M
O-CHG-008	Keeping a history of all changes	M
O-CHG-009	Requiring the approval of certain changes by the second user (four-eyes)	R
O-AUT-001÷007	Automatic change of sales stages; automatic starting/closing of sales; release of pools and reservations; transaction notifications; generation of reports; automation of returns; automatic publication of events	M

7.10 On-site operational services

The services below are mostly optional (O) — failure to offer them does not affect the fulfilment of the mandatory requirements of the system, except for O-SRV-004 (M).

Each service below must be priced as a separate item in the TCO Form (Section 14.3), not mixed with the core product license/SaaS, to maintain offer comparability.

ID	Service	Prio
O-SRV-001÷003	Configuration of events commissioned by PZPN; creation/updating of facility plans; inventory of places	O
O-SRV-004	Configuration, verification and readiness of integration with local access control systems (taking into account vendor/version differences), including reconfiguration and verification before the event. The supplier is also liable to PZPN when the service is provided by a partner	M
O-SRV-005	Pre-event testing codes and access control devices	O
O-SRV-006÷009	Checkout Point Operators; Cash Desk Staff; Cash Registers/Printers/Terminals; Information Desks	O
O-SRV-010/011	On-site technical support; support at turnstiles	O
O-SRV-012	Dedicated administrator of PZPN events on the Provider's side	O
O-SRV-013	Comprehensive operational support for selected events from configuration to settlement	O

8. Integration requirements

For each integration described in 8.2–8.9, the Bidder indicates: the owner of the end-to-end result, the master system for the data exchanged, the communication model, the integration SLA and the rules of cooperation in RCA in the event of multi-system incidents (see also 6.4, 11.7).

8.1 General Rules

ID	Requirement	Prio
I-GEN-001÷009	- documented API	M

ID	Requirement	Prio
	- two-way data exchange - real-time or reasonably delayed replacement - webhooks/events - monitoring the status of integration - retry operations - error logging - independent replacement of components - test environment for integration	

8.2 Salesforce integration

ID	Requirement	Prio
I-SF-001÷014	ID synchronisation; transactional data; purchase history; tickets held; transfers; entries and usage; no-show; payment statuses; returns/cancellations; consent synchronisation; Customer Journey events; use of Salesforce segments in sales; campaigns targeted to segments; real-time data for critical events	M

8.3 Integration with Keycloak (identity provider)

The system must use a central PZPN identity management system based on Keycloak and must not require end users to create separate credentials.

8.4 Programming interfaces (APIs)

ID	Requirement	Prio
I-API-001÷010	REST API or equivalent; OpenAPI documentation; webhooks; versioning; backward compatibility; availability/usage monitoring; rate limiting; sandbox; change/rollback documentation; advance before version rollback	M
I-API-011	SDK, if available	O

8.5 Integration with payment systems

Merchant of record. PZPN remains a merchant of record (an entity selling tickets in the legal and tax sense). The provider integrates the platform with the Payment Service Provider (PSP) indicated or accepted by PZPN, acting as a payment integrator, not as a seller taking over this role.

ID	Requirement	Prio
I-PAY-001÷006	BLIK; Apple Pay; Google Pay; payment cards; fast bank transfers; payments at cash registers	M
I-PAY-007÷009	Full and partial refunds; cancellation and refund of payments according to transaction status	M
I-PAY-010	Chargeback Process Support	M
I-PAY-011	Multi-currency support	R
I-PAY-012/013	Integration with more than one payment operator; change operator without system reconstruction	M
I-PAY-014	Real-time payment status forwarding	M

8.6 KSeF integration

ID	Requirement	Prio
I-XF-001÷006	Integration with the PZPN financial and accounting system; invoice data; correction invoices; return documents; KSeF identifiers/statuses; handling temporary unavailability	M

8.7 Integration with stadium ban verification systems (CBDK)

ID	Requirement	Prio
I-CBDK-001÷006	Automatic attendee verification; recording of verification execution; handling the unavailability of an external system; the possibility of re-verification; handling changes in requirements/interfaces; protection and restriction of access to verification data	M

8.8 Integration with the mPZPN application

ID	Requirement	Prio
I-MOB-001÷008	Ticket presentation; access to the wallet; ticket/event history; transfer from the application; purchase process or redirection to an integrated process; push notifications; real-time updates; integration with the Fan Journey	R

The scope of mPZPN in Go-Live. On Go-Live, the scope of mPZPN is limited to the presentation of an electronic ticket (wallet, QR, purchase history) — the purchase takes place in other channels (website, ticket offices). Redirection to the integrated purchasing process from the application level and full native purchase without leaving the application are R functions, implemented 6–12 months after Go-Live — consistent with the R priority adopted for the entire integration package I-MOB-001÷008.

8.9 Integration with BI systems and data platforms

ID	Requirement	Prio
I-BI-001÷007	Sharing sales, transactional, entry/attendance, ticket usage, hospitality, sponsors/partners, official secondary market	M/R (Secondary Market: R)
I-BY-008	Sharing data in a way that AI solutions can use	R
I-BI-009/010	Automatic export according to the schedule; data sharing via API	M

9. Security and identity requirements

9.1 Authentication, authorisation, and identity

ID	Requirement	Prio
S-AUT-001 / I-ID-001	Integration with Keycloak as a central identity provider	M
I-ID-002÷007	SSO; OAuth 2.0; OpenID Connect; central PZPN user ID; central session management; global logout	M
S-AUT-002 / I-ID-008	No local end-user passwords	M
S-AUT-003 / I-ID-009 / F-ADM-005	Multi-factor authentication (MFA) for administrators	M

ID	Requirement	Prio
S-AUT-004÷008	RBAC; granular permission management; delegation of permissions; logging of administrative operations; periodic review of granted permissions	M

9.2 Security of communication and protection of personal data

ID	Requirement	Prio
S-COM-001÷005	TLS encryption; IPsec tunnel to PZPN systems; encryption of API communication; secure certificate management; secure authorisation of system-to-system communication	M
S-DAT-001	Data-at-rest encryption	M
S-DAT-002÷007	Data-in-transit encryption; tokenisation/encryption of PESEL and ID numbers; masking of data in interfaces; registration of access to sensitive data; principle of minimum privileges	M

9.3 Data separation and location, performance and availability

ID	Requirement	Prio
S-ISO-001÷004	Logical separation of PZPN data from other customers' data; data storage within the EU; dedicated database or equivalent isolation mechanism; security of multi-tenant environments, if applicable	M
S-ISO-005	Row-Level Security, if available	O
S-PER-001	Support for a high-demand scenario — at least 10,000 concurrent active users in the purchase process (load test details agreed upon during the deployment phase)	M
S-PER-002÷005	Automatic scaling of resources; the ability to reserve capacity in advance; performance testing before key runs; real-time performance monitoring	M

9.4 Audits, certifications, incidents and business continuity

ID	Requirement	Prio
S-AUD-001÷006	Up-to-date audit/independent compliance confirmation; regular penetration testing; provision of a summary of results; documented SSDLC; formal vulnerability management process; remediation by criticality	M
S-CER-001÷003	ISO/IEC 27001 or equivalent; OWASP good practices; PCI DSS compliance for the data processed	M
S-CER-004	SOC 2 report or equivalent, if available	O
S-INC-001÷007	Formal process for classifying and escalating incidents; logging and tracking; reporting; RCA; defining and monitoring corrective actions	M
S-DR-001÷007	Automatic backups; DR Plan; BCP; defined RPO/RTO; regular reproduction tests with the transfer of results to the PZPN	M
S-LOG-001÷004	Central logging of system events; full audit trail for critical operations; logging of administrator operations; export of logs	M

ID	Requirement	Prio
S-LOG-005	Integration with the PZPN SIEM system	R
S-LOG-006/007	Defining security alerts; protecting logs from unauthorised modification	M
S-CHG-001÷006	Formal change management process: testing before production; informing PZPN about changes with impact; possibility of prior testing by PZPN; rollback plan	M

10. Data and legal compliance requirements

10.1 Data ownership

ID	Requirement	Prio
D-OWN-001÷005	Full rights and control of PZPN over data; unlimited access throughout the contract period; access independent of undisclosed fees; export in open formats; PZPN's standalone access to export	M
D-OWN-006	Full data export after the end of the cooperation	M
D-OWN-007	Proactively uploading a complete dataset at the end of the contract	M
D-OWN-008	Support for data migration to the successor system	<i>O (scope and cost of support defined in Exit Plan; can be priced as a separate item in TCO)</i>
D-OWN-009/010	Providing documentation of the model and structure of the exported data; lack of technological mechanisms hindering migration	M

The Bidder describes the procedure for ending cooperation (**Exit Plan**) — the method, format, schedule and responsibility for the transfer of data, as well as the scope of migration support.

10.2 Data scope

The system should enable the processing of personal data to the extent necessary to sell and distribute tickets, provide services to event attendees, as well as ensure access control, settlements, compliance with legal obligations and the security and accountability of the system's operation.

The system should allow for the processing of the following categories of data:

attendee or ticket purchaser identification data, in particular first name, last name, date of birth and, only when required by law or the regulations of a given event, other identification data;

contact details, in particular email and phone;

data concerning the user's account and its identifiers in the system;

transaction and billing data, including information about purchased tickets, price, payment method and status, returns, complaints and data necessary to issue an accounting document, without storing full payment card data;

purchase and event history;

access control data, including information on ticket usage, date and time of entry and, if necessary, facility, sector or control point;

data regarding the transfer of a ticket or the change of its user, including the data of the original and new user and the history of changes made;

information on the consents granted and withdrawn and objections raised, along with the date, scope and manner of their registration;

data on the use of the website or application, if their processing is necessary and is carried out on an appropriate legal basis, including data for analysing the way the system is used or to personalise services;

technical, operational, statistical and analytical data necessary for the maintenance, security, diagnostics and development of the system;

system, security and audit logs, including the user ID, type of operation, date and time of its execution, IP address and information on data changes and the use of permissions.

The system should allow for the limitation of the scope of data processed and made available to individual users in accordance with the purpose of the processing, the role performed and the rights granted, in line with the principles of data minimisation, purpose limitation, accountability and data protection by design and data protection by default.

The system should allow for the definition of retention periods for individual categories of data and their automatic deletion, anonymisation or restriction of processing after the expiry of a set period.

10.3 Obligations of the organiser of a mass event

ID	Requirement	Prio
D-MAS-001÷008	Collecting data required by law; identifying attendees; handling stadium bans; "Records of issued and used tickets and access control operations". Sharing data with authorised entities; exporting required data; cooperation with access control systems; history of required operations and verification	M

10.4 Compliance with future legal changes

The Bidder is obliged to maintain the compliance of the standard product with the law throughout the entire period of the contract. Updates resulting **solely** from changes in the law, concerning standard product functions on the Polish market, must be covered by the standard maintenance fee. For changes requiring individual modification only for the needs of PZPN, the scope, schedule and cost must be presented before the start of work.

10.5 Data retention, export, and portability

ID	Requirement	Prio
D-RET-001÷007	Defining retention periods; automatic deletion; anonymisation; archiving; data restorability; recording retention/deletion/anonymisation operations; integration of retention policy with the PZPN model	M
D-EXP-001÷008	Export of profiles, transaction/purchase history/inputs/transfers, consents, behavioural data, operational and audit logs	M
D-EXP-009/010/011	Exports carried out independently by administrators; automation of recurring exports; export in open, documented formats	M

Historical data migration horizon. Transactional data (tickets, sales, payments) for the last **3 years** must be migrated in a fully functional, operationally accessible form. Older data, up to a **10-year** horizon, must be migrated in an archived form — available for reading and historical reporting, but without the requirement of full operational functionality (e.g. editing, ticket reissue). The above periods constitute a business proposal and

are secondary to the applicable legal regulations (tax, accounting, personal data protection) — if the regulations require a shorter retention period for a given type of data, the statutory period applies; if they require a longer one, the data must be stored correspondingly longer, regardless of the above proposal.

10.6 Protection of personal data

The minimum requirements of the personal data processing agreement, the GDPR information clause for persons participating on the Bidder's side and the Bidder's data protection and cybersecurity questionnaire are included in Appendices 12, 13 and 15.

11. Implementation, maintenance, support and development

11.1 Assumptions and organisation of the project

ID	Requirement (project organisation)	Prio
IMP-ORG-001÷009	Structure of the project team; key roles; RACI matrix; model of cooperation with PZPN; model of cooperation with other Suppliers; decision-making process; escalation process; progress reporting model; schedule of project meetings	M

11.2 Implementation plan and schedule

The Bidder presents a schedule including at least: pre-implementation analysis and workshops, design of the target architecture, configuration, integration construction, data migration, tests (functional, integration, performance, security), UAT, training, dress rehearsal, Go-Live, Hypercare and formal handover for maintenance (IMP-PLN-001÷015, all M).

Critical Reference Event and Minimum Go-Live Scope. A critical reference event for which the system must be fully ready is a match of the Polish national (men's) team played with full attendance at PGE Narodowy, an event with the highest simultaneous sales volume as well as the highest security and access control requirements. The implementation is carried out in stages: the system is first launched at lower-scale and risky events (women's football matches, youth national team matches), which serve as production tests before the first full-scale reference event. The Minimum Go-Live Scope includes ticket sales and distribution across all channels (online, mobile, checkout), entry control, digital wallet, basic sales and attendance reporting, and integrations with Salesforce, Keycloak, payments and KSeF. Features marked as R (including Deferred Seat Assignment, F-SAL-032) are not required at Go-Live.

11.3 Data migration

Data migration covers (to the extent available and legally permissible) user profiles, associations with central identifiers, history/purchases/transactions/entries/returns/cancellations, consent history, active vouchers and commitments, active tickets and entitlements, and membership programme data (IMP-MIG-001÷010 / P-MIG-001÷011, M/R). Historical data migration horizon: full functionality for the last **3 years**, archived readable form for up to **10 years** (see Chapter 10.5).

11.4 Testing and acceptance of the solution

Tests must include at least functional, integration, data migration, performance/workload, security, acceptance (UAT), contingency, offline access control and high-demand sales testing, as well as a dress rehearsal (IMP-TST-001÷010, M).

11.5 Training, commissioning and post-implementation support

Role-appropriate training (administrators, ticketing, hospitality/sponsors, IT, user support), Train-the-Trainer model (IMP-TRN-001÷010, M/R). The commissioning plan includes system switching, rollback, communication, specialist availability, Go/No-Go criteria, and post-launch monitoring (IMP-GOL-001÷008, M). After Go-Live, the

Hypercare period applies — the length, team composition, hours of availability, escalation, scope of monitoring and completion criteria are indicated by the Bidder.

11.6 Risk management, organisational change and documentation

Risk register (identification, assessment, owner, mitigation, reporting, escalation — IMP-RSK-001÷007, M). Documentation: user, administrator, architecture, integration, API, security, maintenance instructions, data model, contingency procedures (IMP-DOC-001÷009, M).

11.7 Cooperation with other Suppliers and team continuity

The Bidder coordinates its own work and actively cooperates with other Suppliers; it cannot refuse integration cooperation with the entity selected by PZPN if technical, legal and safety conditions are met. In the case of multi-system incidents, the Suppliers cooperate until the cause and solution are identified.

For each integration process, one owner of the result is indicated (see Chapter 6.4: PZPN as SIAM governance, Part A Supplier as Lead Technical Integrator).

11.8 Support model and SLA

Service delivery model: Service Desk, incident/issue/change/release management, dedicated account manager, escalation procedure (SUP-MOD-001÷008, M; Customer Success — R).

Definitions for SLA:

- **Critical Sales** — Ticket sales periods for Polish A national team matches.
- **Match Day** — The day on which any event covered by the system takes place (regardless of the rank of the competition); critical due to access and entry control operations (Chapter 7.7), not sales.
- **Unavailability (for SLA purposes)** is counted from the detection of the failure to the restoration of actual availability, i.e. until **the Workaround** is triggered (including automatic failover/switchover), not to **the Solution**. The full solution (addressing the root cause) must run in parallel without degrading the availability rate, as long as the availability is restored during the Workaround time.

Availability Levels (SLA):

Area	Minimum availability
Critical Sales (A Team Matches)	99,95%
Match Day (Access Control/Entry — Each Event)	99,95%
Standard sales (non-critical sales days)	99,50%
Time remaining	99,00%

At 99.95% counted daily, the unavailability budget is about 43 seconds/day — see the P1 priority definition below, which takes this into account.

Definition of P1–P4 priorities:

Priority	Example	Response time	Workaround	Solution
P1 — Critical, inside the critical window (critical sales/match day)	Sales/entries are impossible	≤ 5 s (automatic detection, monitoring)	≤ 30 sec (auto-failover/self-healing — redundancy, health-check + auto-restart)	1 h
P1 — Critical, outside the critical window	Sales/entries are impossible	1 min	10 min	1 h
P2 — Severe, inside the critical window	An important feature is not available;	≤ 5 min	≤ 30 min	≤ 4 h

Priority	Example	Response time	Workaround	Solution
	a workaround is available			
P2 — Severe, Outside the Critical Window	An important feature is not available; a workaround is available	30 min	4 h	1 business day
P3 — Medium, in the critical window	Limited functionality impacting some users	≤ 15 min	≤ 2 h	≤ 1 business day
P3 — Medium, outside the critical window	Limited functionality impacting some users	4 h	—	3 business days
P4 — Low	Minor error, no operational impact	1 business day	—	by release

The final values in the table are proposed/negotiated by the Bidder and approved by PZPN before the contract is signed. In the critical window, "Solution" means closing the request before the end of the matchday/sales window, as far as technically possible; for P4 requests inside the critical window, the Bidder provides a faster service path than the standard release cycle. Technical means of implementing the ≤30 s requirement for P1 inside the critical window; see Chapter 6.7. For a matchday, an equivalent requirement is provided by the offline mode of access control; see Chapter 7.7.

Support channels (SUP-CHN-001÷007, M): ticket portal, email, emergency phone for critical incidents, status and history of online tickets, time reporting, escalation capability. Critical sales and events support (SUP-EVT-001÷006): enhanced monitoring, fast escalation path, dedicated plan for events indicated by PZPN (M); presence of on-site specialists (O).

11.9 Releases, product development and roadmap

Regular updates, test environment, informing PZPN about changes, release notes, previous tests, advance before the retirement of functionality (SUP-REL-001÷007, M). The Bidder presents a product development plan for at least **24 months**, specifying functionalities available in production, during implementation and pilot, as well as those intended to be phased out. Solutions in the concept/pilot stage cannot be presented as available in production. Proactive support and Customer Success (SUP-CS-001÷006): regular operational meetings (M), quarterly collaboration reviews (R), benchmarks (O).

11.10 Development of integration and reduction of dependency on the Supplier

The system should allow for further expansion of the ecosystem: adding new integrations, API development and maintenance, connecting new partners, documenting changes, backward compatibility or migration period (SUP-INT-001÷005, M). The Bidder indicates all elements that cause technological, licensing or contractual dependence. (*See also Chapter 6.6 on cloud lock-in.*)

11.11 Change request mechanism

The offer must clearly separate the following:

Job category	Valuation model	Document required
Standard License / SaaS	Recurring price	TCO Form (14.3)
Implementation and mandatory integrations	One-time binding price	Schedule + TCO
M priority features	Included in the base price	Compatibility matrix

Job category	Valuation model	Document required
R priority features	Price tied to the date of availability	Compatibility Matrix + TCO
Priority O Options	Optional price, separate item	TCO — Optional items
Future, Undefined Work (CR)	Rate card (rates by role/day), estimation before the start, PZPN acceptance, settlement after the fact	Rate card + CR procedure

All requirements marked with R priority in this document are **contractually binding** — the Bidder undertakes to deliver them within 12 months of Go-Live, at the price declared in the basic offer ("R priority functions" row in the table above). They are not treated as a Change Request or as a scope for price renegotiation — their cost is part of the TCO assessment (Chapter 14.3) and is subject to the same contractual penalties for failure to meet the deadline as Scope M (see draft contract, Chapter 14.1).

11.12 Key Performance Indicators (KPIs)

The Bidder proposes measurable indicators: system availability, response time, service restoration time, number of incidents (including critical ones), timeliness of changes implementation, quality of support, satisfaction of PZPN users, stability of key integrations. Indicators agreed upon before concluding the contract are subject to periodic reviews.

12. Requirements for the Bidder

12.1 Bidder's experience

ID	Requirement	Prio
V-EXP-001÷010	Number of production deployments; number of active customers; number of events handled per year; annual ticket volume; highest sales per single event; largest recorded traffic peak; maximum number of concurrent users supported in production; largest number of concurrent transactions; years of product operation; number of implementations in the last 5 years	M

The Bidder distinguishes between the data of the group of companies, the specific product offered by PZPN and the implementations carried out independently and with partners.

12.2 Experience in sports

PZPN prefers experience in projects for sports organisations of comparable scale — federations, leagues, clubs, tournament organisers, UEFA, FIFA. The Bidder indicates whether the experience has been in central ticketing, online sales, mobile ticketing, access control, stationary sales, hospitality, secondary market, matchday service, CRM integration, data migration and support for national events.

12.3 References

The following are required for each reference project: customer name, country, year of start/launch, scope, number of events, ticket volume, facility capacity, integration scope, access control and CRM/CDP model, maintenance model, lead time, production activity status (V-REF-001÷013, M). Reference contact (V-REF-014) — R.

PZPN requires at least **two references** confirming the **in-production** (not pilot) operation of key core ticketing functions in a sports organisation of comparable scale (ticket volume, number of venues, complexity of access control). The minimum conditions for participation are separated from the scoring criteria (Chapter 13).

12.4 Maturity of the product offered

The Bidder distinguishes between the following functionalities: available in production, requiring configuration/integration/development work, available only in pilot, available only in the development plan. It indicates what part of the scope required by PZPN is available in the standard version of the product.

12.5 Project team

ID	Role	Prio
V-TEAM-001÷009	Project Manager; Solution Architect; Technical Leader; Integration Leader; Data Migration Expert; Security Expert; Test and Quality Expert; Person Responsible for Maintenance/Support; Person Responsible for Business Relationship with PZPN	M
V-TEAM-010	Customer Success Manager or equivalent role	R

12.6 Technological competencies

Competencies in Salesforce integration, identity management systems, APIs, cloud architecture — including proven experience with AWS/Azure/GCP (see **Section 6.6**) — cybersecurity, access control, mobile ticketing, payment systems, KSeF, analytics systems, AI/automation, and big data migration, with an indication of in-house and partner competencies.

12.7 Organisational and financial stability

ID	Requirement	Prio
V-ORG-001÷007	Year of establishment; number of employees; number of development/implementation/support employees; ownership structure; location of offices and teams	M
V-ORG-008	Information on significant changes in ownership in the last 3 years	R

In terms of finances: revenues and results for the last 3 years, sources of financing, material liabilities, possible restructuring/bankruptcy proceedings.

12.8 Partners and subcontractors

The Bidder indicates whether the scope of services will be carried out on its own or with partners/subcontractors, specifying the following for each such partner/subcontractor: name and data, scope of responsibility, experience, contractual relationship, responsibility towards PZPN, impact on SLA and maintenance, inclusion of costs in TCO.

12.9 Innovation, cooperation model and long-term vision

Product development model (R&D, releases, innovations from the last 24 months, use of AI with production/pilot/plan distinction). AI Ready is not a prerequisite for choosing core ticketing — PZPN evaluates data availability, API, explainability and the ability to disable AI functions, without prioritising marketing-driven AI functionalities at the expense of system stability. Cooperation model: Customer Success, strategic reviews, benchmarking. A vision of cooperation over at least 10 years.

12.10 Presentations, demonstrations and workshops

PZPN reserves the right to invite selected Bidders to presentations/demonstrations/workshops: live demonstration, business scenarios, architecture, team, high-demand and cash sales, hospitality, transfer and secondary market, matchday model. These Bidders will be provided with additional information regarding the requirements for a uniform live demo scenario along with an evaluation sheet. During the demo, the Bidder specifies the standard, configuration, integration, development or mock-up — the demo confirms the actual maturity of the product and limits marketing claims.

13. Bid evaluation criteria

13.1 Quality gates (pass/fail)

- Compliance with all requirements of priority M in the Functional and Operational Requirements (Appendix 2), except for deviations formally accepted by PZPN.
- Completeness of the offer and required forms.
- Offer validity: ≥ 120 days (Chapter 16.3).
- Submission of the offer on time and to the indicated channel (Chapter 16.1).
- Meeting the minimum reference and experience conditions (Chapter 12.3).

13.2 Scoring criteria

Criterion	Weight (proposal)
Functional compatibility and maturity of a standard product (not a roadmap)	25%
Architecture, integrations and security	15%
Deployment model, schedule, and migration	10%
SLA, support and maintenance model	10%
Team and experience (including sports credentials)	10%
TCO (3/5/10 year scenarios)	20%
Demo / Presentation	5%
Value Added and Product Development Plan	5%

13.3 Evaluation of partial bids and consortia

Each lot (Chapter 5.4) is evaluated according to the criteria and weights in Chapter 13.2 applied to the scope of that lot. For a combined bid (Lot I and Part II from different Bidders), the aggregate score is calculated as the sum of the scores of the individual lots, weighted by the share of the value of each lot in the total price of the combined bid.

14. Listing requirements

14.1 Response scope and required elements

The offer should include at least: a summary, a description of the solution and architecture (with a diagram), a description of integration, security and data management, an implementation model and schedule, a description of migration, a maintenance model and SLA, a support model, a product development and AI usage plan, information about the Bidder, references, team composition, a list of partners and subcontractors, a licensing and pricing model, TCO, a completed Compliance Matrix, lists of deviations/assumptions/risks and value-added proposals.

Draft contract

The Bidder is obliged to attach to the offer a draft contract (model contract), which is used as a standard in relations with clients of a profile and scale similar to that of PZPN, including in particular:

1. rules for the provision of services, the level of system availability and SLA conditions (including the time of response and removal of failures divided into categories of criticality of requests),
2. the rules of liability of the parties, including contractual penalties for non-compliance with SLA parameters and implementation deadlines,

3. the rules of licensing the software and its components, along with an indication of which elements are the property of the Bidder, and which may be transferred or made available to the Contracting Authority,
4. rules of ownership, processing and protection of personal data collected in the system,
5. the conditions for termination of the agreement by each of the parties, including notice periods and the conditions for termination with immediate effect,
6. a detailed exit plan in the event of termination of cooperation, including the rules and deadlines for the transfer of data, configuration, technical documentation and support in migration to another system,
7. settlement rules, including the pricing model, payment schedule and conditions for changing the scope of services or the volume of transactions during the term of the agreement,
8. terms and conditions concerning subcontractors and the Bidder's liability for the actions of third parties involved in the performance of the contract.

The submitted draft agreement is the starting point for further negotiations and is not binding on any of the parties in terms of the final shape of the contractual provisions. The Contracting Authority reserves the right to introduce changes to the provisions of the contract at the stage of negotiations preceding its signing.

14.2 Architecture and schedule in the offer

The Bidder presents the target architecture: diagram, description of components and their roles, responsibility owners, data locations and flows, system boundaries, integrations, third-party dependencies, a multi-vendor model — indicating the differences from the PZPN reference architecture (**Chapter 6**). The schedule must indicate the start date, duration of stages, milestones, critical path, dependencies, required resources, planned tests and trial migrations, Go-Live and Hypercare.

14.3 Pricing model and Total Cost of Ownership (TCO)

The financial offer must specify at least the following: **one-off costs** (implementation, analysis, configuration, integrations, migration, testing, training, commissioning); **recurring costs** (licenses, hosting, maintenance, support, SLA, API, environments, data storage, monitoring, Customer Success); **volume-dependent costs** (number of tickets, sales value, users, transactions, API calls, SMS and other metrics); **additional and optional costs** (marketplace, dynamic pricing, AI, additional integrations, development/CR by rate card — Chapter 11.11, consulting days, on-site support and services from Chapter 7.10, service/checkout equipment, event administrator, travel and accommodation). All prices must be provided as net and gross (VAT inclusive) prices, subject to indexation rules. TCO is presented for **3-, 5-and 10-year horizons** — for the comparability of offers regardless of the final period of contract commitment.

Contract period. The basic contract is valid for **3 years** from Go-Live, with the option of extension by **1+1 year** based on a periodic assessment of KPIs (Chapter 11.12). The extension is not automatic, each time requiring PZPN's decision made well in advance before the end of the applicable period.

The form must contain explicit volume scenarios (at least the following: low/medium/high volume of events and tickets — to be completed after the sizing is provided by PZPN), indexation, currency, partner costs, travel, API costs, storage, transaction messages, environments, and prices of all options.

14.4 Deviations, assumptions and risks

The Bidder indicates all requirements that are not met or will be after the deadline (ID, description, reason, alternative, impact on schedule/cost, planned deadline). Failure to indicate a deviation may be considered as confirmation of full compliance. The Bidder presents the assumptions that may affect the scope/schedule/costs/liability and the most important risks (description, probability, impact, owner, limiting actions), in particular regarding migration, integration (Salesforce, SSO, access control, KSeF, CBDK), multi-vendor model, scalability and dependency on third parties.

14.5 Value added and Bidder's statement

The Bidder may present recommendations that go beyond the minimum RFP, clearly separated from the mandatory scope. Submission of an offer is tantamount to confirmation that the Bidder is familiar with the RFP,

disclosure of deviations/assumptions/dependencies, presentation of a complete pricing model and compliance of the information with the actual state as at the date of offer submission.

15. Schedule and place of implementation

15.1 Schedule

Stage	Deadline
RFP publication	14 September 2026
Deadline for submitting questions by Bidders	22 September 2026, 5:00 p.m. CEST
PZPN's answers to questions	29 September 2026
Deadline for submission of tenders	6 October 2026, 5:00 p.m. CEST
Formal and substantive evaluation	7–21 October 2026
Invitation to presentations/workshops	24 October 2026
Presentations and workshops	27 October–7 November 2026
Additional questions/negotiations	10-17 November 2026
Possible invitation to submit a BAFO	20 November 2026
Deadline for submitting a BAFO (if applicable)	27 November 2026
Planned selection of Bidder(s)	December 2026–January 2027
Planned start of the project	Q2 2027 / according to the agreed schedule

The schedule is indicative only; PZPN reserves the right to change the dates and conduct a multi-stage procedure.

15.2 Place of implementation

The main place of implementation is the headquarters of PZPN (ul. Bitwy Warszawskiej 1920 r. 7, 02-366 Warsaw). The project can be carried out partially remotely, subject to attendance at meetings, workshops, tests and training sessions requiring on-site presence. The implementation may cover stadium grounds and sports facilities in Poland — in particular PGE Narodowy (Warsaw), Superauto.pl Ground Śląski (Chorzów), Polsat Plus Arena (Gdańsk), Tarczyński Arena (Wrocław) — other locations indicated by PZPN and, in justified cases, events outside Poland. The Bidder indicates the services provided remotely/on-site, the location of the team and the rules for settling travel and accommodation costs.

The scope of access control is mandatory for the first launch. Integration with access control systems is mandatory (M) on Go-Live for Class 1 facilities — top-class grounds, including PGE Narodowy — in accordance with the implementation phases described in Chapter 11.2. For Class 2/3 facilities (smaller scale, used less frequently), integration is an R function, implemented 6–12 months after Go-Live.

16. Submission of tenders and objections

16.1 Date and place of submission of tenders

Deadline: 6 October 2026, 05:00 p.m. CEST (the time of receipt of the offer by PZPN is decisive). Offers submitted electronically to system.biletowy@pzpn.pl, with the title: "RFP – Centralny system ticketingowy PZPN [Bidder's name]" [*RFP – PZPN central ticketing system*]. If the attachment size limit is exceeded, the Bidder may submit documents via a secure repository/link providing access for at least 90 days from the deadline for submission of bids.

16.2 Offer format

The main offer must be submitted in electronic form (PDF), signed electronically by authorised persons, containing the Bidder's registration and contact details, the validity period of the offer and a description of experience and competencies. Response forms — as per the PZPN templates indicated for the RFP.

16.3 Language, currency, commitment period

The offer may be submitted in Polish or English; in the event of discrepancies, the Polish version will prevail. The financial offer may be submitted in PLN or EUR; net and gross amounts including VAT must be provided; only one main currency may be used. For offer comparability, PZPN may use the average exchange rate of the National Bank of Poland on the business day preceding the deadline for submission of offers. Minimum limit of binding of the offer: **120 days** from the date of submission of the offer (PZPN may request an extension).

16.4 RFP questions

Questions may be submitted by the deadline indicated in the schedule, with an unambiguous reference to the chapter/item/ID of the requirement. Answers may be made available to all attendees without revealing the identity of the asker. PZPN reserves the right not to respond to questions submitted after the deadline. Questions must be sent to system.biletowy@pzpn.pl.

16.5 Completeness, partial bid and multi-vendor model

The Bidder is responsible for the completeness of the bid covering all costs necessary to implement the declared scope; the elements not included in the price must be clearly indicated. PZPN allows bids for the entire scope or selected components and services (see **Chapter 5.4**). The Bidder submitting a partial bid indicates the scope covered by the offer, the elements not covered, the dependencies, the integration assumptions and the price. PZPN may select one or several Bidders and combine solutions from different entities.

16.6 Confidentiality of offers and participation costs

The information provided by the Bidders is used only for the procedure, evaluation of bids, negotiations and conclusion of the contract; any trade secrets must be clearly marked. The Bidder bears all costs of preparing and submitting an offer and participating in presentations, workshops and negotiations.

16.7 The right of PZPN to modify or terminate the procedure

PZPN reserves the right to change the schedule of the procedure; change or supplement the RFP documentation; request additional explanations; conduct additional presentations and workshops; contact only selected Bidders; conduct negotiations; invite a Bidder to submit a BAFO; select one or more Bidders; select part of the scope of the bid and withdraw from the procedure without selecting a Bidder. This inquiry does not constitute an offer within the meaning of the Civil Code or an announcement within the meaning of the Public Procurement Law.

16.8 PZPN contact person

Tomasz Flakowski — e-mail: tomasz.flakowski@pzpn.pl

17. Appendices

17.1 List of appendices

No	Appendix
1	Offer form
2	Functional and operational requirements
3	Target architecture of the PZPN digital ecosystem
4	Security, identity, data and compliance

No	Appendix
5	Implementation, maintenance, support and development
6	Integration requirements (detailed APIs and interfaces, if available)
7	Bidder, experience, partners and vision of cooperation
8	Project team form
9	Pricing model / TCO
10	Implementation schedule
11	List of deviations from RFP requirements (mandatory)
12	Minimum requirements for a personal data processing agreement
13	GDPR data processing notice for individuals engaged by the Bidder
14	Presentations, demonstrations and workshops <i>To be prepared by selected Bidders indicated by PZPN at a further stage of evaluation</i>
15	Bidder's personal data protection and cybersecurity questionnaire

All attachments are available here: <https://www.pzpn.pl/public/RFP/Attachements.zip>