



**Call for expression of interest in licences  
from the Paris 2024 Olympic and Paralympic Games  
Organising Committee**

**Category: LICENSEES** (*Gift, Novelties & Fan Products*)

**Date: 31<sup>st</sup> August 2020**



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# 1. PARIS 2024

The Paris 2024 Olympic and Paralympic Games Organising Committee is a French association with headquarters at 96 boulevard Haussmann, 75008 Paris, France.

## 1.1 BACKGROUND

The Paris 2024 Olympic and Paralympic Games Organising Committee (hereinafter “Paris 2024”) is notably responsible for:

- Planning, organising, funding and delivering the Paris 2024 Olympic and Paralympic Games (hereinafter the “Games”) and the associated events;
- Promoting the Games in France and internationally;
- Taking part in activities to ensure the Games are sustainable;
- Contributing to and maximising the positive impact and legacy of the Games, particularly with regards to sport.

The Games will bring together 15,000 athletes, 13 million spectators and several thousand journalists and officials. They will be the world’s largest event, feature 28 Olympic and 22 Paralympic disciplines, and be followed by billions of TV viewers. The Games, in other words, are an exceptional platform for experimentation, innovation and promotion, to showcase a brand’s aims, commercial development, innovation and corporate social responsibility.

Most of the events will take place in Paris, in or around iconic landmarks including the Eiffel Tower, Grand Palais and Esplanade des Invalides, and in neighbouring Seine Saint Denis, home to the two busiest venues (the Stade de France and new Aquatics Centre) and the Olympic and Paralympic Village.

The Games will also reach other cities near Paris and elsewhere in France, including Versailles (equestrian events), Marseille (sailing) and other cities across the country (football).

Paris 2024’s objective is to form partnerships that will create value and meaning for all parties, in line with the Paris 2024 vision, and principally based on the following three main pillars:

- Celebration: to contribute to the successful organisation of the Games and jointly develop crossover opportunities based on each party’s expertise;
- Engagement: to share the Olympic and Paralympic values with the greatest number of people and rally around the Paris 2024 project;



- Legacy: to make history and leave a positive impression on society. Partners and licensees will undertake, with Paris 2024, to actively participate in projects in line with the Paris 2024 legacy and sustainability strategy.

## 1.2 VISION

Sport is at the core of Paris 2024's vision. The emotions that sport arouses make it a fantastic catalyst for togetherness and cohesion. The values it conveys also make it a wonderful tool for education and integration.

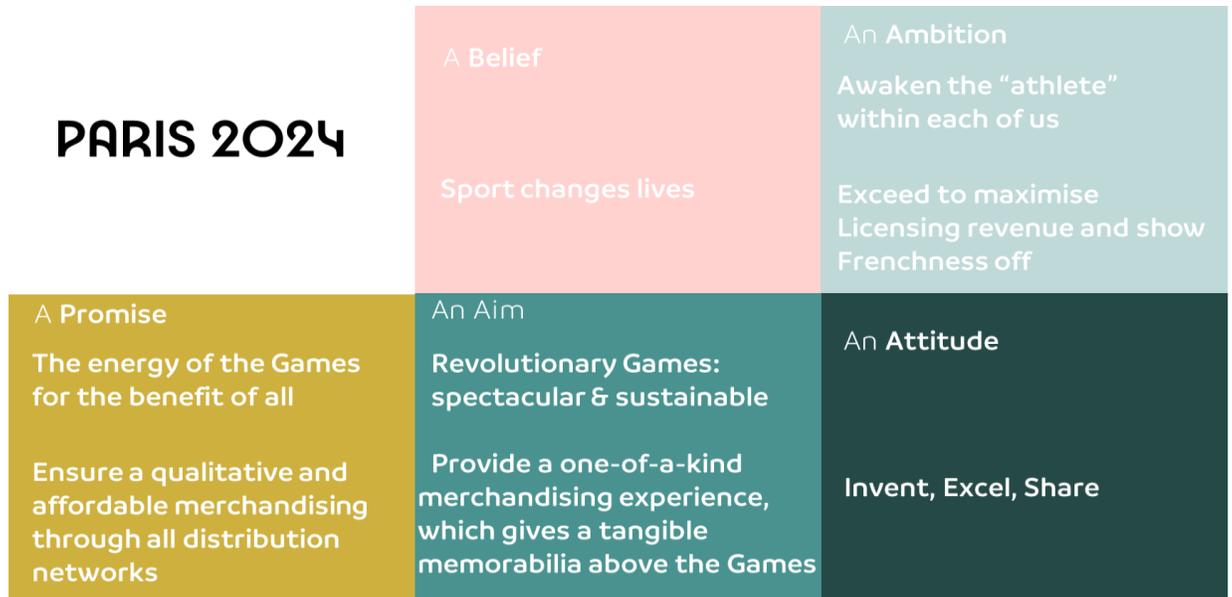
Paris 2024 is aware that the Games are a once-in-a-lifetime opportunity. It intends to harness the enthusiasm and energy surrounding them to reveal the power of sport and the values it stands for, rally as many people as possible around them, and encourage everyone to get more involved in sport.

We will deliver this vision with a new approach to organising the Games. They will be revolutionary, spectacular and sustainable. They will be spectacular Games people will remember, that take sport to unexpected places and celebrations all the way into city centres, that build new bridges with culture and education. And they will be sustainable, environmentally-friendly Games that inspire future generations.

We will draw on athletes' attitudes, and expect everyone working with us on this project to do the same, every step of the way. This means:

- Uncompromising standards, to channel the energy surrounding the Games into a useful project that achieves tangible results, while meeting exemplary ethical, financial, social and environmental standards;
- Creativity, i.e. avoiding ready-made templates and daring to do things differently;
- Sharing, so this project benefits as many people as possible, across generations and geographies; sharing so that this vision can live and shine on beyond 2024.

*The Paris 2024 Vision*



Paris 2024 wants the Games to provide a fabulous testing ground for new ideas. We see them as an opportunity to work side by side with partners and licensees, and to showcase our ability to tackle momentous societal issues together. This global event starts in 2019, and it is crucial to team up now with the people who will steer it to success.

**1.3 THE KEY PRINCIPLES UNDERLYING OUR COOPERATION**

To deliver this vision, Paris 2024 has placed innovation and creativity at the core of its project for the Games. New, bold ideas will be one of our priorities, and one of the hallmarks of the Games in Paris. Paris 2024 will therefore encourage partners and licensees to focus specifically on innovation and creativity in their work, the concepts they put forward, the organisational models they build, the goods and services they provide, and the manufacture and distribution of the licensed products.

Paris 2024 also draws its partners’ and licensees’ attention to the importance it places on corporate social responsibility. We expect each partner and licensee to commit to continuous improvement across its organisation, social responsibility (working conditions, health and safety), environmental responsibility (procurement, traceability, carbon footprint, waste management) and anti-corruption measures.

Lastly, Paris 2024 intends to deliver sustainable Games that benefit everyone, and serve people and their environment. Paris 2024 therefore expects the parties working alongside it to think ahead about the ways in which their goods and/or services will be used beyond the Games, factor this variable into the design of their goods and/or services, and discuss it in their proposal. This applies to every aspect of the provision of the goods and/or services (production chain, organisational model, etc.). The overarching goal is to propose an innovative and inclusive approach to sustainability. The parties involved in the preparation of the Games, in other words, will be required to contribute, to the extent of their ability, to efforts to achieve the objectives regarding legacy. These objectives apply to their own organisation and to their dealings with any suppliers or subcontractors.

## 2. CALL FOR EXPRESSION OF INTEREST IN OBTAINING A LICENCE

### *2.1 THE OBJECTIVES AND PILLARS OF PARIS 2024'S LICENSING STRATEGY*

The principal objective of this call for expression of interest in obtaining a licence is to canvass manufacturers products categories and other markets, with a view to selecting the licensees that will be authorised to use the properties of the Paris 2024 brand.

This call for expression of interest may lead to a licensing contract, which will require the licensee to pay fees. Such fees are necessary for the organisation of the Games. Paris 2024 intends to promote and market the rights held by the International Olympic Committee in France, with a view to deriving income that, alongside other sources of funding, will enable Paris 2024 to deliver the event.

To this end, Paris 2024:

- Intends to maximise revenue from licences;
- Has pledged to ensure that an affordable assortment of products is available to the largest possible number of people, across all product categories and all sales networks in France;
- Wants to treat consumers to an unprecedented, pioneering experience that creates lasting memories beyond the Games.

Paris 2024 wants to provide meaning and create value with its licensees, through co-construction methods. In its conversations with prospective licensees, Paris 2024 will therefore apply three approaches – Know-how, Experience and Legacy – to determine each prospective licensee's sphere of value.

- **Know-how:** each licensee will be expected to supply skills as much as products. Companies will be able to showcase their know-how in particular as regards manufacturing and distributing innovative products;



- **Experience:** Paris 2024 is aiming extremely high regarding commitment. The licensees will be the first to deliver an out-of-the-ordinary, innovative experience revolving around licences before, during and after the Games;
- **Legacy & Sustainability:** Paris 2024 is much more than a sporting event: it is a society-wide endeavour. The Games are an opportunity for licensees to show the social and environmental value they create, in line with Paris 2024's vision.

### **A closer look at Legacy & Sustainability in the licensing strategy**

Paris 2024 sees the Games as an all-round project, and plans to maximise that project's impact over the coming five years and leave behind a **Legacy** that will last for decades in various areas (practice of sport, civic engagement, education, social inclusion of people with disabilities, regional development, economic development, etc.).

As regards **Sustainability**, Paris 2024 is devising new ways of working and bringing about a new era in the organisation of the Games, based on stewardship, innovation and creativity. In organising the first ever carbon neutral Games, Paris 2024 is striving first and foremost to set an example and follow the objectives set out in the Paris Agreement. And, as the Games give us an opportunity to think bigger and see further, we want to contribute to stepping up the pace of the environmental transition in sport, French regions and major events.

We therefore expect licensees to continuously improve their organisation and continuously make progress in their efforts to fulfil their social responsibility (working conditions, health and safety at work, inclusion, etc.) and their environmental responsibility (low-carbon solutions, protection of biodiversity, circular economy, etc.). The design, manufacture and marketing of the products carrying the Games' trademarks, the French Olympic team's trademark and the French Paralympic team's trademark, and the associated packaging, must all match best practices in sustainable development.

*Please refer to Appendix 1 on Paris 2024's social and environmental ambitions for details on applicable Paris 2024 commitments.*

The licensing programme will run for four years (2021 to 2024) and provide opportunities to be associated with Paris 2024 and the French Olympic and Paralympic teams (depending on the level of commitment).

The rights granted to each licensee will relate to the use of the properties of the Paris 2024 brands in France.

The nature and scope of those rights will be based, on completion of the negotiations, on the licensee's financial contribution (guaranteed minimum and royalty fees), its qualifications, its categories and its distribution networks.



## 2.2 THE LICENSING CONTRACTS

Paris 2024 has high aims for licences.

Paris 2024's licensing programme will cover a wide range of categories that will be sold via a wide distribution network from 2021 to 2024.

Through this call for expression of interest, Paris 2024 is asking prospective licensees to come forward and discuss the various product categories, target markets, Paris 2024 brands and distribution networks/ logistics solution they are considering (see table in Appendix 2).

The perimeter of each licensing contract will depend on the product category or categories, subject to the categories for which the IOC will relax rights, and the distribution networks that the prospective licensee wishes to agree upon with Paris 2024.

Paris 2024 will grant no exclusive rights over any product categories and reserves the right to grant brand properties to its licensees.

The licensees will be required to use the tools supplied by Paris 2024, in particular as regards products endorsement, and the agreed visual components. The licensees will not be allowed to associate their own logo (except under specific arrangements) and will be required to strictly comply with the guide on the use of Paris 2024 brands and visual properties.

All Paris 2024 licensees acknowledge and agree that the IOC's worldwide licensees have been granted the highest level of rights regarding the global marketing and supply of products and services, including rights relating to Paris 2024, the Olympic and Paralympic Games, CNOSF (French National Olympic and Sports Committee), CPSF (French Paralympic and Sports Committee), the French Olympic team and the French Paralympic team, in some product categories.

The licensees will also be required to cooperate with Paris 2024 and act in good faith towards the IOC's worldwide licensees, so that Paris 2024 licensees and the IOC's worldwide licensees can fully and suitably activate their respective product categories in a spirit of partnership.

To avoid any risk of counterfeiting, the partner licensees will be required to place the official Games hologram, supplied by an exclusive IOC partner, on each of their products (packaging, labels, etc.). Licensees will be required to do so at their own expense.

As a reminder, Visa is one of the IOC's Worldwide TOP Partners and its logo is mandatory on all product price tags.

### 2.3 THE FUNCTIONAL SCOPE

This call for expression of interest covers the right granted to selected licensees in the **Gift & Novelties category (including mugs, magnets, key rings, figurines, scarves, bottle openers, collector spoons, decalls & wall stickers, snowballs, headbands, lanyards and fan products, ...)**. These rights enable said licensees to:

- Manufacture licensed products;
- Distribute licensed products through sales networks;
- Promote licensed products.

These rights are granted in exchange for a financial contribution to Paris 2024, as stated in section 2.5.

### 2.4 THE PROSPECTIVE LICENSEE'S DETAILED SALES AND MARKETING PLAN

With this call for expression of interest in licensing partnerships, as discussed above, Paris 2024 is asking candidates to send submissions stating:

- The category: Gift & Novelties (including mugs, magnets, key rings, figurines, scarves, bottle openers, collector spoons, decalls & wall stickers, snowballs, headbands, lanyards and fan products, ...)
- The brands of interest: Paris 2024 (2021), Allez Les Bleus (2021), Team France (October 2021), Mascot (2022)
- The target customers: Men, Women, Kids, Babies
- The retail channel under consideration
  
- The types of products;
- The number of product references;
- The expected price brackets;
  
- The CSR commitments relating to the production and distribution of the goods and services in question: manufacturing conditions, packaging, transport, stock management (before, during and after the Games), etc.;
  
- Marketing and creation tools:
  - The design of the products and use of the brand properties supplied;
  - The use of the visual tools associated with the brand properties on the products/packaging;
  - All the tools used to promote sales of the products;
  
- The financial conditions (guaranteed minimum + royalty fees + Common Marketing Fund) and sales volumes by network, by target market and by brand;
  
- The sales and marketing schedule;
- The competitive advantages.

## 2.5 ASSESSMENT CRITERIA

Several criteria, ranked as follows, will be used to determine which licensee or licensees are selected.

1. **Financial contribution (guaranteed minimum + royalty fees + CMF);**
2. **The quality of the proposal**, which will be appraised based, in particular, on the licensed product's manufacturing and distribution conditions and the detailed sales and marketing plan submitted by the applicant for a Paris 2024 licence as discussed in section 2.4;
3. **Alignment with Paris 2024's social and environmental ambitions:** circular economy, carbon neutrality and environmental protection, social innovation, inclusion of people with disabilities, and value creation in local areas (see Appendix 1);
4. **Contribution to promoting the project:**
  - The ability to handle a marketing plan and promote sales of products carrying the Paris 2024 brands from the Licensee.
  - The ability to innovate through the product offer.
5. **References:**

Significant high-quality customer references within the functional scope that the prospective licensee is applying to cover, ideally paired with rapid growth;

The extent of the prospective licensee's experience with licences from major market players.
6. **Capacity:** sufficient financial and human resources in France to manage the Paris 2024 licence.

These criteria may be specified in more detail, if and as required, during negotiations with short-listed candidates. The final proposals will be reviewed by the Paris 2024 partners and licensees committee, which will approve the selected proposals once it is satisfied that they contain the best economic and operational approach to developing a range of licensed products matching Paris 2024's aims and commitments.

### 3. PARTICIPATION CONDITIONS

#### 3.1 EXPRESSION OF INTEREST AND CONTACTS

- The person authorised to make all necessary decisions on the prospective licensee's behalf throughout the application process is required to **express his or her organisation's interest in a message** to [Licensing@paris2024.org](mailto:Licensing@paris2024.org).
- All queries must be sent to the same address before **September 25<sup>th</sup>, 2020**: [Licensing@paris2024.org](mailto:Licensing@paris2024.org).

#### 3.2 PROPOSALS

Prospective licensees are asked to send a message discussing all the topics listed in the section on assessment criteria (2.5 above).

#### 3.3 DEADLINE

Expressions of interest must be sent to [Licensing@paris2024.org](mailto:Licensing@paris2024.org) before **September 25<sup>th</sup>, 2020**. Paris 2024 will then engage in separate negotiations with each short-listed candidate with a view to reaching a final bid.

#### 3.4 WITHDRAWAL

This call for expression of interest does not commit Paris 2024 in any way. Paris 2024 reserves the right to:

- Terminate the licensee selection process at its discretion;
- Refuse one, several or all proposals before or after receiving them.

## APPENDIX 1

### PARIS 2024'S SOCIAL AND ENVIRONMENTAL AMBITIONS

#### FIVE KEY COMMITMENTS

Paris 2024 has chosen to focus its action on five key commitments. These commitments guide Paris 2024 licensees' efforts to spur sustainable innovation and create enduring value for French regions.



*The 5 ambitious commitments underpinning responsible procurement*

#### COMMITMENT 1 Circular economy

As the Games will last a limited period of time, Paris 2024 will opt for the solutions that make the best possible use of purchases after the event, in keeping with circular-economy principles and Paris 2024's aims regarding the Games' legacy. This circular-economy approach also involves limiting use of resources and production of waste as much as possible.

Paris 2024's requirements relating to circular economy encompass:

- Optimising the amounts of materials used and opting for renewable, recycled and/or reused materials;
- The products' useful life;



- **Reuse, recycling and other cradle-to-cradle solutions;**
- **Waste management and recycling;**
- **Avoiding unnecessary packaging and other superfluous materials.**

## COMMITMENT 2

### Carbon neutrality and environmental protection

Paris 2024 is committed to organising carbon neutral Games that respect the environment (biodiversity, water and air).

Paris 2024's requirements relating to carbon neutrality and environmental protection encompass:

- Reducing **greenhouse gas emissions;**
- **Energy sources and consumption;**
- **Conservation, use and access to water;**
- **Protection of biodiversity and natural habitats;**
- **Animal welfare;**
- Preventing all kinds of **pollution;**
- The use of **synthetic materials** involving chemical production process (e.g. plastics);
- Raw-material **traceability.**

All licensees are likewise expected to:

- Whenever possible use materials from renewable sources, manufactured in an environmentally-friendly manner, or synthetic materials including recycled content. Examples of the preferred materials follow:
  1. Fabric made from natural fibres, manufactured in an environmentally-friendly manner (e.g. organic cotton, flax, bamboo), or from recycled fibres (e.g. PET string bags);
  2. Plant-based or recycled plastic. Avoid PVC (its life cycle causes considerable environmental damage);
  3. Paper with high recycled content (ideally 100%) and no chlorine, from FSC-certified sustainably managed forests;
  4. Wood from FSC-certified sustainably managed forests;
  5. Recycled metal.
- Optimise packaging life cycles (if packaging is unavoidable, minimise its environmental footprint):
  - 1- Keep packaging size and/or weight to a minimum, avoid unnecessary layers of packaging;
  - 2- Preferably use renewable materials (e.g. paper, plant-based plastic) or recycled materials (e.g. recycled plastic);
  - 3- Make sure materials can be easily reused or recycled;
  - 4- Use safe materials: avoid any substances or materials, in the product or packaging, that might harm human health or the environment, in particular including the substances listed in Annexes XIV and XV of the EC Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH).
- Display relevant environmental information on the product or packaging (e.g. "made from recycled materials") to communicate on the product's story.



## COMMITMENT 3 Social innovation

Paris 2024 is committed to supporting innovative initiatives and organisations that are combating all forms of social exclusion and inventing more inclusive models.

Paris 2024's requirements relating to social innovation encompass:

- **Working conditions, social security contributions and labour relations;**
- **Workplace health and safety;**
- **Duty of care with regard to supply chains, respect for human rights, fundamental principles and rights at work, and community rights;**
- **Equal opportunities, diversity and inclusion of people in vulnerable circumstances;**
- **Consumer and user health and safety;**
- **Consumer and user data protection and privacy;**
- **Ethics and anti-corruption measures.**

## COMMITMENT 4 Inclusion of people with disabilities

Paris 2024 is committed to fostering professional and social inclusion of people with disabilities by offering accessible products and services, and by promoting initiatives that help society provide more comprehensive care.

Paris 2024's requirements relating to inclusion of workers, users and other people with disabilities encompass:

- **Universal accessibility;**
- **Professional opportunities** for people with disabilities.

## COMMITMENT 5 Value creation in local areas

Paris 2024 is committed to contributing to long-term economic, social and environmental value creation in local areas.

Paris 2024's requirements relating to value creation in local areas encompass:

- **Lasting economic development and permanent job opportunities, especially for the long-term unemployed;**
- **Developing innovation, technologies, skills and know-how locally;**
- **Supporting communities and social investment.**

## THE RESPONSIBILITY-BASED SCORING SYSTEM

- **Three performance levels**

Paris 2024 has defined three tiers to rank prospective suppliers' ambitions in relation to each of its commitments: Bronze (baseline), Silver (good) and Gold (outstanding).

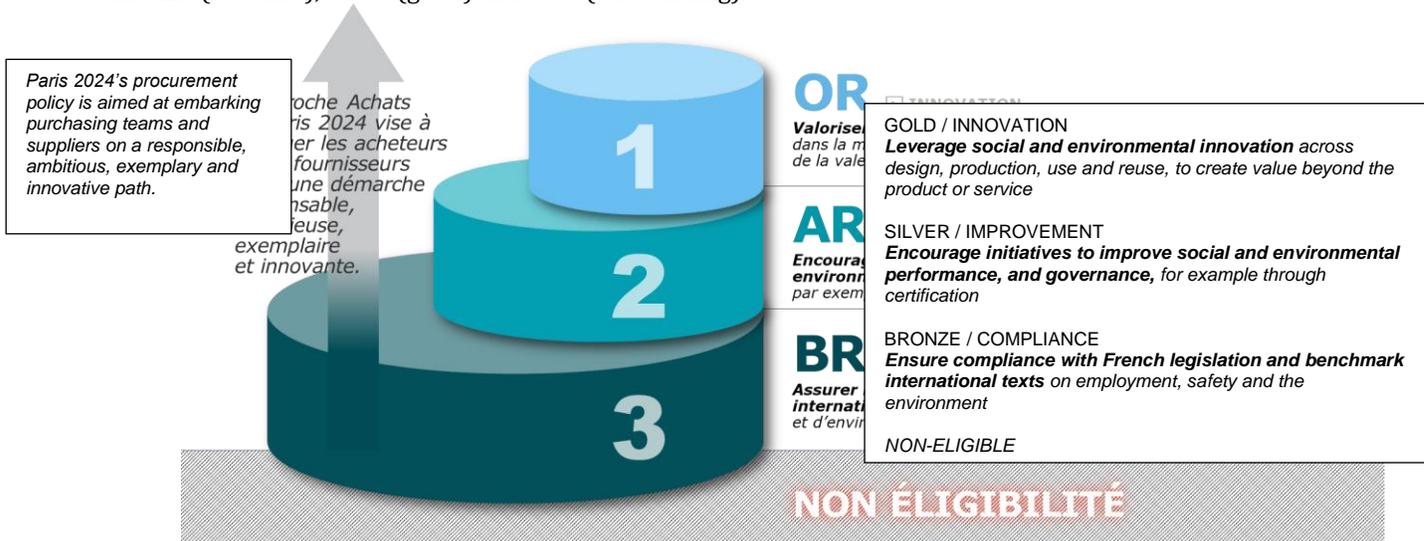


Figure 1. Three tiers to rank prospective suppliers based on sustainability

BRONZE level criteria are **mandatory**. They are the **baseline that all Paris 2024 suppliers and other partners must meet in all procurement categories**.

**Any applicant that does not meet these criteria will be automatically excluded from the selection process.**

As well as the five key commitments, all suppliers and service providers must at least comply with:

- **Applicable legislation and regulation pertaining to human rights, working conditions, labour relations, health and safety, environmental responsibility and corruption**, as well as the **benchmark international texts** such as the Universal Declaration of Human Rights, the UN Human Rights Council's Guiding Principles on Business and Human Rights, the ILO's Declaration on Fundamental Principles and Rights at Work and its fundamental Conventions, the UN Global Compact, the OECD Guidelines for Multinational Enterprises, and the Paris Agreement. The section on regulatory requirements lists and discusses the specific requirements relating to the various procurement categories.
- Paris 2024's **carbon neutrality aim**, meaning that applicants must **supply the information required to establish and measure their product's or service's environmental impact**.

**SILVER** and **GOLD** levels are **goals** and will be used to short-list the suppliers that meet all mandatory criteria.

These criteria relate to **examples of best practice and virtuous processes that suppliers and partners might use** to fulfil each of the five key commitments. The examples in the related sections are provided as guidelines, and suppliers and partners are welcome to submit other mechanisms to show the performance standards they are aiming for.

- **SILVER** criteria relate to **measures to improve the organisation's social and environmental performance, and governance**, and concrete measures aimed at **reducing its products' and services' negative social and environmental externalities**, beyond the baseline requirements.



- **GOLD criteria** relate to **innovative practices and value-creating solutions designed specifically to address one or more social and environmental issues**. These practices and solutions tend to be used by organisations that factor sustainability into their business strategy, and shape their business model and production process around this principle.

In practice, applicants are required to send Paris 2024 clear, accurate and reliable information about the measures they are taking to address requirements in each tier. This call for expression of interest is aimed at enabling them to showcase their commitments. Applicants are therefore encouraged to describe and supply evidence of their best practices, certifications and accreditations, and initiatives and partnerships they are involved in to improve their social and environmental performance throughout their products' and services' life cycles. We are equally interested in the measures they are taking to ensure their products and services will be useful beyond the Games, and the approaches they suggest to create economic, social and environmental value.

Any examples of initiatives and best practices we provide in this call for expression of interest are intended to help all applicants understand Paris 2024's ambitions and expectations, including small organisations that may be less familiar with tendering processes.

Paris 2024 reserves the right to request further information about any reply it receives, and to audit any licensee to ensure it is honouring its commitments.

