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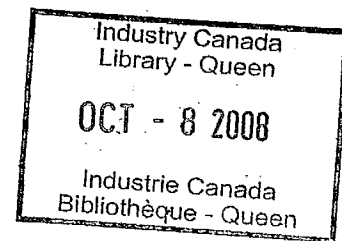
2010 Business Opportunities

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A Playmaker's guide to purchasing opportunities

- Quick start your business planning
- Create gold-medal Bids
- Score with the Vancouver 2010 Olympic and Paralympic Winter Games

2010 BUSINESS OPPORTUNITIES ACKNOWLEDGEMENTS



- **The 2010 Business Opportunities Workshops and Handbook are brought to you through a partnership of the following agencies:**

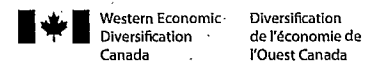
Industry Canada

Industry Canada's mandate is to help make Canadians more productive and competitive in the knowledge-based economy, thus improving quality of life in Canada. The Department's contribution to the 2010 Business Opportunities project underscores its three strategic objectives: an innovative economy; competitive industry and sustainable communities; and a fair, efficient and competitive marketplace. Industry Canada's contribution also supports the development of skills, ideas and opportunities across the country.



Western Economic Diversification Canada

Western Economic Diversification Canada was established in 1987 to strengthen Western Canada's economy and to advance the interests of the West in national economic policy. Since then, the Department has invested more than \$2.7 billion in Western Canada to achieve these goals, through programs and services that support innovation, entrepreneurship and sustainable communities.



Western Economic Diversification Canada also supports the Western Canada Business Service Network which offers over 100 points of service across the West. The Department is a proud sponsor of the 2010 Business Opportunities Workshop series.

To learn more about the programs and opportunities offered through Western Economic Diversification Canada and the Western Canada Business Service Network visit www.wd.gc.ca.

BC Olympic and Paralympic Winter Games Secretariat

The BC Olympic Games Secretariat has a key role in ensuring that sustainable economic, cultural, sport and social opportunities associated with hosting an Olympic event are identified early and realized before, during and after the Vancouver 2010 Winter Games, and that they evolve into enduring legacies for communities and businesses around the Province. The 2010 Commerce Centre is part of the BC Olympic Games Secretariat.



2010 Commerce Centre

The 2010 Commerce Centre was established to connect businesses from every sector and region in British Columbia to the opportunities of the Vancouver 2010 Winter Games. www.2010CommerceCentre.gov.bc.ca

2010 COMMERCE CENTRE

is the place for the business community with news, information, resources and purchasing opportunities related to the Games. The 2010 Commerce Centre has taken the lead in identifying Vancouver 2010 Winter Games business opportunities. This handbook is based on the original 2010 Procurement Workbook created by the 2010 Commerce Centre, in collaboration with Western Economic Diversification Canada and Industry Canada. The Government of Canada would like to acknowledge the support and contributions of the 2010 Commerce Centre in developing the 2010 Business Opportunities handbook.

Canada Business

Canada Business is a government information service for businesses and start-up entrepreneurs in Canada. Its mandate is to serve as the primary source of up-to-date and accurate business-related information and to provide referrals on government programs, services and regulations — without charge — in all regions of Canada. The Canada Business Services Centres across Canada are members of the Canada Business Network.



ABOUT THIS HANDBOOK

Purpose

This handbook is intended to help you understand the range of business opportunities associated with the Vancouver 2010 Olympic and Paralympic Winter Games as well as other international sports or cultural events. It will provide you with suggestions and advice on how your business can be successful within the competitive bidding process for business opportunities related to the Vancouver 2010 Winter Games. It will also assist your efforts to be a supplier of goods and services to public agencies.

The handbook is designed to be a stand-alone resource and a companion piece for participants in the 2010 Business Opportunities Workshops. It provides business advice, information and reference material to help businesses understand:

- ▶ the types of business opportunities that are related to the Vancouver 2010 Winter Games
- ▶ how to find 2010 business opportunities
- ▶ the purchasing process for goods and services
- ▶ the considerations businesses should be aware of when bidding
- ▶ how to interpret and respond to Requests for Proposals
- ▶ how to bid successfully and how to make the most of unsuccessful bids
- ▶ where to get additional information related to 2010 business opportunities

The intent of the workshop and handbook is to catalyze the small business sector to take advantage of business opportunities related to the Vancouver 2010 Winter Games by enhancing their capacity to identify and effectively select, interpret and respond to Games, government and other related business opportunities.

Format and Use

The handbook is comprised of 12 core modules that correspond with the material covered in the 2010 Business Opportunities Workshop. Each module begins with a title page that identifies the module's key content. Specific information is then provided to support the purpose of the module and additional resources are identified so you can conduct your own additional research.

Key additional information resources are provided in the Appendices. These have been specially selected for businesses interested in opportunities related to the Vancouver 2010 Winter Games, related sporting events and major sport infrastructure projects. However, the list is far from exhaustive – there are literally hundreds of other sources of information related to selling to government or to the Olympic and Paralympic Games. Use the Internet or visit your local business support agencies to access more information.

Keep this guide on your desk and revisit the case studies of Canadian businesses that have had success bidding on Olympic business opportunities in Module 9 as a reminder that "You can do it!" Good luck!



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2010 BUSINESS OPPORTUNITIES

Module 1

Understanding Vancouver 2010 Winter Games Opportunities

- What are the Types of Business Opportunities Related to 2010?
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2010 BUSINESS OPPORTUNITIES

MODULE #1

► Understanding Vancouver 2010 Winter Games Opportunities

Purpose:

The purpose of this module is to help you understand the scope of spending associated with the Vancouver 2010 Olympic and Paralympic Winter Games, related business opportunities and introduce the organizations that will be seeking suppliers and subcontractors leading up to 2010.

How big is the pie?

A variety of independent studies on the economic impact of the Vancouver 2010 Winter Games estimate that the value of direct spending will be in excess of \$4 billion and that major infrastructure projects will create another \$3 billion in related opportunities - and there's no reason why businesses all across Canada can't get a piece of the pie.

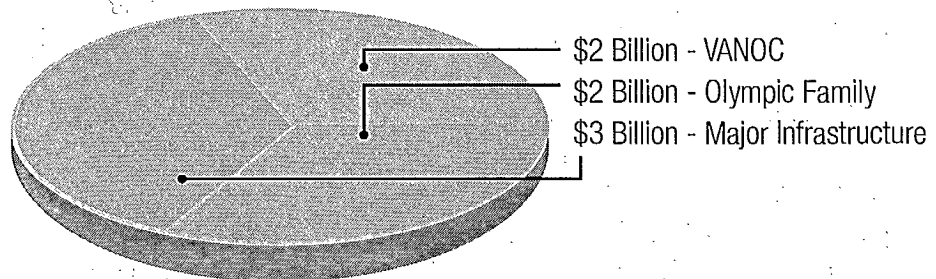
And it's not just about business opportunities specifically related to the Vancouver 2010 Winter Games – local, provincial and the federal governments are huge consumers of goods and services. By learning about the opportunities related to the Vancouver 2010 Winter Games, and how you can be successful within the competitive bidding process, you'll also learn how you can be successful selling to all levels of government and other major organizations.

How does Vancouver 2010 Winter Games spending break down?

The Vancouver 2010 Winter Games will be held throughout February and March of 2010. Conservative spending estimates suggest the breakdown in spending related to 2010 will be approximately as follows:

- \$2 billion by the **Vancouver 2010 Organizing Committee (VANOC)** on the 2010 Winter Games
- \$2 billion by the broader **Olympic Family** on the Vancouver 2010 Winter Games
- \$3 billion on **Major Infrastructure Projects**

In addition, millions more will be spent to organize and host other major sporting events and major projects.



▶ **What are the Types of Business Opportunities Related to 2010?**

The types of business opportunities related to the Vancouver 2010 Winter Games are numerous and range considerably. A business might be a supplier to the VANOC for the Vancouver 2010 Winter Games and provide office supplies or rental vehicles. A business could also be a subcontractor providing signage or finishing materials on a sports facility. A business might also be a supplier of specialty food items to a visiting Olympic delegation from a participating country or the International Olympic Committee (IOC).

These opportunities can be categorized into the following four main types:

- 1) **Direct Opportunities** – be a supplier or licensee to VANOC, a supplier on a competition venue construction project or on some other aspect of Vancouver 2010 Winter Games operations.
- 2) **Olympic Family Opportunities** – be a supplier to a member of the Olympic Family, such as sponsors, National Olympic Committees, the Canadian Olympic and Paralympic Winter Games Secretariat, 2010 Legacies Now, or one of the official media organizations.
- 3) **Major Infrastructure Projects** – be a supplier or subcontractor on a major infrastructure project such as the Sea-to-Sky Highway, Vancouver Convention Centre expansion project or the Kicking Horse Canyon project.
- 4) **Major Events** – be a supplier or subcontractor providing goods and services for one of the many related major sporting events such as the 2008 North American Indigenous Games or the 2009 World Police and Fire Games.

▶ **Licensing and Subcontracting**

Licensing and **Subcontracting** are two special kinds of direct opportunities that offer huge potential for Canadian businesses. VANOC's licensing program entitles companies to produce and sell products with the official Vancouver 2010 Winter Games logo and trademark. The Hudson's Bay Company (HBC) was announced as the first licensee in early 2005. All kinds of products will ultimately be part of the licensing program, including hats, t-shirts, toys, notebooks, etc. Check out the VANOC website (☉ www.vancouver2010.com) for more information on licensing opportunities.

Subcontracting is another way for Canadian companies to win business relating to the Vancouver 2010 Winter Games. Subcontracting means providing goods and services to other organizations that have major contracts with either VANOC, members of the Olympic Family, related major construction projects or that are associated with related major events. Ultimately, it could be just as beneficial to be a subcontractor on an Olympic contract as it is to be a direct supplier.

Now let's consider these various opportunities by getting a better understanding of who's spending the money and what their specific roles are.

2010 BUSINESS OPPORTUNITIES**MODULE #1 (continued)****► Who's Playing the Game and Spending the Money?**

Hosting the Vancouver 2010 Winter Games takes the collective efforts of a number of different organizations – each of them will require all kinds of goods and services at some point over the next five years. The key point to remember is that the market for goods and services is not limited to just VANOC and the Vancouver 2010 Winter Games.

The following is an overview of some of the key organizations involved in planning, organizing and hosting the Vancouver 2010 Winter Games:

VANOC - The Games Organizing Committee has been incorporated under the Canada Corporations Act as the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). The Committee's mandate is to support and promote the development of sport in Canada by planning, organizing, financing and staging the 21st Olympic Winter Games and 10th Paralympic Games in 2010. **VANOC's** responsibility is to deliver the Games on time and on budget, and to ensure the construction of any competition venues that do not already exist (e.g. Whistler Nordic Centre, Richmond Skating Oval).

➡ VANOC website: www.vancouver2010.com

Olympic Family – The Olympic Family is a broad category of official organizations that includes sponsors, media/broadcasters, the **International Olympic Committee (IOC)**, **National Olympic** and **Paralympic Committees** as well as government agencies or special not-for-profit organizations that are responsible for overseeing government and cultural aspects related to the Vancouver 2010 Winter Games.

International Olympic Committee - The IOC is an international non-profit organization and the creator of the Olympic Movement. The IOC exists to serve as an umbrella organization of the Olympic Movement. It owns all rights to the Olympic symbols, flag, motto, anthem and Olympic Games. Its primary responsibility is to supervise the organization of the summer and winter Olympic Games.

➡ IOC website: www.olympic.org

International Paralympic Committee - The International Paralympic Committee (IPC) is the international governing body of sports for disabled athletes. The IPC develops sporting opportunities around the world for athletes of all levels, from grassroots to elite level.

➡ IPC website: www.paralympic.org

▶ **Who's Playing the Game and Spending the Money?** (continued)

National Olympic Committees – National Olympic Committees (NOCs) promote the fundamental principles of the Olympics at a national level. There are currently 202 NOCs over five continents. About 80 of those participate in the Winter Olympics.

Canadian Olympic Committee - The Canadian Olympic Committee (COC) is a not-for-profit organization and the largest private sector funder of high performance sport in Canada. First recognized by the International Olympic Committee in 1907, the COC has evolved into a multi-faceted sport organization providing financial support, services and leadership to the Canadian amateur high performance sport community.

➔ COC: www.olympic.ca

Canadian Paralympic Committee - The mission of the Canadian Paralympic Committee (CPC) is to develop and grow the Paralympic Movement in Canada.

➔ CPC: www.paralympic.ca

➔ Other NOC: www.olympic.org/uk/organisation/noc/index_uk.asp

Four Host First Nations - The Vancouver 2010 Winter Games will be held on the traditional and shared traditional territories of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations. Without their participation - and their support for the original bid to bring the Games to Vancouver and Whistler - hosting the Vancouver 2010 Winter Games here would not be possible.

The Four Host First Nations are active partners in the planning and hosting of the Vancouver 2010 Winter Games, and in ensuring that their traditions and practices are acknowledged and respected.

Sponsors - There are three main categories of sponsorship. **TOP Sponsors** that negotiate rights directly with the IOC. **National Sponsors** and **Official Sponsors** are Canadian companies that negotiate sponsorship rights directly with VANOC. TOP Sponsors are major brand-name companies with international operations. A few of the organizations with rights extending through Vancouver 2010 Winter Games include **VISA, Omega, McDonald's** and **General Electric**. So far only a few National Sponsors have been assigned rights for the Vancouver 2010 Winter Games; more will be announced in the coming months. Those that have already signed onto the Vancouver 2010 Winter Games include **Bell Canada, Royal Bank of Canada (RBC), Hudson's Bay Company (HBC), Petro-Canada, General Motors (GM)** and **RONA**. Official Sponsors will start to be signed up later in 2006. Ultimately, there will probably be between 50 and 60 sponsors for the Vancouver 2010 Winter Games, all of them requiring various products and services to 'leverage' their Olympic marketing opportunity.


➔ International TOP Sponsors:

www.olympic.org/uk/organisation/facts/programme/sponsors_uk.asp

➔ Canadian National Sponsors:

<http://www.vancouver2010.com/en/OrganizingCommittee/SponsorsPartners/NationalPartners>


 2010 BUSINESS OPPORTUNITIES


 MODULE #1 (continued)

▶ **Who's Playing the Game and Spending the Money?** (continued)

Broadcasters – There will be approximately 80 official **Host Broadcasters** providing coverage of the Vancouver 2010 Winter Games to an audience of billions around the world. Each country planning to broadcast the Games has one official Host Broadcaster. The media and broadcasters play a major role in staging the Games and each broadcaster will have teams of people (some as large as 200-300 people) in and around British Columbia as they cover the Games. In Canada, the consortium of **Bell Globemedia/Rogers Media** has won the rights to be the Host Broadcaster. **NBC** is the Host Broadcaster in the United States.

- ➔ Canadian Host Broadcaster: www.bellglobemedia.com / ➔ www.rogers.com
- ➔ United States Host Broadcaster: www.nbc.com

Host Municipalities – The Host Municipalities of **Vancouver** and **Whistler** have responsibility for venue construction and other major infrastructure projects. In many cases, these municipalities will be buying goods and services to support their involvement in the Games. So remember - there's more to Vancouver 2010 Winter Games opportunities than just getting a contract with VANOC.

- ➔ City of Vancouver: www.city.vancouver.bc.ca/olympics
- ➔ Resort Municipality of Whistler: www.whistler.ca

Venue Municipalities – The Venue Municipalities of **Richmond** and **West Vancouver** also have responsibility for venue construction and other Games-related infrastructure. These municipalities will also be buying goods and services to support their involvement in the Games.

- ➔ City of Richmond: www.richmond.ca/discover/events/oval
- ➔ District of West Vancouver: www.westvancouver.net

Federal and Provincial Government Agencies – All levels of government are funding partners in the Vancouver 2010 Winter Games. However, there are some key government groups that are important to be aware of and they include:

Vancouver 2010 Olympic and Paralympic Winter Games Federal Secretariat – The Federal Secretariat works closely with VANOC and with major Games stakeholders, to provide leadership and advice to support intergovernmental engagement in Vancouver 2010 Winter Games and related initiatives. The Federal Secretariat is a division of the Department of Canadian Heritage.

- ➔ Federal Secretariat: www.canadianheritage.gc.ca/special/2010/index_e.cfm

▶ **Who's Playing the Game and Spending the Money?** (continued)

BC Olympic and Paralympic Winter Games Secretariat - The BC Secretariat is the provincial agency responsible for overseeing British Columbia's Olympic financial commitments and ensuring British Columbia's Olympic vision is achieved. The BC Secretariat also has a key role in ensuring the sustainable economic, cultural, sport and social opportunities associated with hosting an Olympic event are identified early and realized before, during and after the Vancouver 2010 Winter Games, and evolve into enduring legacies for communities and businesses around the province. The 2010 Commerce Centre was established by the BC Secretariat.

➔ BC Secretariat: www.sbed.gov.bc.ca/2010secretariat

Other Special Organizations – There are a few other special organizations that have been created to support the broader opportunities (volunteerism, arts, culture) related to the Vancouver 2010 Winter Games. They include **2010 Legacies Now**, a provincial organization, and a network of over 90 **Spirit of BC Community Committees** representing communities all around British Columbia.

2010 Legacies Now - 2010 Legacies Now works in partnership with community-based organizations to develop and support participants and athletes from Playground to Podium, and to develop vibrant volunteer sectors, healthy and active communities and diverse arts and cultural activities. 2010 Legacies Now is a not-for-profit organization with a head office in Vancouver.

➔ 2010 Legacies Now: www.2010legaciesnow.com

Spirit of BC Community Committees - 2010 Legacies Now works with over 90 Spirit of BC Community Committees around the province to leverage Olympic and non-Olympic community opportunities in the areas of sport and recreation, arts and culture, human resources, literacy and volunteerism. The 2010 Commerce Centre works with Spirit of BC Community Committees to engage the local business community in the opportunities of the Games.

➔ Spirit of Canadian Community Committees website: www.spiritofbc.com

2010 BUSINESS OPPORTUNITIES

MODULE #1 (continued)

▶ Major Infrastructure Projects

Major infrastructure projects represent a huge portion of the spending that is associated or related in some way with the Vancouver 2010 Winter Games. Each of these projects represents potential opportunities for your business.

Remember - you don't necessarily have to be a major construction firm to get a piece of the business. If you're not directly involved in the construction business, consider the potential subcontracting opportunities to a major contractor – or maybe your firm can provide lighting, signage, carpeting, seats or similar products that are all required before a major venue or project is finished. The following table provides some examples of the major infrastructure projects that are currently underway.

Examples of Infrastructure Projects

Project	Cost	Timeline
Vancouver Trade & Convention Centre	\$535M	2004 - 2008
Kicking Horse Canyon	\$130M	2005 - 2009
RAV Line	\$1.7B	2005 – 2009
Sea-to-Sky Highway	\$600M	2004 – 2009
Vancouver International Airport Expansion	\$1.4B	2005 - 2013

▶ Olympic Venue Construction

A number of competition and non-competition venues will be constructed for the Vancouver 2010 Winter Games - creating significant business opportunities for businesses and subcontractors in the construction services sector. Remember, larger firms will increasingly focus their attention on 'mega' projects, resulting in new opportunities for small to medium-sized companies in traditional markets.

▶ Olympic Test Events and Major Sport Championships

Leading up to 2010, a number of test events will be held to prepare venues, volunteers and officials for the Vancouver 2010 Winter Games. All of the Winter Olympic Sports will hold a major championship in Canada prior to 2010. These will be national and world championship-level events that draw large numbers of spectators and will have significant business opportunities. All of these events will need a wide range of goods and services during the planning and staging phases. Test events will be scheduled as the Vancouver 2010 Winter Games get closer.

► **Related Sporting Events**

There's more going on than just the Vancouver 2010 Winter Games – and that means more opportunities for Canadian businesses. In addition to the Olympic test events program mentioned previously, groups all across Canada are actively bidding to bring major events to their community. Some of these confirmed to date include:

Year	Event	Location	Website
2006	Halifax Highland Games & Scottish Festival	Halifax	www.halifaxhighlandgames.com
2006	BC Seniors Games	Abbotsford	www.bcseniorgames.org
2007	Canada Winter Games	Whitehorse, Yukon	www.canadagames.ca
2007	World BMX Championships	Victoria	www.bmxcanada.ca
2008	North American Indigenous Games	Cowichan Valley	www.asra.ca
2009	Police & Fire Games	Vancouver area	www.2005wpfg.com/eng

Related Venue Construction

Part of the legacy of the Vancouver 2010 Winter Games is improved sporting facilities throughout BC and Canada. A number of projects are underway to improve the sports infrastructure at the community level across BC. In some cases these facilities will be used to host test events or other major sporting events leading up to 2010. These projects also represent potential opportunities for your business.

The following are some examples of sport-related venue construction taking place around BC:

Location	Facility
Fort St. John	Speed Skating Oval
Kamloops	Ice Rink Expansions
Prince George	Northern Sport Centre
Port Moody	Olympic Ice Rink
Penticton	Multiplex
Vernon	Sovereign Lakes Nordic Centre
Kimberly	Paralympic Sports Centre
Nanaimo	Olympic Ice Centre

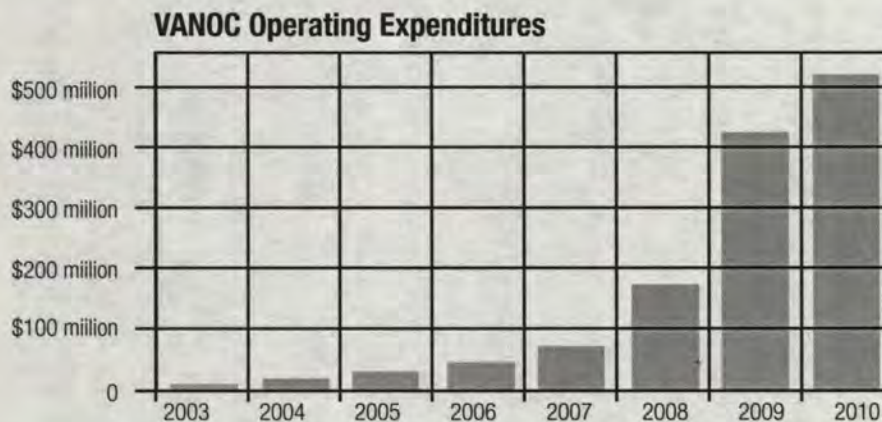
2010 BUSINESS OPPORTUNITIES

MODULE #1 (continued)

► Roadmap to 2010 - Timeline of VANOC Spending

VANOC has been in operation since 2003 and has been gradually increasing the size of its organization so it can deliver the Vancouver 2010 Winter Games. Most of VANOC's attention and spending in the next two to three years will be focused on constructing competition venues and general planning for the Games. As you can see from the chart below, significant spending on operating costs will start to pick up in 2008. That means many of the opportunities with VANOC now and in the short-term will be construction related. It's a good idea to regularly monitor bidding opportunities to see what VANOC's needs are (Module 11 will describe how easy it is to find VANOC and Games-related contracting and bidding opportunities).

The good news is that this schedule of spending provides some lead time for businesses that don't have a construction focus to ready themselves to be suppliers to the Games.



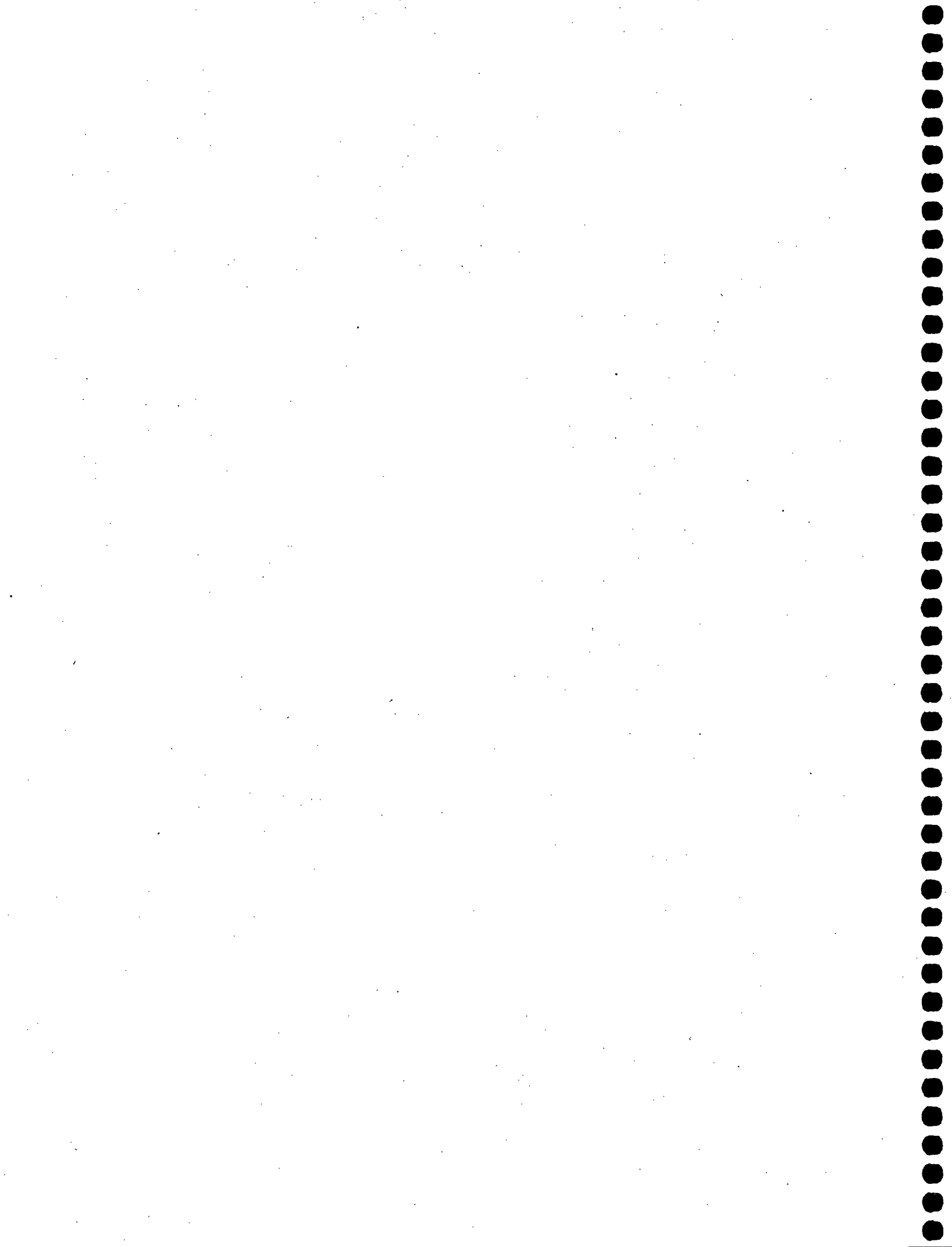
However, as described above, VANOC is only one of several players in the game. Sponsors, media, test events and other levels of government are all beginning to increase their Olympic operations in anticipation of the Vancouver 2010 Winter Games. All of these groups are starting to increase their spending. The key message is to get ready now to consider how you might take advantage of upcoming opportunities.

A Final Word: Subcontracting is a Golden Opportunity for Canadian Businesses

Major international companies are seeking business opportunities associated with the Vancouver 2010 Winter Games and Canadian businesses will have to compete for business – and many of them will be successful. However, large international companies that have significant Olympic and Paralympic Games experience are also likely to get major contracts.


What this means is that subcontracting just might be the hidden jewel within the broader Olympic opportunity. Every major contractor will almost certainly need to rely on local Canadian companies to help them deliver on their contracting commitments. This means that businesses should be looking to see where there will be significant subcontracting opportunities for a major supplier.

In fact – for many Canadian businesses – subcontracting could offer greater, and potentially more accessible, business opportunities. Module 10 and Module 11 offer more information on how to find subcontracting opportunities.





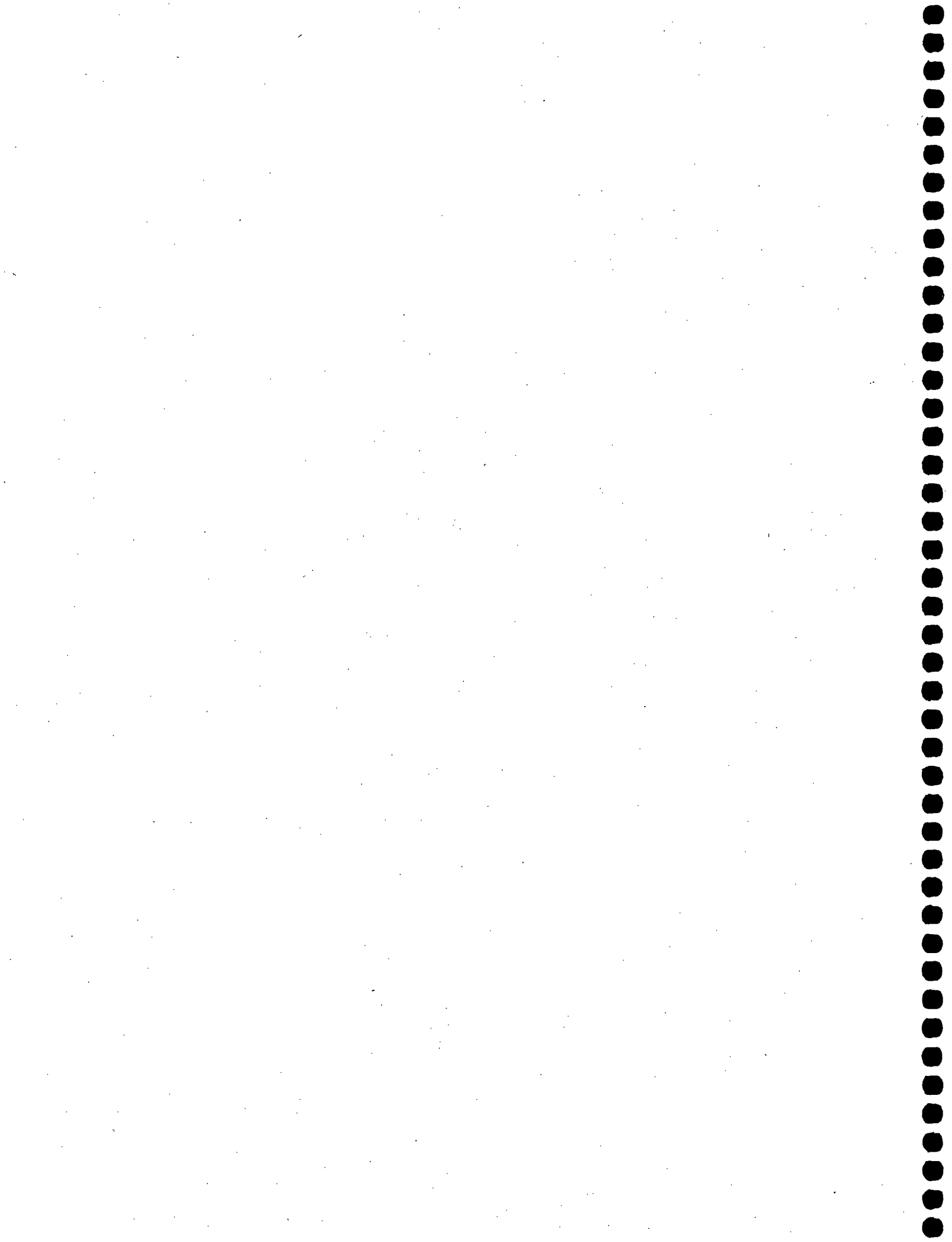
2010 BUSINESS OPPORTUNITIES



Module 2

Purchasing Objectives and Processes

- **VANOC Core Purchasing Objectives**
- **VANOC Sustainability Commitments**
- **VANOC Accessibility Commitments**
- **VANOC Purchasing Process**



► Purchasing Objectives and Processes

Purpose:

The purpose of this module is to help businesses understand the basic purchasing objectives and process for the public sector generally, and VANOC specifically.

Public Sector Purchasing Objectives

Public sector agencies have various objectives when they are seeking bids for products and services, and it's not always about getting the lowest price. Most governments have a variety of objectives that seek to achieve the best overall value by looking at factors such as price, delivery capabilities, after-service care, warranties, ability to supply to one or more geographic locations, etc. They also must ensure that the process by which they purchase goods and services is open, fair, transparent and meets any legal requirements around unrestricted trade between provinces or internationally (if applicable).

While there will be many sources of government and private business opportunities, you need to review the specific policies of each organization as they may differ. Everyone has something different that is particularly important to them – you need to check it out for each buyer. The process outlined below for VANOC is a good example.

► VANOC Core Purchasing Objectives

VANOC has two sets of purchasing objectives: core objectives and complementary objectives. This makes the organization unique and it's important to understand these two sets of objectives – particularly VANOC's complementary objectives. Like government, VANOC has the following set of standard **core purchasing objectives**:

- 1) **Product effectiveness, efficiency and affordability** – Goods and services must meet the specified performance standards for their particular function and be delivered on time and within budget.
- 2) **Transparency and accountability** – The purchasing process needs to be transparent, fair and respectful of vendors through open bidding and equitable opportunities. The integrity of the process should be supported by clear accountabilities and authorities that are regularly monitored.

▶ **VANOC Core Purchasing Objectives** (continued)

- 3) **Legal compliance** - Meeting all applicable regulatory and trade requirements is mandatory, as is adhering with the Host City Agreement, agreements in respect to utilizing the COC licensees, and other applicable IOC or Member Partner requirements.
- 4) **Socially responsible sourcing** – VANOC believes that products and services delivered through the supply chain should be manufactured and distributed ethically and with regard for international standards on human and labour rights.
- 5) **'Value in Kind' (VIK)** - The high profile of the Vancouver 2010 Winter Games allows for opportunities to seek required goods and services from the business sector in exchange for marketing and licensee rights. Wherever possible, the Vancouver 2010 Winter Games will seek to acquire goods and services without the expenditure of cash, through the utilization of corporate sponsorships. This means that most or all purchase requisitions will be evaluated for potential VIK acquisition.

When responding to public sector bids it's critical to think about how your product or service solution will help VANOC to achieve these objectives – especially in terms of issues like 'on-time delivery' and risk minimization.

▶ **VANOC Sustainability Commitments**

Sustainability is a critical element of the Vancouver 2010 Winter Games and purchasing is a key mechanism by which VANOC will meet its **sustainability** commitments. The following is a summary of the sustainability purchasing objectives for VANOC. These highlight how VANOC intends to use purchasing of goods and services to ensure that the Vancouver 2010 Winter Games are as 'sustainable' as possible. Almost every VANOC bid has a requirement for vendors to provide information about sustainability – in terms of the supplier's operations and how the supplier's product or service can help VANOC achieve its sustainability objectives. It is highly recommended that you become familiar with VANOC's interest in sustainability and use this to your advantage as you prepare your bid (this will be discussed again in Module 6 – Preparing Successful Bids).

1. Environmental Performance

- Showcasing 'green' products
- Eco-efficient operations

2. Social Inclusion

- Employing vulnerable members of the inner-city community
- Locating and engaging in the inner-city
- Benefit agreements
- Participating in inner-city economic development programs
(e.g. Social Purchasing Portal discussed in Module 9's Mills Basic Case Study).

3. Aboriginal Involvement

- Aboriginal business opportunities
- Aboriginal employment

2010 BUSINESS OPPORTUNITIES**MODULE #2 (continued)****▶ VANOC Sustainability Commitments (continued)**

Sustainability is an area of potential competitive advantage for you. Think about how your business can contribute to VANOC goals. Also, Aboriginal involvement is a very important element of the Vancouver 2010 Winter Games and the overall sustainability program for VANOC. If you are an Aboriginal business or your business contributes to Aboriginal development, then this can be an advantage – don't forget to mention it!

▶ VANOC Accessibility Commitments

Accessibility is another critical element of the 2010 Games and purchasing is a key mechanism by which VANOC will meet its accessibility commitments. The following is a summary of the accessibility procurement objectives for VANOC. These highlight how VANOC intends to use purchasing of goods and services to ensure that the 2010 Games are as 'accessible' as possible. Use this to your advantage as you prepare your bid (this will be discussed again in Module 6 - Preparing Successful Bids).

- 1) **Physical Accessibility** - Athletes, staff, volunteer and spectators with mobility and sensory limitations must be able to access all venues and use all technologies such as kiosks and point of sale terminals.
- 2) **Information Accessibility** - All information products must be available in the multiple formats used by print-disabled athletes, staff, volunteers and visitors.

Accessibility is an area of potential competitive advantage for you. Think about how your business can contribute to VANOC goals.

▶ VANOC Purchasing Process

The following is an overview of all the steps in the VANOC purchasing process. This will provide you with a complete picture of overall bid solicitation, evaluation, negotiation and contract management. If you want to do business with VANOC then you need to be familiar with this process.

- 1) **Work plans** – Development and approval of a work plan activates a project or program thereby creating the need for goods and services.
- 2) **Resources requirements** – Work plans will identify milestones and deliverables which in turn indicate goods and services required for project or program implementation.
- 3) **Criteria** – Defined product and service criteria are developed that specifically define VANOC requirements, performance expectations and set out expectations around supplier relationships. These criteria include both core objectives and those complementary objectives that are appropriate to the particular opportunity.
- 4) **Purchase Requisitions** – Business Units complete purchase requisitions to provide guidance to the centralized purchasing team to execute orders for goods and services.

▶ **VANOC Purchasing Process** (continued)

- 5) **'Value in Kind'** – Prior to initiating the formal purchasing process most opportunities need to be assessed to determine if the good or service required could be provided as part of a sponsorship or 'value in kind' (VIK) opportunity (See special note below on VIK).
- 6) **Pricing and proposals** – Purchasing uses information contained in purchase requisitions to solicit bids and prices from vendors and suppliers.
- 7) **Evaluation process** – Purchasing, in partnership with Business Units, evaluates prices and bids against specified criteria using an evaluation weighting scheme.
- 8) **Approvals** – Business Units approve bids and prices that best meet specifications and provide guidelines for negotiation if required (in consultation with key organizational stakeholders as required).
- 9) **Negotiation** – Purchasing in conjunction with Business Units as required negotiates a final agreement for goods and services.
- 10) **Contracts** – Purchasers and suppliers complete contracts that document the terms and conditions for the provision of goods and services.
- 11) **Receipt of goods** – Business Units receive goods and services and document that they meet specifications and contractual terms and conditions
- 12) **Contract management** – Business Units and the Purchasing team ensure that terms, conditions and milestones identified in contracts are actively applied and met.
- 13) **Payment** – Payments are released to vendors according to terms outlined in contracts.
- 14) **Evaluation** – A basic evaluation of product and vendor performance is conducted to provide guidance to future purchasing decisions.
- 15) **Records management** – Contracts and other process documentation are maintained according to financial policies and procedures ensuring transparency and to ensure ease of overall contract administration.

Important Note: Step 5 – Value in Kind

An important element to note is **Step 5 – Value in Kind** or VIK as it's known. VANOC is often looking to acquire goods and services through sponsorship agreements. This is often a consideration within the purchasing process for an organizing committee. Bids are typically issued after it is determined that there isn't a sponsorship opportunity available for the product or service. If you see an opportunity to provide a good or service through a sponsorship then learn more about VIK on the VANOC website.

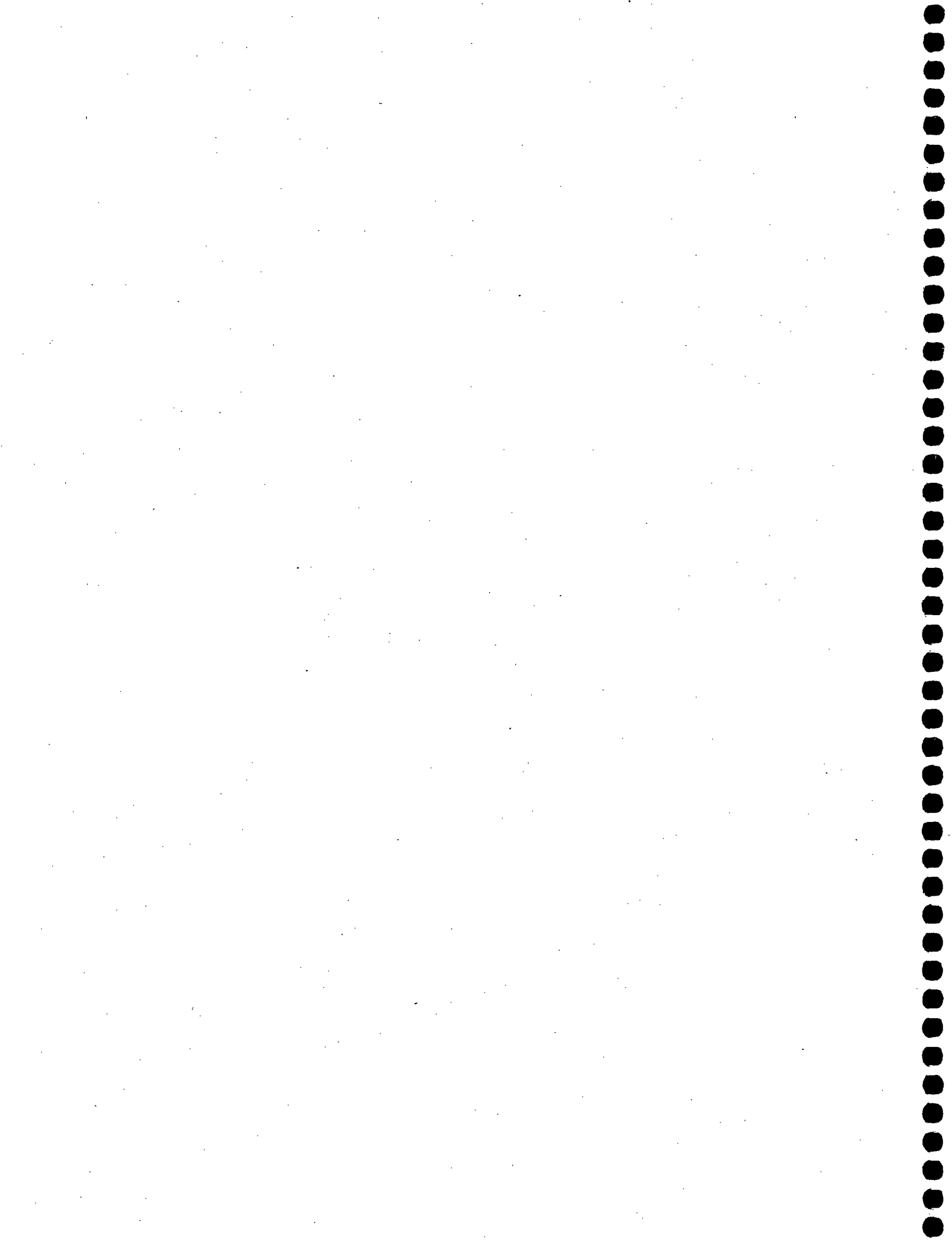
2010 BUSINESS OPPORTUNITIES**MODULE #2 (continued)****▶ VANOC Purchasing Process (continued)****Some Final Thoughts**

Here are a couple of final thoughts relating to the purchasing objectives and the purchasing process:

- 1) Not all organizations have the same purchasing policies and guidelines - you must do your research first to see what policies or guidelines apply to whom.
- 2) VANOC is not a government agency and therefore will have unique purchasing considerations (e.g., VIK considerations).

Remember - suppliers do not have the same rights as sponsors. VANOC does not provide suppliers with the right to advertise or promote themselves as "official suppliers", nor does it allow suppliers to claim any official affiliation with VANOC.

This right to advertise or promote oneself as an "official supplier" belongs to sponsor organizations as do the rights to use the official marks or symbols associated with the Games. Do not expect that becoming a supplier to VANOC will give you any special status for marketing purposes. In fact, you must be very careful to ensure that you don't use any Olympic logos or official marks unless this right has been granted to you through a sponsorship or licensing agreement.





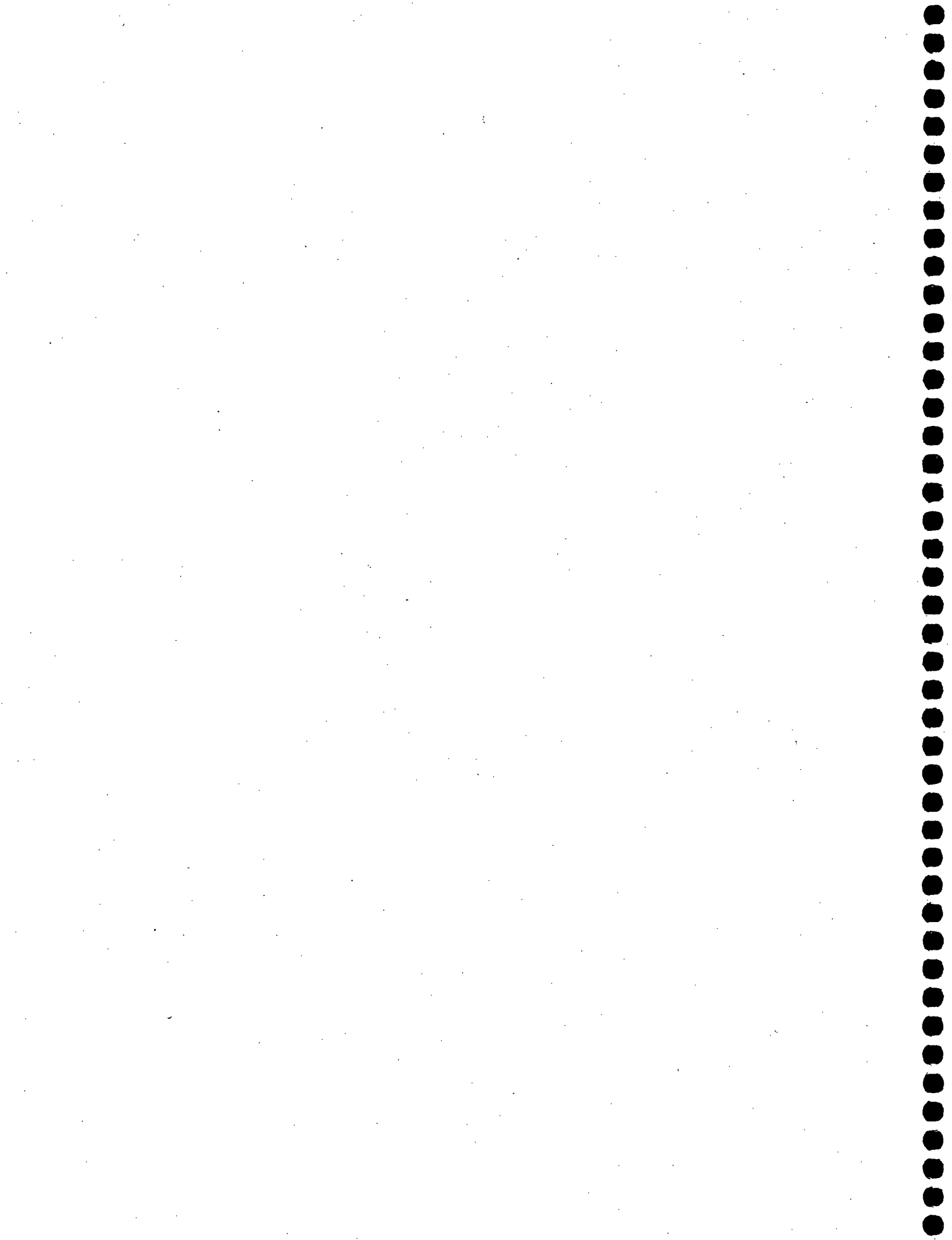
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Module 3

Understanding the Types of Bids

- Invitation to Quote (ITQ)
- Expressions of Interest (EOI)
- Invitation to Tender (ITT)
- Request for Proposals (RFP)
- A Word on Non-Advertised Opportunities



 2010 BUSINESS OPPORTUNITIES**MODULE #3****► Understanding the Types of Bids****Purpose:**

The purpose of this module is to provide an overview of the main types of bids that are issued by government agencies, VANOC and other organizations.

The following are the **four main types of bids** that you're likely to see when reviewing opportunities with government, VANOC and many other organizations.

- 1) Invitation to Quote (ITQs)
- 2) Expression of Interest (EOI)
- 3) Request for Proposals (RFP)
- 4) Invitation to Tender (ITT)

Let's look at each of these in a little more detail.

► Invitation to Quote (ITQ)

An ITQ is an opportunity to bid to supply a particular product or service. Typically the purchaser has a very clear understanding of their requirements. Price is usually the key determining factor in the final decision. Suggesting alternative products or services is not usually a successful strategy – though sometimes they may be considered.

► Expression of Interest (EOI)

The EOI is really the first of a two-stage bid process. The intent of the EOI is to short-list vendors who will then be asked to submit full proposals. An EOI is used when there are lots of potential suppliers in the marketplace and the purchasing organization wishes to short-list those suppliers that it believes can best meet its needs. An EOI does not require an extensive response – though this doesn't mean you shouldn't take it seriously in terms of putting together a strong response. Usually the EOI will request standard marketing information that you may already have on file – such as a description of your company, its services and products, experience and, potentially, some references. The Request for Qualifications (RFQ) is just another name for a Request for Expressions of Interest (EOI) - they are virtually identical.

► Invitation to Tender (ITT)

An ITT is very similar to an ITQ; the main difference is that an ITT is usually a construction-related bid and has a very detailed set of construction specifications that accompany the bid (sometimes it may be necessary to pay a fee to access all of the Tender documents). Like an ITQ, a great deal of emphasis within the purchasing decision is based on price – though, in the case of construction, previous experience can play a large factor.

▶ **Request for Proposal (RFP)**

The RFP is one of the most frequently used forms of bidding and is used for complex requirements – where some flexibility exists around the provision of goods and services. It can be an extensive process to assemble a proposal in response to an RFP and businesses must be prepared to devote resources to do this effectively (See Module 6 on how to assemble a successful bid). The RFP describes the existing situation and asks suppliers to offer their ideas for a solution.

It is used when:

- the requirement is complex;
- the buyer would like to see what the experts suggest;
- in selection of a contractor the buyer wishes to consider factors other than price;
- the program is new and the buyer would like ideas on how to deliver it; or
- the buyer would like to see if there is an alternative to the way it usually acquires the product or service.

Pricing is usually not the absolute determining factor in the final decision. Supplier qualifications, experience, proposed approach, capacity to deliver, etc., are often more important than price. An RFP will typically detail a set of mandatory criteria and desirable criteria for bidding companies.

You must meet or respond to all mandatory criteria in order for your bid to be accepted. Desirable criteria provide you with an opportunity to showcase the particular strengths of your company or approach. In the case of VANOC and its sustainability objectives – these would often be considered aspects of desirable criteria.

▶ **A Word on Non-Advertised Opportunities**

Some small value contracts may not be posted or advertised. These are typically one-time requirements with a relatively low dollar value (e.g., under \$5000). In such cases, government and large organizations tend to 'sole source' a product or service from a vendor in their database – someone with whom they have a business relationship.

The key point is that it never hurts to make buyers (and your business network) aware of your products and services. In the case of VANOC, consider sending along some simple marketing material that describes your business and offers some suggestions on how it could be used to help stage the Vancouver 2010 Winter Games. VANOC has a guideline of trying to respond in writing to acknowledge receipt of information from potential suppliers. However, the team in the purchasing department

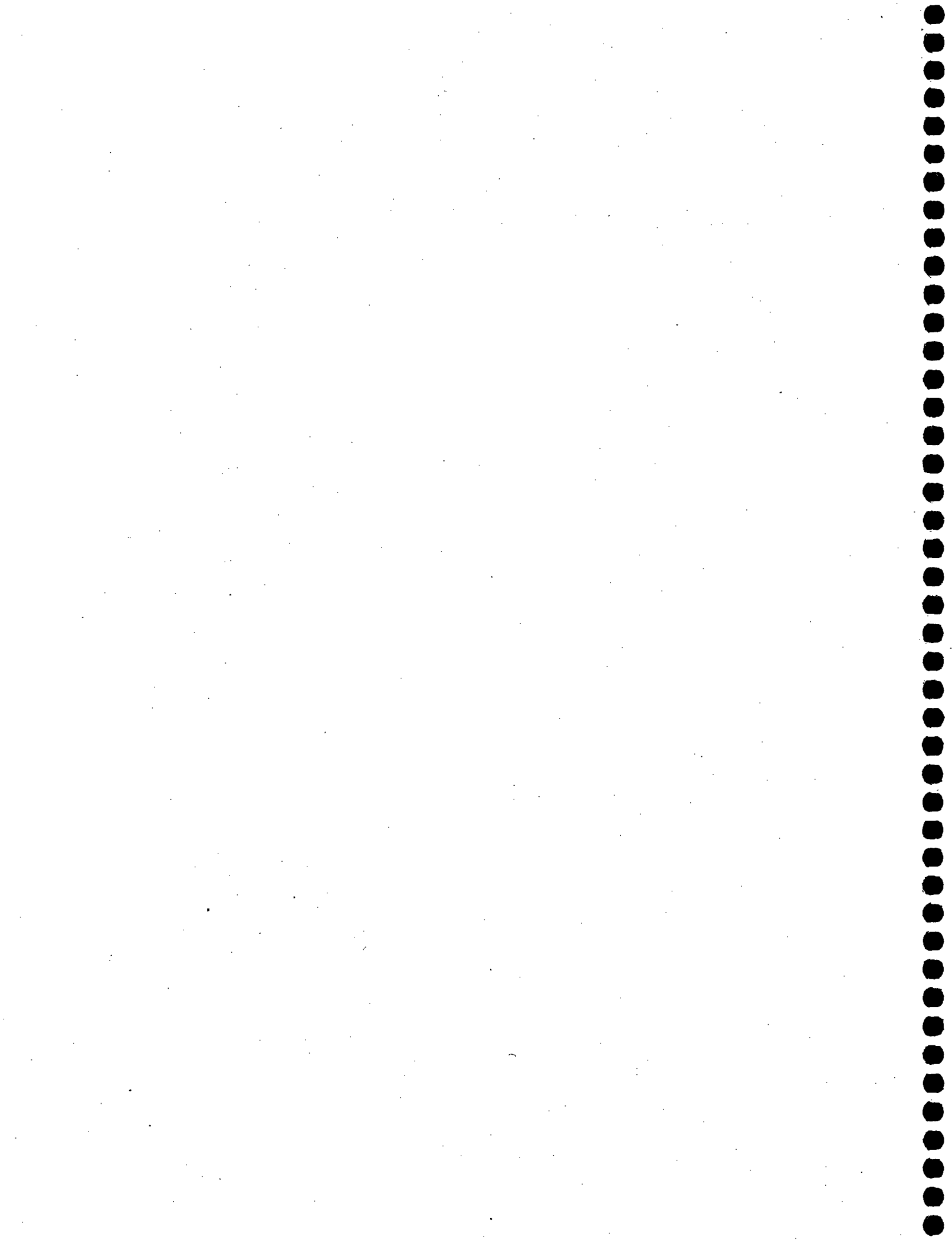
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MODULE #3 (continued)

▶ **A Word on Non-Advertised Opportunities (continued)**

doesn't typically have time to take phone calls, receive presentations, or accept samples.

So you'll only know about the opportunity by promoting yourself, keeping in touch with purchasing managers, regularly contacting your business network, and by making your products and services known to organizations that you wish to do business with. You never know when you just might be called upon to be an Olympic supplier!





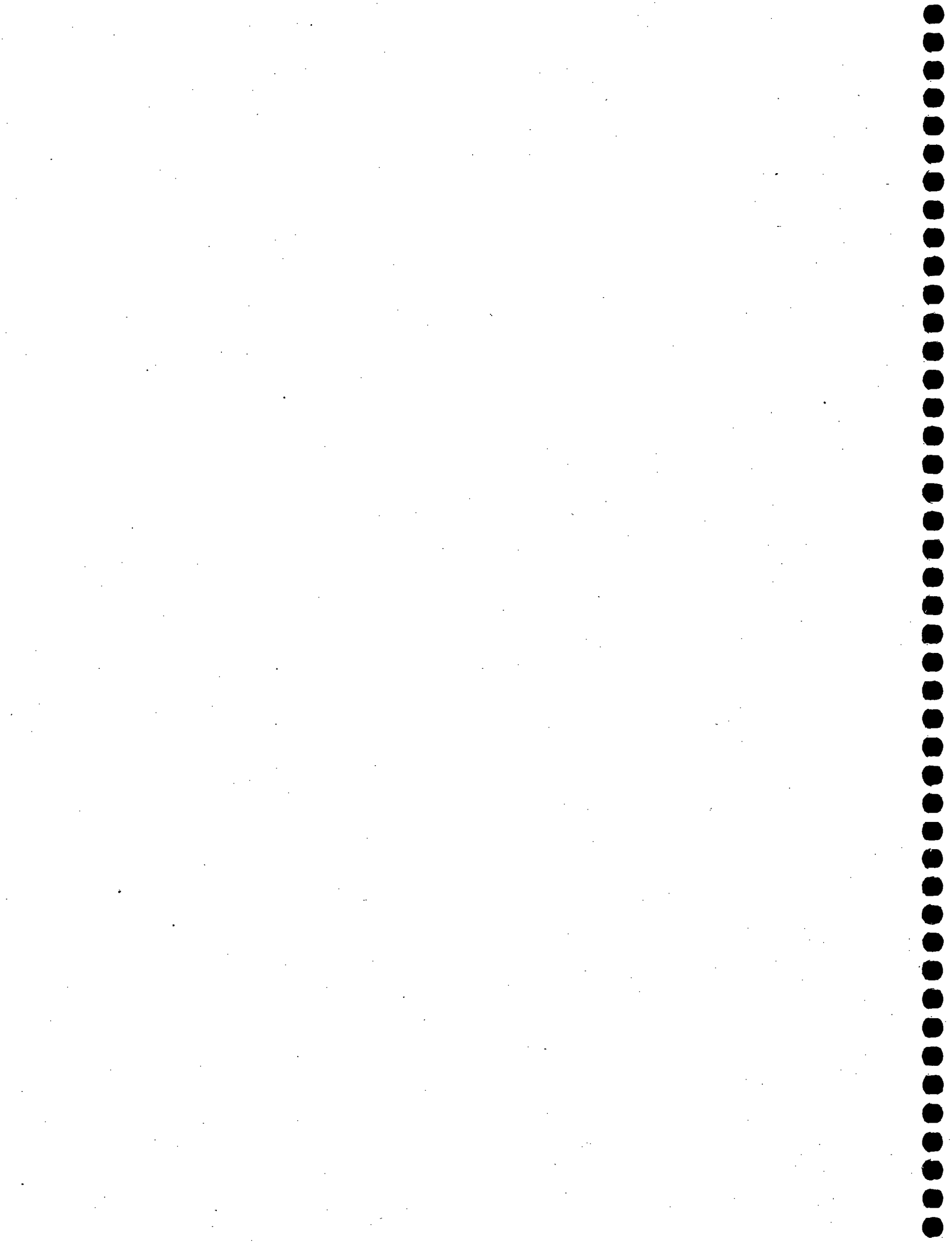
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Module 4

Bid Documents: Interpreting an RFP

- **Overview of the Request for Proposal (RFP)**
- **Key Components of an RFP**
- **Read it Once and then Read it Again – You'll be Amazed at What you Find**



2010 BUSINESS OPPORTUNITIES

MODULE #4

▶ Bid Documents: Interpreting an RFP

Purpose:

The purpose of this module is to provide a brief overview of a RFP document and highlight some of its key components.

▶ Overview of an RFP

The Request for Proposal (RFP) is probably the most common form of bid that is used by government and is often used extensively by Olympic Games organizations. The RFP will usually explain:

- the role of the buying agency
- the background of the project
- some of the issues the buyer faces
- the scope of the project
- the parameters for submission of solutions

It will also describe how proposals will be evaluated and states some of the terms and conditions for proposal acceptance and contract awarding and it will tell you to whom you should address questions.

The following are usually the key components of an RFP:

▶ Key Components of an RFP

Cover Page – typically provides the name of the buying organization (who is issuing the RFP), the closing date and a contact person if you have questions. Note the closing date: this is a critical piece of information.

Introduction – provides some brief background on the organization that is making the purchase and some context around the products or services they are seeking.

Project Details and Scope of Work – Provides a detailed explanation of the project and any specific information around product or service specifications. It also includes design and pricing guidelines, along with any key dates related to the project schedule.

RFP Process – this section will provide very specific information related to the overall process for the RFP, including any requirements to indicate that you will be bidding, whom and how to make enquiries, closing date and location, how late proposals will be handled, information meetings for bidding companies (if any), legal issues (e.g., conflict of interest), evaluation and selection process and any information related to negotiation.

2010 BUSINESS OPPORTUNITIES
MODULE #4 (continued)

▶ **Key Components of an RFP (continued)**

Proposal Preparation – this is a set of very specific instructions to bidding companies on aspects of the proposal preparation, including guidance to bidding companies on issues such as joint proposals (two companies bidding together), expenses for proposal preparation, liability, completeness of proposal, etc.

Additional Terms – often there is a legal section that deals specifically with any additional terms related to the proposal, such as acceptance or rejection of proposals, contract issues, issues around solicitation, etc.

Evaluation Criteria – usually there is a specific section that details the evaluation criteria that will be used to select a winning bid. Sometimes there are mandatory criteria that must be met to even review the proposal and then additional or desirable criteria that will be factored into the final decision.

Proposal Contents and Format – this is a very detailed and specific set of instructions on exactly how the proposal should be formatted including which sections need to be included, their sequencing, how many pages can be used to provide a response and, potentially, even a preformatted letter to be signed and returned as a cover letter for the proposal.

Appendices – any other additional information, specifications, background reports or related documentation may be included in one or more appendices.

Note: Appendix D of this handbook tells you where you can find an actual sample RFP used by the VANOC.

▶ **Read it Once and then Read it Again – You'll be Amazed at What you Find**

Altogether you can expect even a simple RFP from a government agency or from VANOC to easily run up to 20 pages in total length. All the information is critical – so, as you can see, you need to devote a fair amount of time just to read the RFP.

Remember – buyers will sometimes be very specific about their requirements and how you need to respond. It is highly recommended that you read the RFP a few times to ensure you've noted all the critical content. Often it's a good idea to have more than one person read the document to ensure that all the important details are noted and nothing has been missed. You'd be surprised how frequently one person will catch something another person hadn't thought was important.

Module 5 will provide an overview of the considerations involved in deciding when to respond to a RFP.



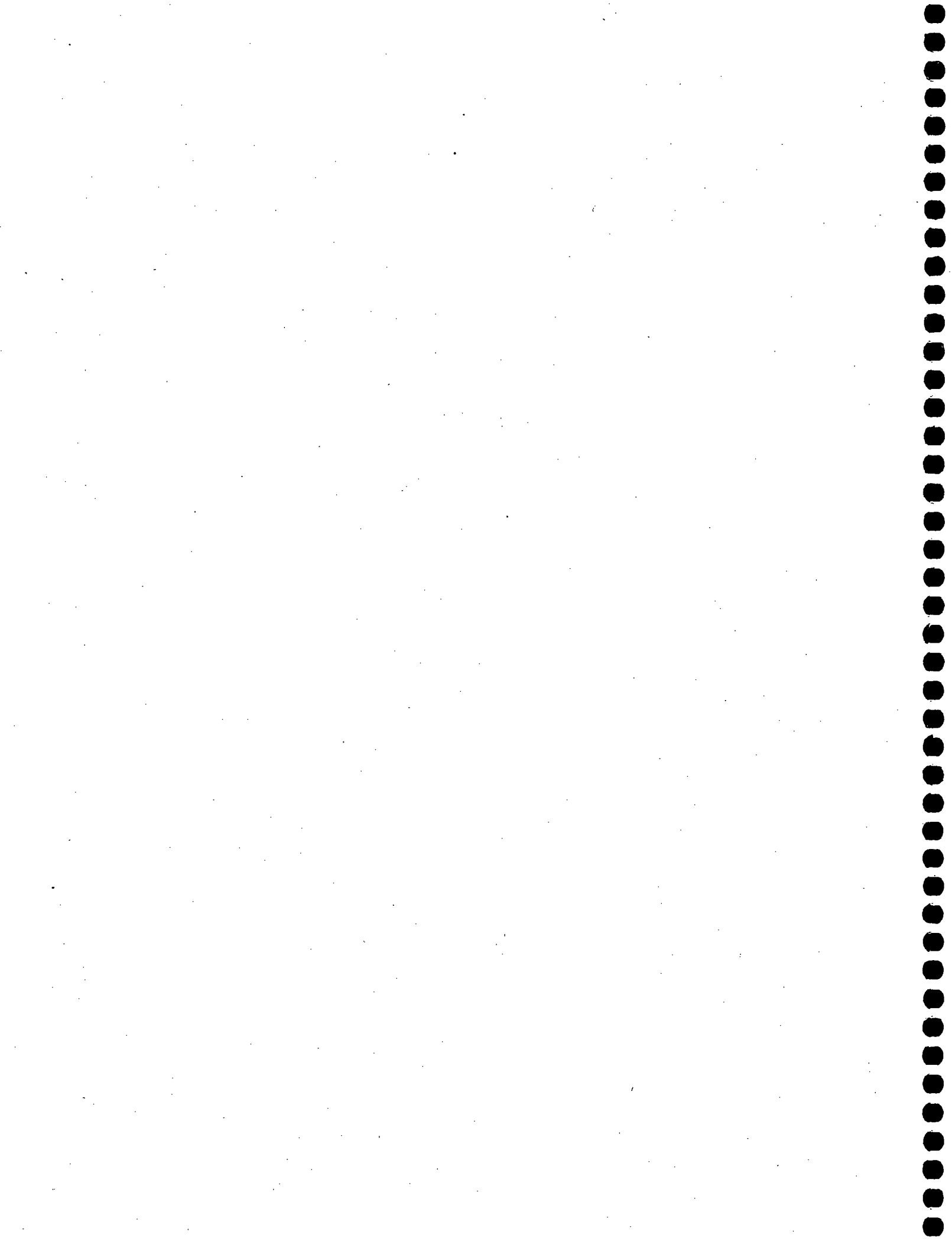
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Module 5

Deciding When to Respond

- The Cost of Bidding – Can You Afford It?
- Other Factors to Consider
- Considering strategic alliances
- Deciding Not to Respond
- Watch and wait



2010 BUSINESS OPPORTUNITIES MODULE #5

► Deciding When to Respond

Purpose:

The purpose of this module is to help businesses understand how to go about assessing which opportunities to bid on.

Submitting a bid is a big commitment of time and resources – you can't bid on everything. You're going to want to be selective about choosing which opportunities to bid on. The questions and considerations in this section should help you with your decision.

Is there Enough Time to Respond?

It's going to take a considerable amount of time to read, interpret and then effectively respond to an RFP. You absolutely need to make sure that you have adequate time to do a good job. It takes more than a day or two to assemble a strong response to an RFP, and often the process can last a few weeks or more – depending on how complex the project, its requirements and the overall dollar value. Typically, the higher the value, the more time and effort it will take to assemble your bid.

So – before you start spending time and resources on the bid – make sure that you know when the bid is due and that you have enough time to prepare your response. If you're just starting to review the document a day or two before the closing time, you probably don't have enough time to prepare a winning bid. It's not impossible to succeed in a short time frame, but it's very rare.

You need to give yourself adequate time to review the document, assign tasks (if necessary), develop your approach, engage with strategic partners, consider pricing strategies and last but not always least – assemble the bid document into an attractive package that is delivered on time to the designated location. Remember – late bids will often be rejected and returned unopened!

If the deadline is looming and you don't have time to put together a 'wow' bid, then you should seriously consider whether you want to submit at all. Submitting a poor proposal may be worse than not submitting at all. A poor proposal can create a negative impression about your company and its capabilities – and that legacy can live with you.

Are You Prepared?

One of the secrets of putting together a successful bid is being prepared for opportunities as early as possible - ideally before they even become publicized. Don't wait until the last minute to prepare marketing materials for your business and biographies for your staff and team members. These are common elements of a bid and should be 'canned' materials that are up-to-date and ready to insert into your document at a moment's notice. Remember – in some instances you'll only have a week or two to prepare your response, so you'll want to make the best use of your time. Your bid must reflect the very best that you can offer. The Vancouver 2010 Winter Games are taking place on a global stage and your proposal must be of the highest quality.

▶ **The Cost of Bidding – Can You Afford It?**

It costs time, resources and money to assemble a strong proposal. As a business you need to be aware of these costs and make an assessment of whether the cost is worth it. Some of the hard and soft costs you can expect include:

- A considerable amount of time for at least one person to assemble the bid
- The opportunity cost of not having that person(s) working on other projects or bids
- The actual costs of producing the proposal, having it printed and bound, and shipping it to the buyer.

Estimates range considerably in terms of the total cost of assembling a proposal for a government or large organization like VANOC. Depending on how you value the time you or your employees will use to assemble the bid - it can range from several hundred dollars to thousands of dollars. The value of the contract will give you an indication of the effort likely required. The key point is to not underestimate the cost involved in assembling a high quality proposal.

Is the Opportunity in Your Area of Core Strength?

Avoid the temptation to re-invent yourself to try to win an RFP. You should only respond when you feel absolutely certain that your company has the capability to deliver the requested products, services or solutions. Think about how this contract (especially if it is significant) will impact your growth plans. If devoting significant resources to fulfilling the contract means not moving forward in a pre-planned direction then you need to ask yourself if submitting a bid is the right thing to do.

▶ **Other Factors to Consider**

To help decide whether or not you should submit a proposal, you may wish to gather more information. Many competitions include a bidders meeting. The bidders meeting is often a good source of information about the project. If you don't wish to attend, you should still be able to get the information that was presented at that meeting by requesting a copy of the minutes. This is ensured by filling in and returning a Receipt Confirmation Form.

Simply knowing who the **competition** is may help in your decision. One way to get insight on competition is to attend the bidders meeting, even though attendance is not a prerequisite for submitting a bid. Sometimes the buyer's contact person may be able to tell you who has returned a copy of the Receipt Confirmation Form.

2010 BUSINESS OPPORTUNITIES**MODULE #5 (continued)****► Considering Strategic Alliances****Submitting a Joint Proposal through a Strategic Alliance**

In today's world of specialization and niche services, it's more important than ever to consider the value of strategic alliances and business partnerships as a means to growing your business and responding effectively to opportunities.

You may decide that you want to pursue the opportunity but don't have the time, internal capacity or range of products and services to completely fulfill the request. You may wish to consider forming a strategic alliance or even a formal partnership to submit a bid. This could increase your collective capacity to deliver products or services.

There are many factors to consider when making this decision and you should seek some professional advice on the merits of this approach. Some basic advantages and challenges to consider include:

Advantages:

- Increase your capacity to deliver a range of products/services
- Form new partnerships that can take advantage of other opportunities in the future
- Easier mechanism for growth (less capital investment)

Challenges:

- Harmonizing business systems to work efficiently together can be complicated – it takes time and money to do this well
- Someone needs to be the lead organization and provide a single window of communication and contracting accountability to the client
- Accountability for delivery of services – who will take responsibility for problems or concerns that may be raised by the buyer.

► Deciding Not to Respond

Only you can decide whether or not to submit a proposal. Should you choose not to, your eligibility to compete on future projects will be unaffected. Any exceptions to this will be explained in the RFP. For example, the RFP may be for the first stage of a project for which competitive offers for subsequent stages will be requested only from respondents to the first stage.

Let the Buyer Know that You Don't Intend to Bid

It's often a good idea to let the buying agency know that you will "pass" on an opportunity to bid – especially if you were approached or invited to submit a proposal. This is just good business sense and demonstrates thoughtful communication on your part. If you haven't been directly invited to bid, but your company is known in the marketplace, it can be an especially good idea to reply with a letter or phone call. This strategy gives you an opportunity to have some contact with the buying organization and can help position you for future opportunities.


► **Watch and Wait**

Watch and Wait – a Legitimate Strategy

You may decide not to bid for a whole host of valid reasons. In fact, a very legitimate strategy might be called 'watch and wait,' whereby you closely monitor the bid opportunity with a view to getting subcontracting opportunities with winning bidders. Keep close tabs on bids that are of interest to you and, when winning bidders are announced have your marketing materials ready to provide to them. Module 7 discusses some considerations for companies that have been successful in the bidding process. Mitigating risks by having back-up suppliers is one of those considerations. Think about how you can help winning bidders.



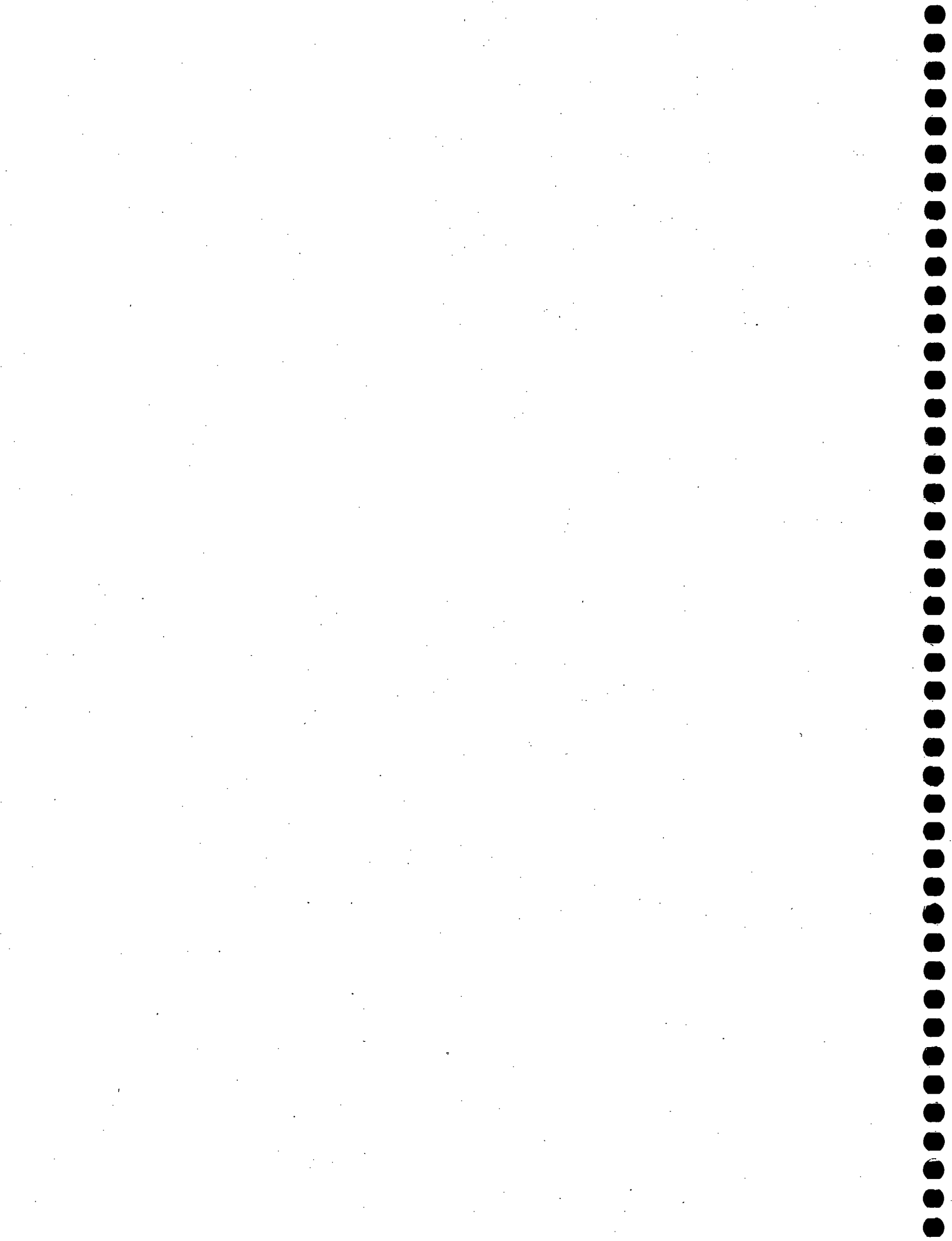
2010 BUSINESS OPPORTUNITIES



Module 6

Preparing Successful Bids

- Managing your bid process
- Know Your Client
- Preparing Successful Bids
- Tips from the pros



2010 BUSINESS OPPORTUNITIES**MODULE #6****► Preparing Successful Bids****Purpose:**

The purpose of this module is to provide advice on how to improve your chances of being successful within the competitive bidding process and to share some 'tips' from professional purchasing managers who have evaluated thousands of bids.

Entire books, courses and workshops are devoted to the topic of 'how to win the RFP game' – so we're just going to touch on the basics here. However, these suggestions have been developed with input from key purchasing decision-makers – including input from VANOC.

► Managing Your Bid Process**First Things First**

Let's start with first principles. As discussed in Module 6, it is absolutely critical that you have adequate time and resources available to prepare a successful bid. If you don't, you just might be wasting your time. Here are a few simple questions to ask yourself before you get started.

Do you ...

- have adequate time to prepare a successful bid?
- have any required partnerships in place?
- know the client and have an understanding of their needs?
- understand the key criteria upon which the award will be made?
- have the capacity to meet the scheduled delivery dates?
- have the necessary experience to meet the buyer's needs?

If you're answering "yes" to these questions then **GREAT** - you're ready to get started on preparing your bid. The following is a list of ideas suggested by experienced purchasing managers on what they believe will result in winning bids. Follow these tips and you'll be that much better positioned to secure Olympic or Games-related business.

► **Know Your Client**

Get to know your prospective clients by learning about their organizations, their needs, their values – before they issue their RFPs. All of this information can be helpful as you prepare your proposal – especially as you try to distinguish yourself from your competition.

If you want to be a supplier to VANOC, start spending some time getting to know the organization. Check out their website (🌐 www.vancouver2010.com), read their press releases, reports, and background materials such as their 2010 Bid Book – anything that will offer clues on what their needs might be and how to position your company within their game plan.

Talk to similar organizations if appropriate. One of VANOC's current suppliers talked to organizers of the Greater Vancouver Golf Open to learn about the particular needs of a sporting client. This information was invaluable as they prepared their bid – they were able to position their business as one that understood sporting events and “games.” (See Module 9 for more information on Canadian success stories and their tips).

Develop a Plan for Assembling Your Bid

It's recommended that you develop a plan for assembling your bid – it's a project in itself and needs to be treated as such. Your bid project plan should set out who's going to assemble which sections of the proposal (could be one person, a team from one business or a team from different businesses). It should also include when these individual sections will be completed. Your plan should include provisions for interruptions and have enough time at the end to complete a thorough quality assurance check on the entire proposal – both before it goes to print (or assembly) and after it comes back. Don't forget to ensure that your courier company can deliver to the required location within the required timeframe.

Play Fair within the Competitive Bidding Process

Know the rules and understand the process of competitive bidding. Don't get sent to the penalty box because of a violation. If the RFP states that you're only to contact one person with questions or enquiries, then only contact that particular person. Avoid the temptation to try and get 'inside' information from other stakeholders within an organization. Absolutely do not engage in anything that would undermine the openness and transparency of the bidding process (such as 'bid-rigging'). This is a surefire way to get your bid (and possibly future bids) disqualified.

Attend a Bidders Meeting – If There is One

Sometimes the buyer will schedule a Bidders meeting to make a presentation on the project and to provide more detailed information than might be included in the RFP documents. Or the meeting may be used to communicate changes that may be planned to the project that could affect the RFP process. Always attend the Bidders meeting if you can. At the very least, request that minutes of the meeting are sent to you.

2010 BUSINESS OPPORTUNITIES**MODULE #6 (continued)****► Preparing Successful Bids****Develop a Fair and Competitive Pricing Strategy**

Your pricing must be reasonable and fair within the overall marketplace. Avoid the temptation to inflate pricing because the Olympics are a huge event involving billions of dollars. You must be competitive. By the same token, be aware of hidden costs associated with providing Olympic services – if your product or service requires delivery, remember that during the Games access for delivery can be restricted due to security concerns; roads may be closed during the day; drivers may need to wait in a line-up to access various venues. All of these factors could significantly affect pricing strategies if you typically make several small deliveries.

You need to really know your own value proposition so that you can determine a fair pricing strategy. Lowering prices to win business can make sense because of the profile you feel you may get by being associated with an Olympic supplier. (However, it's important to be aware of the trademark rules and recognize the limitations that may be imposed on you if you are not classified as an Official Supplier or if you are a subcontractor. Your contract may not entitle you to any marketing rights at all - so think carefully about dropping prices to be associated with the Vancouver 2010 Winter Games.)

In some cases the budget may actually be set and revealed within the RFP. In these cases, the buyer will be seeking to determine how much of their 'wish list' you can deliver within the budget that they've allocated for the project. Just as before, it's important to be fair and competitive in terms of what you can deliver for the price specified.

Profile Your Demonstrated Experience

All buyers want to feel confident that their suppliers have a demonstrated track record in delivering the services and supplies that they require. This is even more important during a critical high-profile event like the Olympics. You must be able to demonstrate that you have the experience and capability to meet the needs of a buyer – no one wants to take a chance during the Olympics that something might go wrong in front of an audience of millions.

Draw upon Previous Bidding Experience

If you've submitted a bid previously and have been either successful or unsuccessful – review your notes from that experience (see Module 8 about learning from Lost Bids). Use the lessons learned from previous experiences (good or bad) to improve upon your current response.

Leverage the Sustainability Advantage

As discussed in Module 2, VANOC is planning to host the most sustainable Games ever, and has set out a comprehensive framework of sustainability objectives to meet its commitments. When price, service and quality are all comparable, the supplier who can help VANOC meet one of its sustainability objectives is likely to be the successful bidder. In fact, almost every bid being issued by VANOC has a section related to sustainability.

Leverage the Sustainability Advantage (continued)

As we'll see in one of the case studies in Module 9 – a current VANOC supplier strongly believes their commitment to sustainability was a deciding factor in their winning bid. It is highly recommended that you take some time to review the Sustainability section of the VANOC website and learn about some of their key objectives; then look for ways to profile your own contributions to the community, the environment and to ethical business practices as part of your bid. It just might make the difference.

Sustainability isn't an objective just for VANOC. Many companies and governments (especially those associated with the Vancouver 2010 Winter Games) have an interest in buying products and services from socially responsible suppliers. In some cases, buyers will set minimum sustainability standards that you must meet in order to even be a supplier. Again, don't wait until the last minute to consider the sustainability advantage that your company can offer – be proactive about implementing your own programs and be fair and comprehensive as you describe your efforts; embellishing your actual efforts often backfires.

Leverage the Accessibility Advantage

As discussed in Module 2 - VANOC is planning to host the 'most accessible' Games ever - and has set out a framework of accessibility objectives to meet its commitments. When price, service and quality are all comparable - the supplier who can help VANOC meet one of its accessibility objectives is likely to be the successful bidder.

Accessibility isn't an objective for just VANOC - many companies and governments (especially those associated with the 2010 Games) have an interest in buying products and services from socially responsible suppliers. In some cases, buyers will set minimum accessibility standards that you must meet in order to even be a supplier. Again, don't wait until the last minute to consider the accessibility advantage - be proactive.

More information on accessibility issues can be found in the Accessible Procurement Toolkit at www.apr.gc.ca

Prepare Your Bid Exactly as Requested

One of the common complaints from purchasing managers is that suppliers don't read the directions provided in RFPs and their bids don't conform to the requested requirements. As mentioned earlier, it's absolutely critical to fully understand the requirements of the RFP and respond exactly as requested. Read it once to get a sense of the information and then read it again to ensure you understand everything. The format may seem odd but it's been requested for a reason. Also be aware of the submission method. You may be requested to submit your bid in electronic form in addition (or instead) of a printed copy. Don't give the reviewer any opportunity to feel negative about your bid – respond exactly as requested.

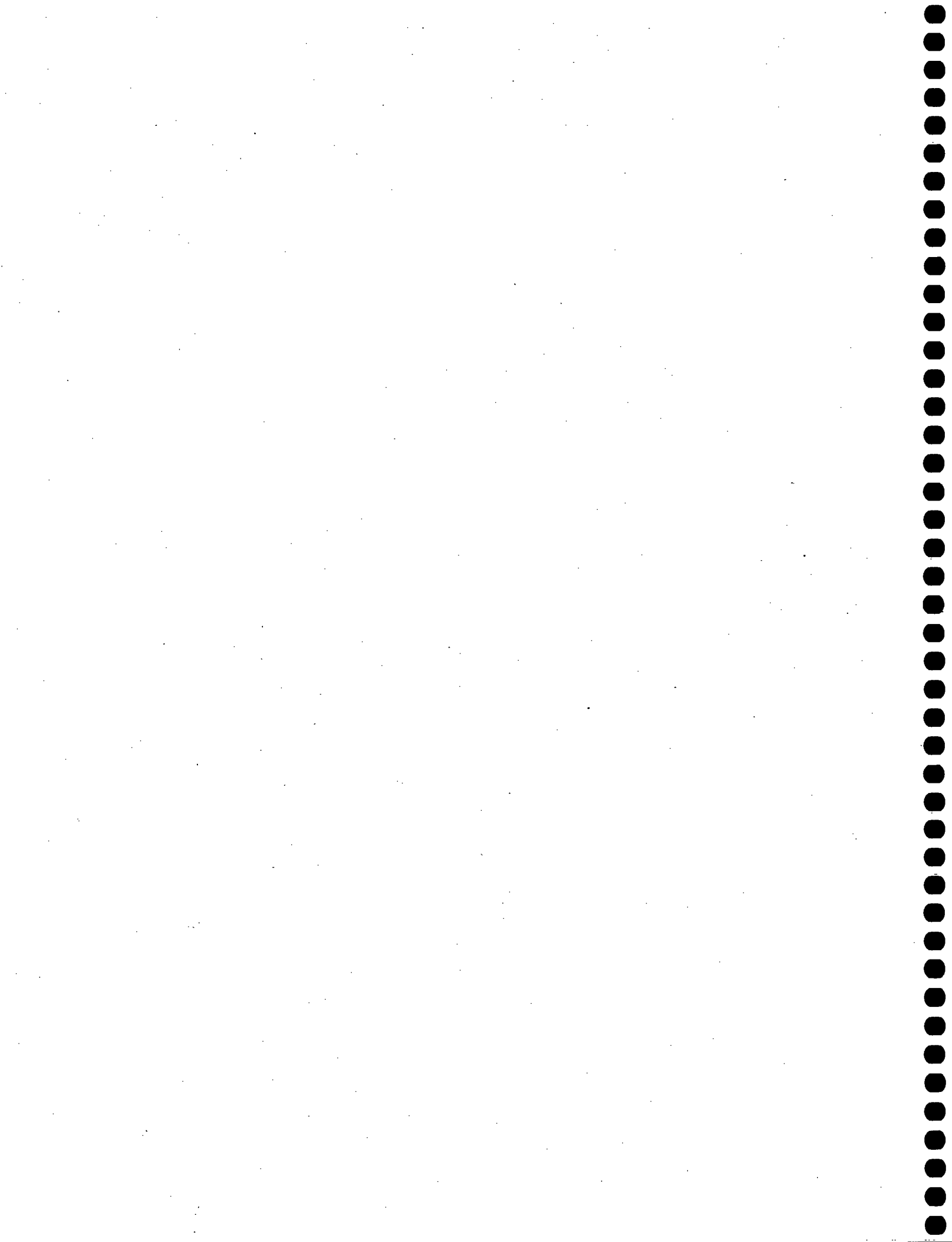
 2010 BUSINESS OPPORTUNITIES**MODULE #6** (continued)**► Tips from the pros****Tips Directly from VANOC**

During a recent 2010 business opportunities summit, senior staff at VANOC had the following suggestions for businesses seeking to be successful within the competitive bidding process.

Ensure that you deliver a proposal that reflects:

- Unassailable quality
- Outstanding value for money
- Minimal risk of delivery
- Minimal risk of performance
- Meets one or more of VANOC's complementary objectives
- Includes some extras

So there you have it. Keep these tips top of mind as you prepare your bid and you'll significantly enhance your chances of success. Good luck!





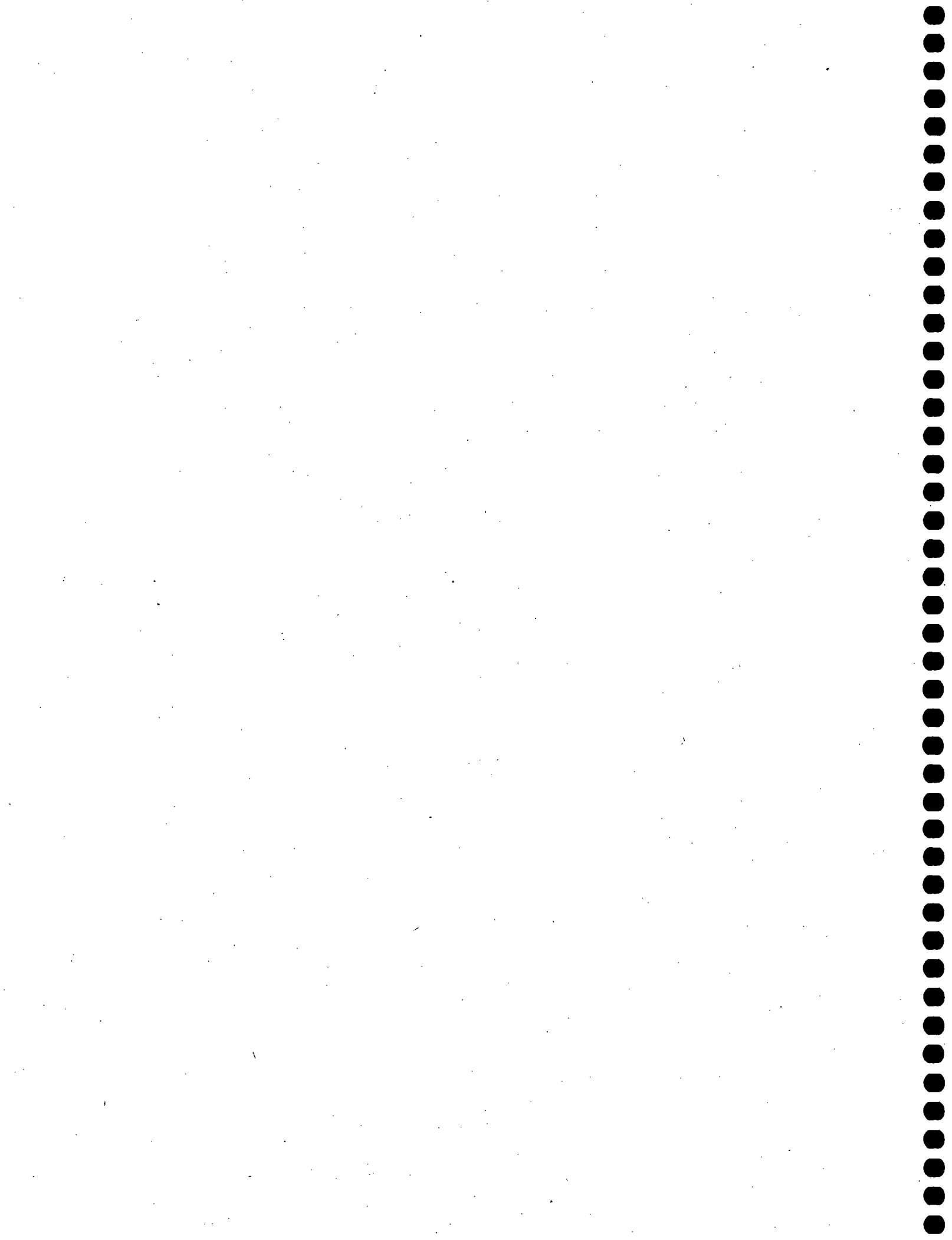
2010 BUSINESS OPPORTUNITIES



Module 7

What Happens if I Win?

- Your obligation as a bidder
- Risk management
- Insurance
- Other considerations
- Contract displacement



2010 BUSINESS OPPORTUNITIES**MODULE #7****► What Happens if I Win?****Purpose:**

The purpose of this module is to help you understand some of the considerations you need to be aware of once you've won a bid.

Celebrate Your Success and Get Ready to Work Hard

Congratulations – you've won the bid and you've been selected to be a supplier to VANOC, government or another member of the Olympic Family. Take a moment to celebrate your success – especially the members of the team that helped to assemble your proposal. Now it's time to get down to work and consider some next steps.

► Your Obligation as a Bidder**Your Bid is a Legally Binding Document**

Be aware that your proposal is considered a legally binding contract. You must be prepared to fulfill the terms of your bid exactly as was specified within your proposal or quotation. You have limited opportunities to change specifications or to make product substitutions. What you've proposed is what is expected!

Will There be Some Contract Negotiation?

With ITQs and price sensitive bids there is usually very little negotiation. Your bid has been accepted on the basis of a stated price for a stated product or service and what you've quoted is what is expected – nothing else. The only exception to this is when there is a significant change in the volume of the original order.

With RFPs there is frequently some negotiation that takes place to refine the scope of services – particularly if there are value-added components that are provided within the proposal. There may be some discussion about the specific tasks in executing the project, the project timeline may be adjusted due to unexpected circumstances, buyers may even seek slight modifications to the products or services recommended within a proposal if new information has come to light. However, the proposal has been accepted on its core elements around product, service, delivery and price – so don't expect to vary too much with any negotiations. It is unwise to "low-ball" within the proposal with a view to "up-selling" in a negotiation phase.

2010 BUSINESS OPPORTUNITIES**MODULE #7 (continued)****► Risk Management****Risk Management is Often Overlooked**

We tend to focus all our energy on winning a bid – but there are real risks that need to be considered once we've been successful. It's best to consider them up front. Here are a few things that you should consider before you even submit your bid – and especially once you've won a contract:

- Do you have the necessary financing and credit available to carry you through periods of low cash-flow? Some clients can be slow to pay or you may be expected to carry inventory.
- Is your supply chain solid? Do you have back-up plans in place around suppliers, import issues, etc?
- Is your team stable? Can you still provide seamless service if a key player leaves?
- Have you worked through these considerations with your strategic partners? A new partnership or strategic alliance takes time to mature. Make sure it can withstand the stress of delivering on a Games contract.
- Don't forget about your existing customers. A new major contract can easily divert your attention from existing clients and customers. Don't lose core business for a short-term Games-related contract.

► Insurance

A government contract usually requires suppliers to indemnify the government against any losses it incurs as a result of the contractor's activities in performing the contract. This may also be the case with other buyers. To ensure that contractors fulfill this indemnity, buyers require evidence of adequate liability insurance. Arrangement and payment of this insurance are generally the contractor's responsibility. However, government can sometimes arrange for the contractor (if it will be delivering services directly to the public on behalf of the province) to obtain the insurance through the government.

► Other Considerations

Here are a couple of issues to keep in mind if you've been selected to be a supplier:

- Games business can grow quickly - you may need to ramp-up your infrastructure or operations in order to deliver your products and services.
- Once your foot is in the door, be prepared for more opportunities to come your way.

► Contract Displacement

Remember - your contract is not guaranteed forever. It's possible a future agreement with an Olympic sponsor who provides similar products or services could displace your contract. Although this is rare, it is important to remember that a contract with an Olympic Organizing Committee is really part of the journey for your business. It is not the ultimate destination. Don't put all your eggs into one Olympic basket.



2010 BUSINESS OPPORTUNITIES



Module 8

Learning from Lost Bids: Making the Most of the Opportunity

- **Is the Cup Half Full or Half Empty?**
- **Ask for a Debriefing Interview with the Buyer**
- **There May be a Second Chance: Always Be Gracious and Be Ready**
- **Look for Subcontracting Opportunities**

2010 BUSINESS OPPORTUNITIES
MODULE #8

▶ **Learning from Lost Bids**

Purpose:

The purpose of this module is to provide some tips and suggestions on how to make the most from a lost bid.

▶ **Is the Cup Half Full or Half Empty?**

Don't look at a lost bid as a lost opportunity – look at it as a chance to learn, improve and position yourself for future success. Winning competitive bids isn't easy and it takes practice to get your game up to speed. Don't be too hard on yourself – especially if this is new territory for you.

▶ **Ask for a Debriefing Interview with the Buyer**

Always ask for an opportunity to debrief with the buyer on why your bid wasn't successful. Some buyers make this part of their standard operating practices (Canadian Government), others may not (VANOC typically doesn't, due to capacity issues). If you can access this information, take it to heart and share it within your proposal team. Discuss to get common perspectives on what could be done differently next time. This is a valuable opportunity, so definitely take advantage of it if you can. You can learn critical information about whether your pricing was competitive, if your recommended approach was well received as well as other factors that you can use to improve next time.

▶ **There May be a Second Chance: Always Be Gracious and Be Ready**

It is not uncommon for a winning bidder to have difficulties meeting their supply obligations (remember the risk management section in Module 7). You never know - you may get a call back. This means you must always be gracious during your debriefing interview. Otherwise you could jeopardize future opportunities of working with an organization.

▶ **Look for Subcontracting Opportunities**

Just because you didn't get the primary contract doesn't mean you can't be a subcontractor. Many organizations will publish the results of their bids so you can find out who was successful (and maybe even how much they bid to get the job). You may just get a piece of the action after all!



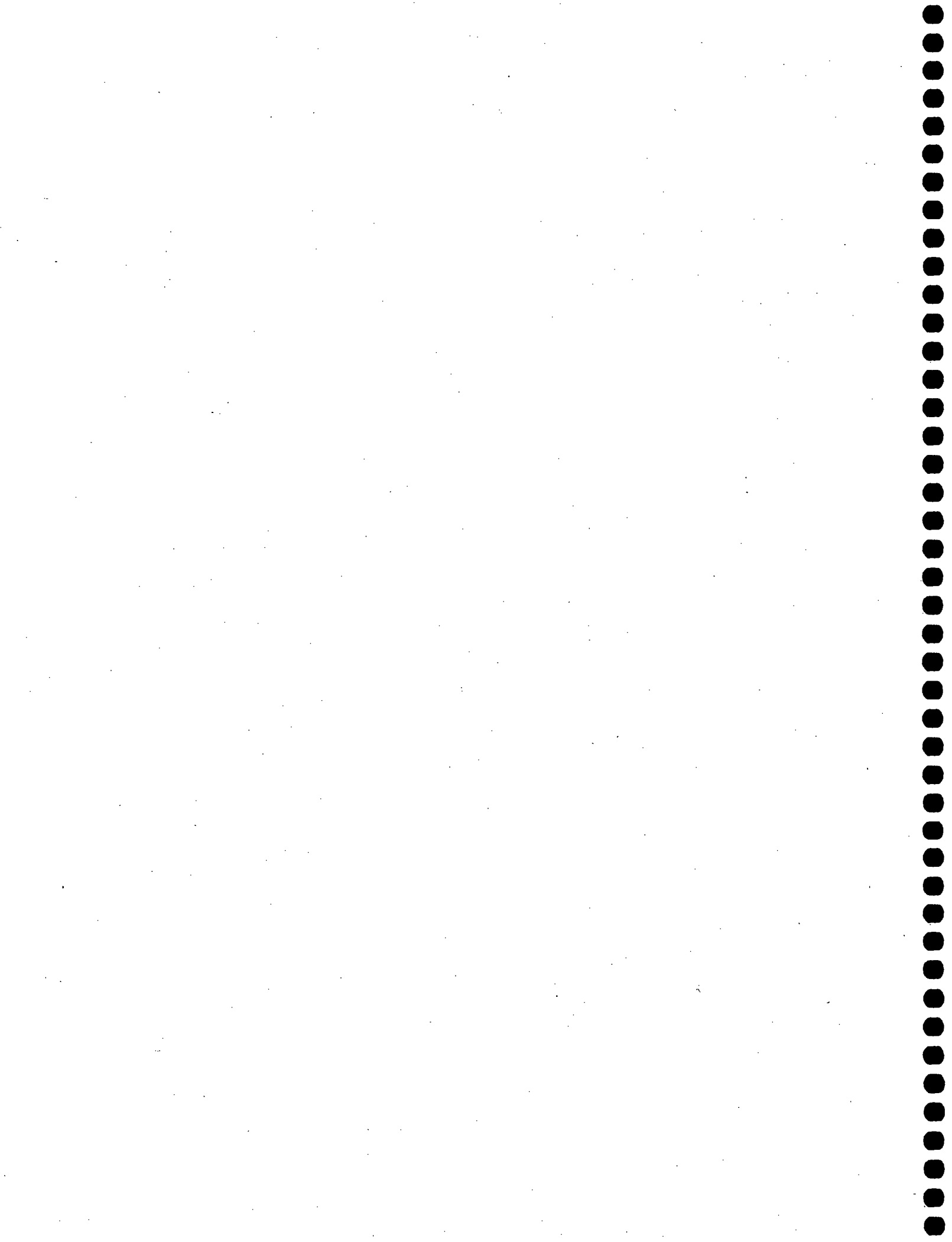
2010 BUSINESS OPPORTUNITIES



Module 9

Case Studies in Success

- **Examples of Success**
- **Testimonials: successes and challenges**



2010 BUSINESS OPPORTUNITIES**MODULE #9****▶ Examples of Success****Purpose:**

The purpose of this module is to profile some companies that have had success in winning Olympic or Games-related contracts.

These examples demonstrate that small, independent and regionally-based organizations can compete and be successful within the international Olympic bidding process. Read on for inspiration!

▶ Case Studies and Testimonials**Kootenay Knitting Feels the Power of the Rings**

It began as a basement operation known for its high-quality knitted toques, sweaters and vests. By creating a focused business strategy and targeting Olympic opportunities, Kootenay Knitting doubled production capacity and significantly increased sales.

"The selling power of the Olympic rings is enormous," says Allan Rella, the company's CEO. Kootenay Knitting captured an indirect opportunity. They won a high-profile contract to supply the Canadian athletes with vests and sweaters for the 2002 Salt Lake City Winter Games. Along the way, they were also asked to supply 2,500 hats to Olympic sponsors.

Kootenay Knitting's Olympic success didn't end with the Salt Lake City Winter Olympics in 2002. For the 2006 Winter Olympics in Torino, Italy, Kootenay Knitting designed and produced two of the hats worn by athletes in the Olympic games and showcased a third hat during the Paralympics games. During the peak of the Olympics games, the company was producing 6,000 hats per week to meet demand. It's working with HBC for new designs for the 2010 Olympics.

The exposure the company received on-air and 'on the ground' in 2002 has had a tremendous impact on the business, vaulting them into a new level of sales. "We were flabbergasted by the response," says Rella.

Kootenay Knitting now has 30 employees and is installing state-of-the-art computerized equipment that will double production capacity. Rella anticipates that sales will increase by at least 60 per cent next year, creating "more Kootenay-based jobs and investment opportunities."

As Rella admits, the Kootenay region has had to cope with many difficult challenges over the last few years but it's also a region of resilient people who are determined to revitalize their community. The example of Kootenay Knitting shows is that businesses can leverage the Games to grow and prosper - ultimately contributing to stronger and more sustainable towns and regions.

► **Case Studies and Testimonials**

SymbolArts - Doing Their Homework

"We kept calling, spoke with many different people and made ourselves known to them even before they were ready for us."

- *Mike Leatham*

President and Owner of SymbolArts.

In 1998, with four years to go and the Games taking place in his own backyard, Mike Leatham, President and Owner of SymbolArts started doing his homework. Based out of South Ogden, Utah his company is the manufacturer and designer of high-quality commemorative recognition awards, insignia and public safety items that supplied the Salt Lake City Winter Games of 2002.

Leatham knew the importance of knowing his target market, profit margins and "having a smart business plan in place" before contacting the Salt Lake Organizing Committee. "We kept calling, spoke with many different people and made ourselves known to them even before they were ready for us," admits Leatham, who signed an official contract in 1999 to produce items for the Games such as security badges, medallions, jewelry, nameplates and even Olympic Christmas ornaments. "We had to put up a substantial amount of money in the beginning to serve as a deposit on the royalty required to become an official licensee, and that factor weeded out a lot of people because it was a scary thing - a risk."

"The month before the actual Games was our best month ever, it was out of control," says Leatham, with 50 per cent of his company's 2002 revenues derived from Games business. Unfortunately their contract as an official licensee expired in December of 2002 preventing them from filling any further requests for official merchandise. In terms of surprises, Leatham was absolutely "shocked that six months after the Olympics were over, business was still good," with many people who had volunteered for the Games still wanting items from SymbolArts. In terms of residual effects of being involved and exposed at an Olympic level, Leatham says, "We have made great connections that have lasted, and now have police officers from as far as Chicago calling us for badges."

As a result of his Games experience Leatham has some good advice to offer other companies wanting to leverage opportunities: "I saw several companies go out of business despite having secured Olympic contracts, simply because of poor planning and not knowing their intended market. Stay focused, keep it simple, have a plan and most importantly see it through to the end."

Upon reflection Leatham also admits that "overall we had too many products which required a lot of inventory and design time. For example there were coasters we produced that hardly sold whereas our badges for police, fire, security and other federal representatives were the most requested item."

 2010 BUSINESS OPPORTUNITIES**MODULE #9** (continued)**► Case Studies and Testimonials****SuperGraphics - Planning Nets Olympic Payoff**

With the world watching, the Organizing Committee in Salt Lake City was determined to transform their city into an Olympic community. As a full service digital graphics provider, SuperGraphics was successful in making those dreams come true despite weather and installation challenges. In overcoming these obstacles, the company was the only graphics contractor to finish without changing the initial completion date.

A privately owned subsidiary of GM Nameplate Canada Corp., SuperGraphics believes that if you can see it, they can create it. From billboards to fleet graphics, retail interiors, construction hoardings and movie props, they are equipped to implement an organization's advertising needs anywhere in Canada and the U.S.

Credited with the invention of the now-common bus wrap, SuperGraphics USA is located in Seattle, where a sales team forwards orders to the Surrey, B.C. location for large format graphics production requiring a 16-foot wide printer. "It's the only one of its kind in British Columbia, which allows the company to explore new graphic possibilities," says David Woodman, General Manager. Using this technology, SuperGraphics contributed more than \$150,000 in graphic materials to the Vancouver 2010 Bid Corporation.

The Seattle office made a detailed presentation to the Salt Lake Organizing Committee more than a year in advance to qualify as a graphics provider. This led to a successful bid on portions of the graphics program, regarded as the "most graphically illustrated Games in Olympic history." The result? SuperGraphics USA/Canada was the single largest provider of graphics products to the 2002 Winter Games.

"Every day was a surprise," says Woodman, describing the Salt Lake City experience as "frantic and demanding, yet creating new respect for the company nationally and internationally." In only two months, SuperGraphics produced 12,000 reflective directional signs, 100 printed table skirts, 50 media backdrops, 135 bus wraps and fascias for various venues.

The Winter Games work, however, comprised only 10 per cent of SuperGraphics' revenues that year. The venture was a low margin project that required a lot of hard work with a potential for priceless credibility and worldwide exposure. Following the 2002 Games, the Surrey facility enjoyed a substantial revenue boost in a traditionally slow period. Woodman advises businesses against over-investment, or developing an entire business plan on servicing one event. He also suggests partnering where it makes sense.

Case Study: SuperGraphics - Planning Nets Olympic Payoff (continued)

"When the program is over, the company will need to be able to service its debt and pay its bills based on business as usual and responsible growth," Woodman concludes. That being said, SuperGraphics' plans include expansion and staff recruitment, while contacting the 2010 players to let them know the company would be pleased to be involved in the Vancouver 2010 Winter Games. Just as the Olympic Games illuminate extraordinary athletic achievement despite grueling obstacles, the imagination of the SuperGraphics team shows the world that graphic possibilities are truly endless.

➔ www.supergraphics.ca

**2010 BUSINESS OPPORTUNITIES****MODULE #9** (continued)**► Case Studies and Testimonials****Moving Products ... on a big scale**

It's not just the Olympic Organizing Committee that requires specialized goods and services. Games sponsors themselves have a wide range of needs - and businesses that can meet those needs stand to profit.

For Moving Products Inc, this business strategy has certainly paid off. The company designs, sources and distributes corporate hospitality gift packages, and it has built its business around the Games. It meets sponsors' needs by outfitting their guests, staff and technicians in customized clothing and accessories.

A true Games success story, Moving Products Inc has worked with corporate sponsors for the past nine consecutive Games. It has outfitted nearly 250,000 individuals with over two million pieces of custom sponsor-branded merchandise - everything from sweaters and backpacks to watches and stadium cushions.

It all started at the Calgary Winter Games in 1988. Ian MacDonald, the President of the Calgary company said, "I felt there was a need for specialized services that could be offered to sponsors, and that would not necessarily be a service component of the Organizing Committee."

From there, the business took off. The experience gained at the 1988 Games led to calls from CBS Television and 3M for Albertville in 1992. "And we have been going strong ever since," says MacDonald.

➔ www.movingproducts.com

► **Case Studies and Testimonials**

Opening Doors at the Games - Sitka Log Homes

While large corporations will undoubtedly benefit from many of the direct opportunities offered by the Olympic and Paralympic Games, many small companies are equally successful. And if it's anything like the experience of Sitka Log Homes, the result can be phenomenal international exposure and a surge in new business.

Successfully competing against two companies in the United States, Sitka Log Homes – based in 100 Mile House, British Columbia - won a contract to build three log lodges at Snowbasin, Utah. The lodges were built on the main ski runs used in the alpine speed events and were used by Olympic officials. Sitka's staff of 18 built the components of the lodges using salvaged pine-beetle infested wood, and then assembled the lodges on the Utah mountainside.

"It was great exposure for our product," says General Manager Walter Bransleven. "People from all over the world got to see what we build. Since the Games we've had a lot of follow-up business – we're getting inquiries from around the world and orders from across North America."

International exposure has propelled the company to a new level. Sitka Log Homes has hired an additional 10 people to meet the demand for new orders, and the company has expanded to Vernon, B.C.. With a more diverse client base and a 30 per cent increase in production, Sitka can credit the 2002 Winter Games for providing the opportunity to open their doors to the world.

➔ www.sitkaloghomes.com

2010 BUSINESS OPPORTUNITIES**MODULE #9 (continued)****► Case Studies and Testimonials****Mills Basics – Using the Sustainability Advantage**

The words were buried deep in the pages of the guidelines, but Sharon Wyse Boileau knew they would give her proposal the edge she was hoping for: “Social responsibility, Environmental stewardship, Sustainability.” They were in Appendix C, a very light reference to a commitment to sustainability,” said Wyse Boileau, director of business development and marketing for Mills Basics. “I knew we had what they were looking for.” Boileau wanted to win the contract to provide office supplies for VANOC, but she knew her company would be competing against huge corporations with millions behind them.

Mills Basics is a private, family-owned business in east Vancouver. It was founded in 1949 by Don Mills, who was 19 years old at the time, in the basement of his parents’ house in Kitsilano. The company now has 70 full-time employees at its warehouse and print and Mills’ son, Brad Mills, is the CEO.

The company is also part of a consortium of independent office supply companies across the country, called Basic Office Products, which gives smaller operations the purchasing power of the office-supply giants such as the U.S. Staples chain. Mills Basics, Wyse Boileau says with a clear sense of pride, is 100-per-cent B.C. owned and operated.

When she learned about the request for proposals for office supplies, Wyse Boileau jumped into action. The company had one month — and one chance — to develop a winning proposal.

“The first question was, can we live up to the expectations of an event like this. We have experience with sports, and have worked with the Greater Vancouver Open, the Canucks and the Grizzlies. And we are experts in office supplies, so we were very comfortable responding to the proposal,” she said. There was also no question the company could offer proof of its commitment to the community. “Corporate social responsibility and social value are all words we live by,” she said.

“The community is where Mills Basics leads. We don’t have the big dollars of the large corporations, but we do have an environmentally friendly office, warehouse and print shop and we try to help the community move forward environmentally, economically and socially.”

Mills Basics is part of Vancouver’s Fast Track to Employment, an employment program in the city’s Downtown Eastside that assists unemployed and under-employed residents find jobs. The company has hired and trained youth at risk, the hard to employ, and recovering addicts, offering mentorships and health benefits to help them enter the workforce. So far, they have hired eight people, but Wyse Boileau says it’s not enough. “We’d like to triple that number in the next 12 months.” The company is also a founding member of the Vancouver Social Purchasing Portal (www.sppvancouver.org), a web-based service for business-to-business transactions between companies that value social responsibility and community development.

2010 BUSINESS OPPORTUNITIES

MODULE #9 (continued)

Case Study: Mills Basics – Using the Sustainability Advantage (continued)

Although it was important to highlight the company's credentials and expertise in office supplies, Wyse Boileau wanted to focus the proposal on what VANOC — the customer — needed from Mills Basics. "We can all pick, pack and wrap," she said. "It may not be as fancy as others, but it's the same work. We looked at what they needed, what they explicitly said they wanted and also what they didn't say but could be read between the lines."

The result was that Mills Basics was the only small company on the short list for the office supplies bid, and then the winner of the contract. "We're a little tiny company, and we were competing against corporations with hundreds of employees, huge U.S. and European companies with billions behind them. Then you've got us — a \$10-million operation," Wyse Boileau said. "This was validation that small, independent, Canadian, family-owned companies can provide services to one of the most exciting events in the country. It makes us extremely proud. And if we can do it, so can others."

Wyse Boileau has a few suggestions to offer others who are making proposals for contracts for the Vancouver 2010 Winter Games and Paralympic Winter Games. First, do some research. Talk to people in the organization and suppliers who are already working with VANOC. Then, consider your proposal from the customer's perspective rather than from your business's point of view. And, remember, read the fine print. "Look beyond what they're asking for and really try to understand the key corporate objectives," she said. "What do they say they want, and what else do they want but aren't saying."

Mills Basics has already developed standard office supply kits for new employees that can be pulled together and delivered daily as the committee hires staff. The company is also planning a trip to Salt Lake City to talk to the suppliers involved with the 2002 Winter Games to find out what worked and what could have been done better. And even though it is nearly four years in the future, Wyse Boileau is already thinking about 2010 and how to set up temporary supply stores and keep the shelves stocked to meet hundreds of different daily needs during the games. "We've got a lot of work to do to make sure we're as ahead of the customer as possible," Wyse Boileau said. "Our work is just starting. We have to make sure we have the systems and capabilities in place to meet their needs. Everything should be seamless. We are just so excited."

➔ www.mills.ca



2010 BUSINESS OPPORTUNITIES

Module 10

Positioning Your Business

- **Make Full Use of the Canada 2010 Marketplace and the 2010 Commerce Centre**
- **Use Your Local Economic Development Resources**

2010 BUSINESS OPPORTUNITIES MODULE #10

► Positioning your Business

Purpose:

The purpose of this module is to provide some tips to businesses on how they can market themselves to VANOC and other members of the Olympic Family. Here are a few ideas and resources to get you started.

► Make Full Use of the Canada 2010 Marketplace and the 2010 Commerce Centre

The Canada 2010 Marketplace (☞ www.Canada2010.gc.ca) and the 2010 Commerce Centre (☞ www.2010CommerceCentre.gov.bc.ca) are excellent resources to help you promote your business and find bidding opportunities. (See Module 11 for more details about these resources.) When it is ready you will be able to upload your company's information onto the network including a description of your business and its products/services. The database will be promoted to VANOC and all members of the Olympic Family and will serve as a business directory of products and services.

► Use Your Local Economic Development Resources

Start locally – and tap into the tools and services available from local or regional economic development groups. Their role as economic development agencies is to help you make your business successful. They can help with identifying opportunities for business, advice on potential strategic alliances and they can act as channels for receiving new information on Vancouver 2010 Winter Games related opportunities. It can't hurt to let other business people know of your interest to supply the Olympics – get them working for you!

Some of the key groups to include in your network are:

- Canada Business Services for Entrepreneurs ☞ www.canadabusiness.ca
- Community Futures Development Corporations ☞ www.communityfutures.ca
- Local or regional economic development offices
- Chambers of commerce

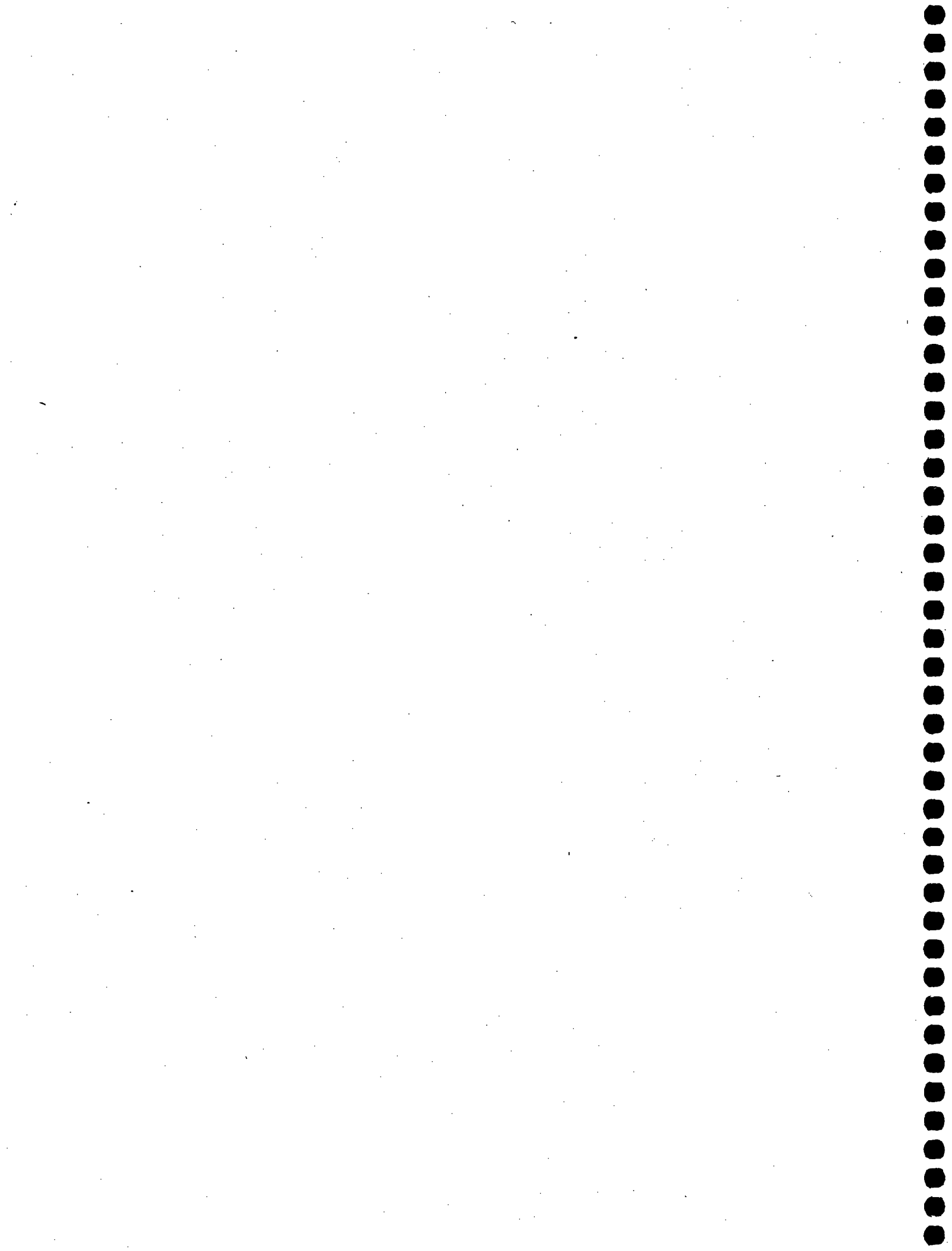


2010 BUSINESS OPPORTUNITIES

Module 11

Other Ways of Finding Bids

- **Looking for Vancouver 2010 Winter Games Opportunities?**
 - You've got three key resources!
- **Other Sources of Bidding Opportunities**
- **Other Places to Find Bids**



2010 BUSINESS OPPORTUNITIES MODULE #11

► Other Ways of Finding Bids

Purpose:

The purpose of this module is to help businesses understand where to find bidding and contracting opportunities for the Vancouver 2010 Winter Games and government in general.

Increasingly, governments and other organizations are using the Internet as a tool for advertising bid opportunities. You may still find some opportunities advertised in the newspaper, and definitely word of mouth is helpful, but the Internet is probably your main channel for finding contracting opportunities with governments, large businesses and, certainly, the Vancouver 2010 Winter Games.

The good news is that almost all of the business opportunities associated with the Vancouver 2010 Winter Games (see Module 1) will be available to businesses via websites that have been established by VANOC, the Province of British Columbia and the Government of Canada. This means that it's easier than ever for businesses to find business opportunities related to the Vancouver 2010 Winter Games.

As well – there are also other places to find bidding opportunities for your business not related to the Games. This module will introduce to you some of the key sources of bids – with an emphasis on government and Vancouver 2010 Winter Games purchasing.

► Looking for Vancouver 2010 Winter Games Opportunities? – You've got three key resources!

If you're looking for direct and related business opportunities with the Vancouver 2010 Winter Games then you've got three great resources to help you:

- VANOC website
- Canada 2010 Marketplace
- 2010 Commerce Centre

VANOC maintains the official website for the Vancouver 2010 Winter Games and its main homepage provides a listing of current bid (or procurement) opportunities for goods and services required directly by the Vancouver Organizing Committee.

The Government of British Columbia and the Government of Canada have collaborated to provide comprehensive web-based information on business opportunities related to the Vancouver 2010 Winter Games and beyond – including venue construction, related infrastructure projects, and "Olympic Family" business opportunities.

Looking for Vancouver 2010 Winter Games Opportunities? (continued)

You can access this powerful resource in two ways:

- ▶ The Canada 2010 Marketplace: ➔ www.Canada2010.gc.ca - Established by the Government of Canada and available on their 2010 site. Offering service in both official languages.
- ▶ The 2010 Commerce Centre: ➔ www.2010CommerceCentre.gov.bc.ca - Established by the BC Olympic and Paralympic Winter Games Secretariat.

Through either of these sites, you can browse a list of currently open bid opportunities or narrow your search to those that match your company's interests and capabilities. Register with either site to receive enhanced services such as instant email notification of bid opportunities that match your company's profile. You also have access to information on previously awarded contracts; tools and resources on bid preparation; best practises and success stories.

▶ **Other Sources of Bidding Opportunities**

SourceCAN

SourceCAN is a free e-marketplace that matches Canadian products and services with thousands of business opportunities posted by domestic and foreign corporations and governments. Through an international tender system, small and medium-sized Canadian companies can source bids, post opportunities and pursue strategic partnerships, all within a secure online trading environment. SourceCAN is the engine that drives both the Canada 2010 Marketplace and the 2010 Commerce Centre Web site.

➔ SourceCAN: www.sourcecan.com

MERX

MERX describes itself as the most complete source of public tenders and private construction available in Canada. It strives to level the playing field so that businesses of any size can have easy and affordable access to billions of dollars in contracting opportunities with the federal government, participating provincial, municipal governments and the private sector. It's important to note that MERX is operated by a private company and there are fees to use some advanced features of the system.

➔ MERX: www.merx.com

2010 BUSINESS OPPORTUNITIES**MODULE #11 (continued)****▶ Other Sources of Bidding Opportunities (continued)****Contracting Opportunities with Provincial Governments**

The provincial governments also use the Internet to post and solicit bids for supplying goods and services to its ministries as well as many Crown corporations (e.g. BC Hydro) and provincial agencies (e.g. BC Housing Authority). BCBid is an electronic network that gives you "one window" access to information about selling to government. It also provides a link to other purchasing departments via the Internet – such as the BC Ministries of Forests and Transportation and Highways, the federal government's system, and most other provinces as well as many Pacific Northwest states.

Other public agencies such as Crown corporations, municipalities, universities and schools may keep source lists, so it is worthwhile to contact each agency individually to find out how it buys and whether it maintains its own source lists. Many organizations, including the City of Calgary and Sask-Tel, publish supplier brochures, and all would be happy to send information to companies wanting to sell to them. All of this is available free of charge. However, for additional fees you can sign up for more sophisticated features such as electronic notification of particular bidding opportunities. Visit the site to learn all about its features and services.

Visit your province's purchasing site to learn about its features and services. In British Columbia:

➤ BCBid: www.bcbid.gov.bc.ca

Municipal Websites

In terms of Vancouver 2010 Winter Games related opportunities at the municipal level you may want to visit the individual municipal websites as well to see if there may be similar or related opportunities of interest to your business. For example:

➤ City of Vancouver: www.city.vancouver.bc.ca

➤ City of Richmond: www.richmond.ca

➤ Resort Municipality of Whistler: www.whistler.ca

2010 BUSINESS OPPORTUNITIES

MODULE #11 (continued)

► Other Places to Find Bids

Although websites are increasingly becoming the primary means by which government and businesses advertise their bidding opportunities – they're not the only way. Consider some of the other options as well.



Newspaper advertising is still a popular (and in some cases required) form of notification for bidding opportunities. Often, large bids (those in excess of \$500,000 dollars in value) will be advertised in national newspapers such as the Globe and Mail or French newspapers such as La Presse. Check out local, provincial or national newspapers and read the business section to see what's available.

"Word of Mouth" - may seem old-fashioned but sometimes word of mouth is the only way you'll find out about an opportunity - especially if it's a smaller contract that may require public tendering. Some small-value contracts may not be posted or advertised – so you'll only know about the bid by keeping in touch with purchasing managers, your business network and by making your products and services known to organizations that you wish to do business with. Networking is priceless!


Finding Bids on the Web

The following are some of the main Internet-based resources for finding contracting opportunities:

Opportunity Area	Source	Website
Vancouver 2010 Winter Games	Canada 2010 Marketplace	www.Canada2010.gc.ca
Vancouver 2010 Winter Games	2010 Commerce Centre	www.2010CommerceCentre.gov.bc.ca
Vancouver 2010 Winter Games	VANOC website	www.vancouver2010.com
BC Government	BC Bid	www.bcbid.gov.bc.ca
National / International	SourceCan	www.sourcecan.com
National Public Sector	Merx	www.merx.com



2010 BUSINESS OPPORTUNITIES



Module 12

Summary & Conclusion

- Key Messages
- What's Next: 10 Tips to Get Started
- Conclusion

2010 BUSINESS OPPORTUNITIES MODULE #12

► Key Messages

So – we've covered a lot of ground. Let's review some of the key messages and learnings:

- There are all kinds of **opportunities** associated with the Vancouver 2010 Winter Games and related sporting events
- Think outside the box – **VANOC is just one source** of potential Olympic business
- Subcontracting is a **hidden opportunity** that offers huge potential for Canadian businesses
- **Get ready now** – the bidding has started!
- **The Canada 2010 Marketplace and the 2010 Commerce Centre** are your KEY resources for finding bidding opportunities
- Not every opportunity is advertised – **you must promote yourself** and make your business known to potential customers
- Get to know **RFPs** – these are a primary mechanism for soliciting bids
- **Be prepared** before bids are even announced – you may not have much time to respond
- Do your **homework** to be successful in the bidding process
- Use the **sustainability advantage** and accessibility advantage to address complementary purchasing objectives
- Consider the pros and cons of **strategic alliances** to build capacity
- Lost bids **can be opportunities** – make the most of the effort and check out the Winning Bidders Database on the 2010 Commerce Centre
- Know your **obligations as bidder** – be ready to be successful and follow through on your commitments
- **Use your local agencies** to help promote your unique products and services - network, network!

► What's Next: 10 Tips for Getting Started

- 1) Identify opportunities for your company early
- 2) Learn from the experiences of previous Games
- 3) Register your company with the Canada 2010 Marketplace and the 2010 Commerce Centre
- 4) Attend a 2010 Business Opportunities Workshop
- 5) Consider partnerships and strategic alliances
- 6) Build a network to stay informed of opportunities
- 7) Incorporate 2010 in your business plan as a step along the way – not the final destination
- 8) Manage risks and plan in advance for financing and other contingencies
- 9) Don't forget your core business and traditional customers
- 10) Explore your business ideas with professional advisors – don't be afraid to ask for help!



2010 BUSINESS OPPORTUNITIES APPENDICES

► Conclusion

The Vancouver 2010 Olympic and Paralympic Winter Games offer a tremendous opportunity for Canadian businesses to generate new business, to be involved in a unique event, and to build profile in the local and international marketplace. Direct spending on the Vancouver 2010 Winter Games is estimated to be in excess of \$4 billion – and, combined with other related infrastructure projects, that translates into plenty of opportunities. Experience gained from previous Olympics demonstrates that small and medium-sized businesses can profit from the Olympic experience.

The puck has dropped, the game is already under way and the clock is ticking. Canadian businesses need to get ready now and prepare for the competition. The world is watching and businesses and their associations outside of Canada are preparing themselves to take advantage of Games-related opportunities. The Canada 2010 Marketplace Portal and the 2010 Commerce Centre are here to support Canadian businesses in every way possible – take advantage of their resources and good luck in your quest for Olympic gold.

▶ **A. Glossary of Common Purchasing Terms**

The following is a list of definitions for many of the common terms used in the government or VANOC purchasing process.

Bidder

A supplier who responds to an Invitation to Quote (ITQ) by submitting a bid is referred to as a bidder. The supplier who is awarded the contract is referred to as the successful bidder.

Contractor

A contractor is a supplier who is providing goods or services subject to the terms and conditions of a contract with a purchaser. Most often, the term "contractor" is used to refer to a supplier of services.

Invitation to Quote (ITQ)

Invitation to Quote (ITQ) refers to the process and the document used to solicit bids or quotes from suppliers for the provision of clearly specified goods or services. The bids received in response to an ITQ are evaluated on price only.

Pre-qualification List

A pre-qualification list is a list of potential suppliers who have been pre-qualified for a specific or future opportunity.

Proponent

The term proponent refers to a supplier who responds to a Request for Proposals (RFP) by submitting a proposal. The successful proponent is the supplier who is selected from the competitive process to supply an organization with the goods or services required.

Expressions of Interest (EOI)

Request for Expressions of Interest (EOI) refers to a process and a document used to obtain information on the level of interest in a planned solicitation opportunity and may be used to pre-qualify suppliers for an opportunity. It is often used when an organization knows that a good or service is available but are not sure if the supplier community is interested or available to compete on the opportunity.

Request for Proposals (RFP)

Request for Proposals (RFP) refers to the process and the document used to solicit proposals from suppliers which will be evaluated on price as well as other criteria, including supplier qualifications and the proposed solution.

2010 BUSINESS OPPORTUNITIES**APPENDICES****▶ A. Glossary of Common Purchasing Terms****Request for Qualifications (RFQ)**

Request for Qualifications (RFQ) refers to the process used to pre-qualify suppliers who are interested in a current opportunity or for pre-qualifying suppliers who are interested in supplying goods or services in the future on an if, as, and when requested basis.

Solicitation

The act of obtaining bids, quotes, offers, or proposals.

Supplier

The term supplier is often used interchangeably with the term vendor. However, in the context of government purchasing, a supplier is a vendor who has been selected through a purchasing process to supply government with goods or services.

▶ B. Road Map of Venue / Infrastructure Construction and Spending

Check out the following website (part of the 2010 Commerce Centre) to get more specific details on the construction schedule for competition and non-competition venues that will be used leading up to, during, and after the Vancouver 2010 Winter Games.

➔ www.2010commercecentre.com/content/opportunities/2010RoadMap

▶ C. Request for Proposals (RFP) Guide

Follow the internet link below to check out this excellent guide that has been developed by the Government of BC to help businesses get a complete understanding of RFPs. The guide is designed to answer questions commonly asked by would-be suppliers on responding to an RFP. It covers only those RFPs issued by the Government of British Columbia.

➔ www.2010commercecentre.com/cms/documents/ProponentsGuidetoRFP.pdf

▶ D. Sample RFP from VANOC

You can find an actual Request for Proposal document from VANOC on the 2010 Commerce Centre. If you're interested in being a supplier to VANOC, then it's a good idea to become familiar with the format they use for their RFPs and to get an understanding of their particular requirements. Visit the 2010 Commerce Centre website (➔ www.2010CommerceCentre.gov.bc.ca) and follow the links in the Tools & Resources section to find an example.

► **E. VANOC Sustainability Commitment**

The following provides some detail on VANOC's Sustainability Commitment and their specific sustainability objectives. This is information that is worth being familiar with and should always be considered when preparing your bid.

Sustainability Commitment

VANOC is committed to incorporating sustainable economic, social, environmental and inclusive practices in planning and operating the Vancouver 2010 Olympic and Paralympic Winter Games. There are many reasons to embrace sustainability. Global reality necessitates it. The Olympic Movement is committed to it. Local community visions have incorporated it and our citizens expect it. VANOC believes that the Vancouver 2010 Olympic and Paralympic Winter Games can do it as well or better than anyone else can.

In order to integrate sustainability thinking into all aspects of the Games, a sustainability policy based on six key principles was developed. These principles define the values and beliefs that form the basis of the understanding of sustainability, and the corresponding policy continues to guide VANOC's performance.

VANOC's Sustainability Principles

Ecological Limits	Society must live within the earth's capacity to sustain life.
Interdependence	Economic and social prosperity are dependent upon the natural environment.
Long Term View	Today's decisions and actions must not compromise the choices available to future generations.
Inclusiveness	Participation by all people must be promoted and decisions must be based on input from key stakeholders.
Equity	People must be empowered to live sustainably and resources must be used fairly and efficiently in order to meet basic human needs worldwide.
Healthy Communities	Community health and quality of life is integral to global sustainability.

VANOC's sustainability principles were used during the Bid phase to impact transportation, venue, village and accommodation plans and were intended to promote best efforts to set a new sustainability standard for Vancouver 2010 Olympic and Paralympic Winter Games. VANOC is committed to sport development and sustainable environmental, economic and social practices in its plans and actions.

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► F. Resources for Preparing Your Bid

Assessing the Opportunity to Bid Checklist

The following are some questions to ask yourself and to consider as you review a potential bidding opportunity. You should be answering 'yes' to most of these questions if you wish to be successful in the bid process.

- Is there enough time to respond with a strong bid?
- Are you prepared with marketing materials and other company profile information?
- Can you afford the potential costs (real and opportunity) associated with submitting a bid?
- Does the opportunity play to one of your core strength areas?
- Have you assessed the competition and do you feel confident you can compete?
- Would it be more advantageous to form a strategic alliance to fulfill the requirements? Is there a good candidate to approach?
- Would it be better to seek a subcontracting opportunity with a successful bidder?

Assembly Process Checklist

The following are some of the key steps to follow in preparing your response to an RFP.

- Check the closing date to confirm when the proposal is due
- Read the RFP once from cover to cover
- Read it again and highlight or flag all critical information and special requirements
- Submit a Notice to Bid form if one is requested
- Make note of any Bidders meetings or notification procedures
- Confirm the exact format required for the response
- Develop a plan to prepare your response by identifying tasks and deadlines
- Conduct thorough research on the issuing organization
- Draft or assemble all of the required sections of the proposal
- Ensure pricing is an 'apples to apples' comparison
- Read and edit all aspects of the proposal
- Double check all calculations related to pricing / scheduling
- Insert any 'value-add' information in the appropriate sections
- Prepare the proposal cover, table of contents, executive summary and letter of transmittal
- Re-read the entire proposal and make edits as required
- Ensure that all signatures have been obtained and are signed-off
- Package and submit your proposal to ensure delivery at least one day prior to the deadline

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