

A guide for business opportunities in the 2010 Winter Games



Putting athletes first since 1947



Premier National Partner



The Province of British Columbia is proud to be hosting the Vancouver 2010 Olympic and Paralympic Winter Games. We know the Games will be the source of enormous opportunities before, during and after 2010.

This business guide, produced in co-operation with RBC Financial Group, is one of many initiatives the Province is undertaking through the B.C. Olympic and Paralympic Winter Games Secretariat. The B.C. Secretariat is developing a wide variety of projects and tools to help Canadian businesses access these opportunities. One of their first initiatives was to launch the 2010 Commerce Centre.

On behalf of the Province of British Columbia, Colin Hansen, Minister of Economic Development, wants to ensure every business is aware of the opportunities available to them, and the ways they can access them. “No matter where your business is located, this guide will help you seize those opportunities. Rarely has a resource like this been made available to an Olympic Games-host region – and never so early in the game. These are your Games... make them your business.”



RBC has been supporting the Canadian Olympic Movement and amateur athletes since 1947 and is the longest-standing corporate supporter of the Canadian Olympic Team.

RBC is proud to continue that tradition of athlete support as a Premier National Partner of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games. In addition to helping to fund the staging of the Olympic and Paralympic Winter Games in 2010, RBC’s sponsorship will go towards funding the Canadian Olympic and Paralympic Teams competing in Torino 2006, Beijing 2008, Vancouver 2010 and in London in 2012.

RBC can help businesses understand and explore potential opportunities to leverage the 2010 Winter Games into long-term success. This guide, produced in co-operation with the B.C. Olympic and Paralympic Winter Games Secretariat, helps to give small and medium-sized businesses the tools required to get started.

Like the athletes competing in the Olympic and Paralympic Games themselves, seizing the chance in front of you is the first step to realizing your dreams as businesses and leaders. We hope you find this guide valuable and look forward to helping you capitalize on the tremendous opportunities the 2010 Winter Games will bring.

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An unprecedented invitation to growth and prosperity

The groundwork is done. Canadian dreams of glory days to come shimmer in vibrant colour. Vancouver will host the Vancouver 2010 Olympic and Paralympic Winter Games.

Now it's time to turn dreams into reality. It's time to get down to business.

There's a great deal to accomplish to stage extraordinary Olympic and Paralympic Games. Venues to be built. Facilities to equip and furnish. Entertainment to plan. Food to stock. And thousands of categories of supplies to purchase – everything from accreditation badges to zippered bags.

It's a time for Canadian businesses to step forward and make this a showcase for their products and services, their timely efficiency, their creativity and their friendly and enthusiastic willingness to help.

The 2010 Winter Games will offer outstanding opportunities for Canadian companies to expand, diversify and reach new markets across the country and around the world. It's both a marketplace and a display window of world-scale proportions.

And you could be a part of it.

You could bid directly on contracts to supply the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC™) or its preparatory projects, or you may opt to target subcontracts to assist the winning bidders. You could aim to supply the needs of sponsors, official delegations or the media, or you may decide to bid on contracts or subcontracts to manufacture goods with the invaluable marks of the Olympic Games.

Or you may participate in one of the dozens of local events and celebrations, community improvement initiatives and pre-Games training opportunities in your area.

The point is to think and act now. It's not just a big business opportunity. The B.C. Olympic and Paralympic Winter Games Secretariat is committed to making sure Canadian enterprises of every size have the opportunity to share in both the glory and the financial rewards.

As a national sponsor and Premier National Partner for the Vancouver 2010 Olympic and Paralympic Winter Games, RBC Financial Group shares that commitment. A product of RBC's partnership with the B.C. Secretariat, this guide identifies 2010 Winter Games opportunities for businesses of all sizes and how to take advantage of them. It explains the procurement system and spells



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out how to seek out contracts, subcontracts, sponsorships and licensing agreements. It sifts through the business experiences of previous Games to find the tactics and tips that can help you succeed.

It also explains how to begin to plan for the ride that's ahead of you, because one of the most important things to know is that the 2010 Winter Games are not the finish line. They are merely the starting gate to growth that you can sustain for many years after the Olympic flame is passed to the next Host City.

The learning from this guide, along with developing your own Games strategy, will be valuable regardless of whether you ultimately acquire business from the 2010 Winter Games. It will lead you to deeper consideration of your options, skills, partnerships and international ambitions.

As you will see in the pages ahead, seizing the opportunity created by the 2010 Winter Games demands vision, focus and preparation from businesses just as it does from the athletes. But the payoff is a place in the spotlight while the whole world is watching.

This is your invitation to an unprecedented opportunity for growth and prosperity. Read on – and prepare for an experience that could lead to a personal best for you and a record-breaker for your company.



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The 2010 Winter Games mean business

Hosting the Vancouver 2010 Olympic and Paralympic Winter Games presents an opportunity for all Canadian companies. The scale of the 2010 Winter Games may lead you to think that only giant corporations or companies already based in Vancouver have a realistic chance of seizing business opportunities. Nothing could be further from the truth.

The scale alone should tell you that there's room for businesses of all sizes and in every conceivable sector. The Vancouver 2010 Organizing Committee (VANOC) will directly spend upwards of \$2 billion on goods and services preparing for the 2010 Winter Games. Another \$2 billion will be spent indirectly in the run-up to the 2010 Winter Games by suppliers, sponsors, licensees, sporting delegations, athletic teams and visiting tourists. The provincial and municipal governments will be spending more than \$4 billion more on infrastructure upgrades.

Not only will these groups need products and services of every kind, but within this mountain of demand lie many of the creative niches that smaller businesses always seem to find and fill.

Certainly, opportunities abound for companies that want to act as prime contractors. But there may be even more opportunities for companies that pursue a smaller piece of the action as subcontractors to the prime contract winners.

Moreover, this is not solely a Vancouver event. In many bidding and promotional situations, physical proximity isn't a necessity. In fact, your profile in your local community can be a strength in a competitive bidding situation, and there is considerable demand among consumers for products and services that display Canadian knowledge, materials and skills. With creativity

and proper planning, companies from all across the country can pursue business opportunities arising from the 2010 Winter Games. Simply look back to the Sydney 2000 Summer Games, where Australian companies won more than 80% of Games-related contracts. It was a direct result of market proximity and the effective work of Sydney's Olympic Games Commerce Centre that helped local businesses understand the opportunities and their requirements.

Canada has emulated and improved upon the Sydney model. Register now with the 2010 Commerce Centre at www.2010CommerceCentre.gov.bc.ca to discover the opportunities surrounding the 2010 Winter Games – and how your company can take advantage of them.

The positive economic impact of the 2010 Winter Games

RBC Financial Group's Economics Department estimates that the preparations for the 2010 Winter Games will add between 0.9% and 1.2% each year to B.C.'s GDP growth over the 2005 to 2011 period.

Forecasted construction costs, spread out through 2010, will range between \$500 million and \$700 million a year, and could well make B.C. the leading province for growth in non-residential construction. But visitor spending will account for the dominant impact, spread over a period of 10 years from 2007 to 2016 and amounting to \$1 billion to \$2.5 billion a year, concentrated in the 2007-2011 period.

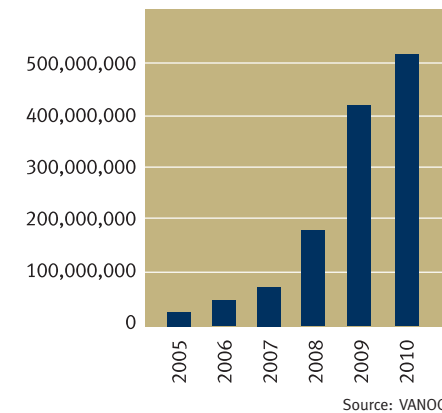
From a business perspective, much of this is spending and growth that, for the most part, Canada would not otherwise experience if not for the 2010 Winter Games. Spending on infrastructure would likely have happened but over a much longer period of time; the need to be ready means that the spending is accelerated to meet the schedule of the 2010 Winter Games. It adds up to more than \$4 billion of investment that creates opportunities for businesses of every size right across the country.

Who's spending the money?

It's worth knowing that several organizations besides VANOC will be responsible for some projects and, therefore, will be soliciting and evaluating bids. Test events, all levels of government, sponsors and media will soon be making their preparations for the 2010 Winter Games operations as well. Knowing who's who will help you pursue information about upcoming RFPs and their criteria, allowing you to shape your bid to put your best foot forward.

VANOC: The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games has major responsibility for venue construction and staging of the 2010 Winter Games. In addition, VANOC manages all opportunities to do with the Canadian Olympic Committee (COC). Go to www.Vancouver2010.com.

VANOC operating expenditures



Competition venues: Vancouver (www.city.vancouver.bc.ca/olympics), Whistler (www.whistler.ca) and Richmond (www.richmond.ca) have responsibility for some venue construction and other major infrastructure projects, both of which involve much more than just construction services.

National Olympic and Paralympic Committees: Athletes from about 80 countries on five continents participate in the Winter Games. The Canadian Olympic Committee provides financial support and services to the Canadian amateur high-performance sports community. Go to www.olympic.ca for details. The Canadian Paralympic Committee provides similar support to Paralympians; see www.paralympic.ca for more information.

Sponsors: There are several categories of 2010 Winter Games sponsorship. For an updated list of



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Canadian national sponsors, visit www.Vancouver2010.com.

Broadcasters: Approximately 80 accredited official host broadcasters along with hundreds of official press organizations and unaccredited media companies will cover the 2010 Winter Games.

More information on supplying National Olympic and Paralympic Committees, sponsors, other groups and associations and the media that make up the 2010 Winter Games Family can be found on page 20 of this guide.

What's in it for Canada

- More diversification and investment
- Higher volumes of tourism and convention visitors for years, with the biggest growth expected from two years prior to the 2010 Winter Games to five years afterward
- A showcase for Canadian products and services to an international market of potential clients, partners and investors
- Enhanced worldwide profile for Canada's Aboriginal people
- Opportunities to create national and international awareness of cultural industries.

In addition, B.C. will specifically enjoy a number of concrete benefits, including:

- A lasting legacy of sports facilities allowing the province to bid on other high-level international sporting events
- Olympic and Paralympic Athletes Village construction that addresses

The whole world's watching

A huge worldwide audience tunes in on television to the Olympic Games.

For the Salt Lake City 2002 Winter Games, an estimated 2.1 billion viewers watched for an average of six hours and 15 minutes, gaining ever greater familiarity with the fabulous scenery and friendly local hospitality. At the Athens 2004 Summer Games, 3.9 billion viewers watched the coverage.

The 2002 Winter Games gained consistent television audiences.

Nation	Viewers as % of total with access to TV
Canada	88%
Sweden	89%
Japan	80%
U.S.	64%

Source: Condensed from *Salt Lake 2002 Olympic Winter Games Global Television Report*, Sports Marketing Surveys Ltd, © IOC 2002.

social housing issues in the cities of Vancouver and Whistler

- Major transport and infrastructure improvements that will ease road congestion.

More reasons to get involved

Sometimes what you take away from a business experience is worth more than the value of the sale. The 2010 Winter Games is certainly one of those instances. Your company could become a much more powerful entity through its 2010 Winter Games experience.

In the next section, you will discover the many ways that you could benefit financially from 2010-related business. But first, let's look at the equally important indirect benefits that can carry you beyond 2010.

Build contacts and exposure

For some small and medium-sized companies, the Vancouver 2010 Olympic and Paralympic Winter Games may be their first major contract. For others, the 2010 Winter Games will provide an introduction to partners and investors that will take them to the next level or the national and international exposure that will lead to sales in new markets.

The point is that the 2010 Winter Games present a tremendous opportunity to expose your company to the wider business community and build confidence in the international arena, making you a star candidate for growth and investment.

You may even grow a network of international contacts, because suppliers who get their foot in the door in one Winter Games often follow up by supplying the next Winter or Summer Games in another country.

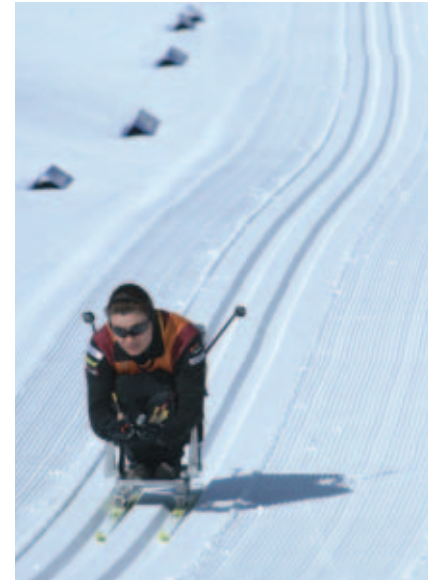
Or they find that a contract with one member of the Olympic Games Family leads to opportunities with other National Olympic Committees (NOCs), sponsors or the media.

It's all thanks to the contacts and know-how they have accumulated.

You may also consider the possibility that your company's Olympic Games participation may merit local or even wider media coverage that is worth much more in the long run.

Journalists who attend the Games often set the scene with articles about preparations for the Winter Games or showing local flavour, enthusiasm and initiative as background to their stories about the athletes and competitions. If your product or service is unique or shows a particular resourcefulness, or your 2010 Winter Games business represents a milestone against obstacles you have overcome, your contribution may well catch their attention.

Coverage of this kind may bring you exposure and recognition in new markets, paving the way for future sales and expansion.



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Even if you do not win a contract or subcontract to supply the 2010 Winter Games, you may still be able to strut your stuff by showcasing your unique offerings or technologies as part of business development, trade and investment activities not explicitly linked to the Games.

Contact your local economic development agency or chamber of commerce to learn about receptions, trade shows and events where these opportunities are available.

The lasting legacy

The most lasting legacy could well be the consumer and business confidence that comes from citizens, businesses, governments and the Olympic Games Family together creating a spectacle that dazzles the world with its creativity, efficiency and enthusiasm.

That is a gift that will give to future generations for a long time to come. Nothing should hold us back.

2010 Commerce Centre: Your 2010 business connection

➤ The opportunities to build your business by participating in the Vancouver 2010 Olympic and Paralympic Winter Games come in several forms. Excellent resources are available to help you find them.

The most important place on the map – for direct and related business opportunities to supply the 2010 Winter Games and for 2010 business information – is the 2010 Commerce Centre at www.2010CommerceCentre.gov.bc.ca.

The website is a unique tool to provide access to Games-related business opportunities. The 2010 Commerce Centre was established by the B.C. Olympic and Paralympic Winter Games Secretariat to inform, educate and connect the business community to the opportunities of the 2010 Winter Games.

The 2010 Commerce Centre website will display:

- Direct opportunities such as venue construction and VANOC's operational requirements
- Opportunities related to major infrastructure projects such as the Vancouver Convention Centre and new Rapid Transit Line
- Opportunities with national and international sporting events
- Business opportunities from the Olympic and Paralympic Games Family of sponsors and related organizations.

2010 Commerce Centre tells you what you want to know

For businesses with Winter Games aspirations, the 2010 Commerce Centre site doesn't just present the opportunities, it provides everything

you need to know to make your best possible pitch to land these opportunities, and a lot more:

- Current business opportunities
- Procedures for bidding on projects at the 2010 Winter Games
- Complimentary registration for email notification of opportunities that match your business profile
- Listings of bid winners
- Online procurement workshop material and calendar of events
- Success stories and best practice advice
- Business planning
- 2010 business news
- Registration for 2010 Commerce Centre electronic newsletter.

Don't neglect to register with the 2010 Commerce Centre – it only takes a couple of minutes and it's absolutely free.

- Go to www.2010CommerceCentre.gov.bc.ca
- Click on "Sign-up for email notification of current bids"
- Follow the instructions.

Climbing the procurement peak

Construction of venues is VANOC's early focus of attention. Spending on operating costs starts picking up in 2008. Test events, all levels of government, sponsors and media will be making preparations for 2010 as well. Licensing opportunities with VANOC started in 2005 and will accelerate as 2010 approaches.



2010 Winter Games facts	
2010 Winter Games	February 12-28
2010 Paralympic Winter Games	March 12-21
Olympic and Paralympic Games athletes and officials	6,700
Participating countries (Olympic Games)	80+
Participating countries (Paralympic Games)	40+
Event tickets available	1.8 million
Estimated number of media	10,000
Estimated number of Games volunteers	25,000

Source: VANOC

Opportunity #1

How to bid on a Vancouver 2010 Organizing Committee contract

VANOC timelines		
2005		Venue planning
2005		Business plan development
2005		Start of construction for Nordic and Sliding venues
2005		Official VANOC merchandise available at selected Hbc locations
2005		Start of 2010 Winter Games sponsorship awards
2005-2008		Venue construction
2006		VANOC sends observation team to Torino
2006		VANOC participates in Torino 2006 Closing Ceremonies
2006-2010		Vancouver 2010 Cultural Olympiad
2007		Mascot selection
2007-2009		Vancouver 2010 test events and venue testing begin
2008		VANOC begins volunteer recruitment
2008-2009		Vancouver 2010 Olympic and Paralympic Winter Games ticket sales
2008		VANOC attends Beijing 2008 Summer Games
2009		Venue overlay
2009		Media accreditation
2009		The Torch Relay - 114-day journey of Olympic flame to Vancouver
2010	Jan 15	Olympic Games Arts Festival begins
2010	Jan 26	Main press centre opens
2010	Feb 5	Olympic Village opens
2010	Feb 12	Opening Ceremony of the Olympic Games
2010	Feb 12-28	2010 Olympic Winter Games in Vancouver and Whistler
2010	Feb 28	Closing Ceremony of the Olympic Games
2010	March 3	Olympic Village closed
2010	March 6	Paralympic Village opens
2010	March 12	Opening Ceremony of the Paralympic Games
2010	March 12-21	2010 Paralympic Winter Games in Whistler
2010	March 21	Closing Ceremony of the Paralympic Games
2010	March 24	Paralympic Village closed

The timelines for the Vancouver 2010 Olympic and Paralympic Winter Games will be regularly updated on the VANOC web site at www.Vancouver2010.com.

Source: VANOC



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How to be a successful bidder for the 2010 Winter Games

While there are many sources of procurement opportunities related to the Vancouver 2010 Olympic Winter Games, VANOC is the major buyer with demand for \$2 billion worth of goods and services.

Incorporated under the Canada Corporations Act, VANOC is an independent corporation with its own procurement principles, policies and procedures. While these processes may differ slightly from those of other organizations, successfully competing for a VANOC contract will help you become familiar with bid requirements to be able to bid on other procurement opportunities offered by the public sector in Canada.

Keep in mind that VANOC also handles the requirements of the Vancouver 2010 Paralympic Winter Games. Consider your company's ability to supply equipment, transportation and accessible leisure and entertainment activities.

What does VANOC want?

VANOC is committed to achieving its goals of obtaining the best value for its money spent in the acquisition of goods and services and to providing competitive, equitable and open opportunities for qualified suppliers desiring to do business with VANOC.

The primary goal of VANOC's procurement efforts is to get the best value while meeting scheduling

Some further considerations...

1. Gain experience – and credibility
Coming out of your experience of doing business with the 2010 Winter Games, you and your employees will understand the requirements of successful bids on government and major event procurement processes, how to service high-value contracts, the intricacies of multicultural hospitality and entertainment, and the value of cross-cultural awareness.

And just as important, you will be perceived to be better equipped as well. When bid evaluation committees set their criteria for major projects, it's only natural that experience gets due consideration. No one wants to find their supplier underestimated the requirements for funding or human resources when so much is at stake. If you can meet your commitments once at a venue like the 2010 Winter Games, even if it is only a piece of the action, you will always have that credibility in bidding to supply future events.

2. Delivery and security challenges
If you decide to pursue a VANOC contract, keep in mind the potential delivery and security challenges of supplying your products or services to 2010 Winter Games venues. Employees making deliveries to a secured site will need proper security accreditation. Also, access to sites may prove more difficult and time-consuming than a typical delivery. It is important to consider and solve these logistical problems and work them into your pricing structures.

deadlines and honouring principles of sustainability. In short, these criteria can be summarized as follows:

- **Product effectiveness, efficiency and affordability:** You absolutely must meet the specified performance standards laid out in the RFP and deliver on time, within budget and with minimal risk of default.
- **Sustainability:** It makes great sense to ensure that the economic benefits of the 2010 Winter Games don't go away after 2010. This is why the procurement process is targeting complementary objectives in addition to product or service performance standards.

The VANOC shopping list

VANOC is going to need all kinds of goods and services in order to stage the 2010 Winter Games. The scope is almost unimaginable, but consider this short list.

- Barricades
- Carpeting
- Cleaning and waste removal
- Drug testing
- Electrical appliances
- Flags and banners
- Furniture
- Housekeeping
- Laundry service
- Materials handling
- Portable buildings
- Portable kitchens
- Security
- Sports equipment
- Temporary seating
- Temporary toilets
- Tents
- Ticketing
- Transportation

These include:

- › **Environmental sustainability:** Your product, company or production methods contribute to the advancement of resource conservation and habitat restoration, or provide a means of showcasing Canada's natural environment or stimulating demand for environmentally sound products and services.
- › **Aboriginal participation and partnership:** Your product, company, or production methods stimulate Aboriginal businesses, employment and training.
- › **Social responsibility:** Your product, company or production methods adhere to ethical sourcing with respect to human and labour rights, promote athletic and sport development, assist inner-city revitalization, support youth and disadvantaged groups in business, or in some other way promote improvements in Canadian society.

Use your company's ability to help VANOC meet these sustainability commitments. Address them in a dedicated section of your response to the RFP. It may be a differentiator and could be a tremendous advantage to your bid if you can make a credible claim in this area.

Doing business with VANOC

Once you've registered your company at the 2010 Commerce Centre site, you also can send your company information to VANOC's procurement department to be included in their reference library. Go to www.Vancouver2010.com for details on how to send your company information (contact info, a brief summary of your company and the products or services it offers or a company brochure) to the Vancouver 2010 Organizing Committee.

How the VANOC process begins

The best way to learn about VANOC bids is to register for free email notification of opportunities that match your business profile on the 2010 Commerce Centre website at www.2010CommerceCentre.gov.bc.ca.

A company does not need to have contacted VANOC previously or be in their database to submit a bid. Anyone meeting the qualifications for that particular request can submit a bid. VANOC will not accept any unsolicited business proposals.

Basically, VANOC bid opportunities follow one of two paths.

A more complex bid opportunity may start with a VANOC request for Expressions of Interest (EOI). In general, VANOC asks companies to forward information about themselves and their products. An EOI will request the bidder to supply standard marketing information such as a description of the company, its products and services, experience and perhaps some references. VANOC will then select a short list of bidders to respond to a formal Request for Proposals (RFP).

The other option is for VANOC to go directly to a Request for Proposals. In an RFP, you will find all the milestones, deliverables, specifications and criteria, both mandatory and desirable, that will guide the project and your bid. You must submit your response by the closing date or your bid will not be considered.

Understanding requests for proposals

Just as its name suggests, a Request for Proposals is a document that describes a need for goods or services, the circumstances in which they will be used and the parameters for a solution. It asks

competing firms to come up with their best possible proposal within those parameters and within a reasonable price range.

Price is not the only consideration in determining the winner. The evaluation team considers price along with other factors that are laid out in the RFP, such as experience, capacity, technological considerations and ability to meet VANOC's sustainability goals including environmental performance, economic sustainability and social responsibility.

For more information about RFPs, visit www.2010CommerceCentre.gov.bc.ca and download the 2010 Procurement Workshop workbook.

Learn from experience Lesson #1: Highlight your good works

Mills Basics has worked for years to be an ethical employer, giving disadvantaged individuals on Vancouver's poverty-stricken east side a chance for work and self-respect. Now, that conscientious approach has paid off as one of the main differentiators that helped it land the contract to furnish office supplies to the Vancouver 2010 Organizing Committee.

A family-owned business, the company takes part in a program that offers jobs, health benefits and mentoring to troubled youth, recovering addicts and unemployed workers. It's also a founding member of a web-based service for business-to-business transactions between companies that value social responsibility and community development.

Brad Mills, president, knew it was important in the bid application to highlight the company's five decades of expertise in office supplies, its

Writing winning proposals: Habits of highly successful bids

It's not a novel, it's a proposal. Still, you should pay attention to the habits of good writers. It's all about the art of communication.

1. **Focus on the details.** Good writers wade in with confidence, knowing the facts. Enumerate each of the RFP requirements and state how your proposal meets it in full. State all your qualifications and supply the required experience as well. Be thorough. Bid evaluators are selected for their knowledge of the field but they are not permitted to consider any facts that do not appear in the bid document.
2. **Write for your audience.** The RFP may state who will be on the evaluation committee, which should help you adjust the level and type of technical, and financial information that you should be providing. Remember that you need to convey not just that your product or service can do the job, but that you understand the importance and visibility of the 2010 Winter Games opportunity.
3. **Be positive and enthusiastic.** Don't let the details that you know so well get in the way of your enthusiasm at the prospect of getting involved in one of the world's greatest events. If you raise problems in your proposal, suggest solutions. Show how you can make the 2010 Winter Games even better.
4. **Define your terms.** If you need to include technical information, add a glossary page, even when you know that technical people are on the evaluation team. Not everyone involved in the evaluation will have that background. Communicate in everyday language whenever possible.
5. **Customize background materials and resumes.** Prepare basic materials in advance so that you can respond quickly, but customize before using them. Make all your bid documents look as though they were prepared just for this opportunity. Edit irrelevant material; elaborate where it will help.



70 full-time employees and its warehouse and print shop. But in Appendix C of the RFP, he found VANOC's social responsibility mandate.

"I knew we had what they were looking for," he says. The result: A \$10-million-a-year Canadian company beat out much larger and better known companies.

"We looked at what they needed," says Mills, "what they explicitly said they wanted and also what they didn't say but could be read between the lines."

The pitfalls of poor proposals

A few common mistakes crop up in many RFP competitions, according to veteran evaluators. Listen to their list of bidding taboos.

- 1. Don't suggest different specifications at the bidding stage.** Once the RFP goes out, the criteria are firm. Make sure your bid meets all the mandatory requirements of the RFP, at minimum. It's not the time to try to lobby for changes. Non-compliant, conditional or counter-offer responses will not even make the first cut.
- 2. Don't impose conditions.** Either you can do the project as stipulated or you can't. Don't make it difficult to do business with you. Again, conditional bids will be rejected.
- 3. Don't assume anyone knows you.** Even if you have met an individual on the evaluation team, or even if you have won a contract before, do not abbreviate your response. The evaluation team cannot consider information that isn't in your proposal.

Learn from experience Lesson #2: Don't be intimidated by size

EB Engineering of Sidney, B.C., had just one full-time and two part-time employees when it landed its contract to supply solar-powered LED lighting to the sailing and swimming events at the Athens 2004 Summer Games.

"Small companies should not feel intimidated by the size of the Games," says company president Eddy Butler. "In fact, our experience so far is that organizers like to deal with smaller companies."

Despite its size, the company had already established a foothold in Greece prior to 2004. They used a Greek distributor who helped the company land a contract to supply its SunBeacon lights to the Hellenic Navy. Then they used the same distributor to assist them in getting the contract for the 2004 Summer Games.

That contract has raised the company's international profile to new heights. A potential project at the Suez Canal was influenced by the 2004 Summer Games contract, and Butler has several other irons in the fire for contracts linked to future Olympic Games or to the spin-off work that the company has won with its profile as a reliable Games supplier.

"The guy in the basement is often the one developing the innovative stuff," says Mr. Butler. "It's all about confidence."



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Opportunity #2

How to bid for a licence for the 2010 Winter Games

Licensing Olympic Games brands

In the world of brands, few could come close to the Olympic Games trademarks. They are worth their weight in, well, gold.

Licensees bid and negotiate permission from VANOC to use Olympic Games trademarks on products created for sale. The fee typically involves a royalty structure built from three considerations:

- a percentage of the licensee's wholesale price
- an advance payment on signing of the agreement
- a minimum amount of royalties that the licensee guarantees to pay VANOC for the licence to sell and distribute the products during the term of the agreement.

Also keep in mind that some licences are awarded to multiple winners so that no one company ends up with an exclusive licence.

At the Calgary 1988 Winter Games, licensees paid 10% of sales to the organizing committee, with 25% of projected royalties due in advance. At the Sydney 2000 Summer Games, royalties averaged 15% of the wholesale price.

The 2010 Winter Games licensed product program started in 2005 with the award of a merchandise licence to Hbc and will grow rapidly through a public bidding process. To participate, monitor www.2010CommerceCentre.gov.bc.ca for

the latest news and opportunities. Although VANOC does not accept unsolicited business proposals, it does accept basic information from organizations interested in licensing opportunities. See www.Vancouver2010.com for details.

The Organizing Committee expects many licensing proposals, so pay attention to preparing your bid – it



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A licence to sell

This abbreviated list offers a small indication of the range of diverse categories and subcategories of products for which licences have been granted for previous Olympic Games.

- Balls
- Bedding and linen products, towels and bathrobes
- Children's clothing
- Commemorative coins
- Computer accessories – mice, mouse pads, diskette and CD pouches
- Ear warmers
- Frames and photo albums
- Household goods – blankets, porcelain mugs, dishes and cups, glassware
- Leather goods – backpacks, handbags, briefcases, wallets, gloves
- Jewellery and watches – rings, necklaces, earrings, bracelets, tie clips, key rings, pendants
- Perfume
- Posters and greeting cards
- Publications – transport maps, guides, competition schedule, albums, official Torch Relay album
- Stationery – diaries, telephone books, organizers, notepads, notebooks, sketchpads, exercise books, pencils, pens, erasers, pencil sharpeners
- Sweaters and scarves
- Toys – soft toys, electronic soft toys, action toys, dolls, dolls' clothing, pre-school educational toys, infant toys, maracas, whistles, rattles, neon glows, bathroom toys, water toys, mascot toys, puzzles and table games
- Video games
- Wine

Opportunity #3

How to be a subcontractor

Lessons of licensing

The experiences of past Olympic Games licensees may guide your proposal.

- Successful types of official Salt Lake 2002 Winter Games merchandise were:
 - › high-quality goods communicating the Olympic Games image
 - › traditional goods communicating the Olympic Games' long history
 - › goods made from local materials by local companies and artisans.
- 75% of official Salt Lake 2002 Winter Games merchandise sold six months leading up to and during the Games.
- Quality is an important factor in the success of a licensed product. That's why the Sydney Organizing Committee limited itself to working with just 40 companies in various merchandising categories, while Salt Lake City's Organizing Committee (in concert with the U.S. Olympic Committee) signed agreements with 48 licensees. These licensees, in turn, took responsibility for quality when subcontracting with smaller suppliers.



© COC

licensees. "We source specialty branded items from the official product licensee family on behalf of corporate sponsors," he says. "In Sydney, for example, we pulled together uniforms for over 6,000 IBM people alone."

By the end of the Athens 2004 Summer Games, the company had outfitted more than 250,000 individuals with well over 2 million pieces of sponsor-branded jackets, sweaters, backpacks, watches, stadium cushions and much, much more. Major clients in Athens included Visa, the Australian Olympic Team and many Fortune 500 companies.

"We have developed a great reputation around the world in this particular niche," MacDonald concludes, "and a lot of it hinges on our ability to obtain official licences. That factor gives us the confidence to invest in long-range planning for future Olympic Games."

For more information on licensing and the use of Olympic Games brands, go to www.Vancouver2010.com.

Learn from experience Lesson #3: Have licence, will travel

Moving Products Inc. (MPI) may be Canada's wildest veteran when it comes to Olympic Games business opportunities. The company has spent the last 16 years and 10 consecutive Olympic Games including Beijing 2008 Summer Games working with corporate sponsors to fine tune the process of outfitting.

Company president Ian MacDonald discovered a niche market for customized sponsor gear and services during the Calgary 1988 Winter Games. Now the company owes much of its success to years of global experience as an official licensee.

"Local organizing committees select the official licensees," says MacDonald, adding that there are fees and/or royalties payable for the licence. As a service licensee, the company acts as a broker between corporate sponsors and product

should be concise and professional. Some key evaluation criteria include your qualifications, volume capability, experience as a licensee, financial capability, proven track record, knowledge of the marketplace and innovative ideas relating to the distribution of licensed products.

For more information, see "How to be a successful bidder for the 2010 Winter Games" on page 9.

The Olympic brand

You can't use any of the names, phrases, logos or designs that are normally associated with the Olympic Games on any of your product or advertising.

The only exception is for official Olympic Games sponsors and licensees, who pay for these rights subject to tight rules about what they can use, where and how.

Even the Olympic Games anthem falls under this umbrella. So do the many related images, such as the Olympic Games rings and torch, the motto "Citius, Altius, Fortius" and references to the present Games such as Vancouver 2010, Whistler 2010, Canada 2010, Sea to Sky Games and the Vancouver 2010 logo.

Join forces

Small Canadian companies have competed successfully for Olympic Games contracts and licences in the past – and they will for the 2010 Winter Games as well. It's not always easy – you're in competition with major national and international companies as well as with other small businesses, and you can't win 'em all.

In these instances, a piece of the pie is better than no pie at all. These contracts represent huge commitments that sometimes even the largest bidders may need some help with. That means that subcontracting could well be the gold beneath the surface of 2010 Winter Games procurement and licensing.

For example, Hbc, a Premier National Partner and the official outfitter of the Canadian Olympic Team is open to new business opportunities with respect to their Olympic Games sponsorship.

Keep in mind that as a subcontractor, you may not get any profile for your business. For example, most clothing manufacturers that are supplying licensed garments will have their labels replaced by those of the official licensee for that category.

To identify subcontracting opportunities, watch the 2010 Commerce Centre's winning bidder's database and newsletter at www.2010CommerceCentre.gov.bc.ca for notices of contract and licence awards. Contact bid winners in your categories and

make sure they know you are a willing and able partner. If they indicate interest, approach them with your products and ideas.

Learn from experience Lesson #4: Innovative thinking leads to Olympic Games opportunities

For Gordon Currie of Dawson Creek, B.C., creative thinking and partnering were the keys to a winning contract with the Atlanta 1996 Summer Games.

President and CEO of Eldoren Design, Currie wanted to get involved with the 1996 Summer Games, but recognized a strategic alliance would be necessary for his small business to win a big contract. So he took the initiative, did extensive research and contacted companies who had already won bids to work with the Games. Currie approached one major U.S. firm that was creating the official commemorative book, and soon his company was hired to design and build a website to market and sell the book.

Participating in even a small part of the project brought great rewards.

"I only earned around \$5,000 on the contract itself," says Currie. "But because of the work I did on the project, I exposed myself to other companies that were looking for web developers with experience.





I have since picked up hundreds of thousands of dollars of business from the U.S., and I do it all here in Dawson Creek.”

Based on his experience with the 1996 Summer Games, Currie recommends businesses think outside the box for ways to partner and work together to get involved with 2010.

“Start now,” offers Currie. “Five years might seem like a long time, but it’s not.” Currie recommends companies attend the free seminars that are offered around the province, and use the Internet resources that are available. “Look at sub-level companies working with contract winners, and offer to work with them,” advises Currie. “If you approach planning from a creative perspective and really look at the big picture, there are millions of opportunities out there.”

As for his own planning, Currie is targeting 10 to 12 Northeastern companies to partner with and seek out 2010 Winter Games business opportunities.

“My excitement is for the opportunity that follows the event – I’ll be able to generate jobs, income and lasting legacies of the Games.”

Learn from experience Lesson #5: Speak when others are listening

When major Canadian retailer Hbc was awarded an exclusive licence to produce the Canadian Olympic Team uniform and clothing package

for the Olympic Summer and Winter Games starting in 2006 through 2012, Mark Trozduk was paying close attention: “Hbc President and CEO George Heller made a statement that they wanted to tap the creativity of Canadians for this project, and that they were going to listen to a lot of people.”

Trozduk is the president of Boardroom Clothing, and he believed he had something interesting for Hbc. The company uses technical fabrics in the construction of their garments, which allows for the wicking of moisture, stretch fibres for greater expansion and special coatings for water repellency and odor control. Technical, fashionable, and comfortable, the company’s garments appeal to people who live an active life-style.

Trozduk began preparing a presentation for Hbc. Discussions with RBC’s Olympic Business Consultant helped him gain a better perspective on the specialized opportunities of the Olympic Games.

Hbc was duly impressed. “When they saw our package,” recalls Trozduk, “they saw us as a resource they could use, not only for the manufacturing of athletes’ clothing, but also to provide some new ideas and designs for clothing to be sold at Hbc retail stores. They thought it was a great fit for Hbc.”

The company emerged with two contracts: to sew the athletes’ parade and podium pant for Torino 2006, and to co-design and supply a collection of Olympic Games apparel to be offered in Hbc department stores across Canada. “Together with Hbc, we’re coming up with some really cool items – clothing that reflects what people feel the Vancouver 2010 Winter Games will be all about.”

Learn from experience Lesson #6: Dream big

From the basement of her family home, Cathy Rella began knitting high quality hats and sweaters through the late ‘90s. But already her dreams for the young company, Kootenay Knitting, went well beyond the walls of her basement. In 1998, the company closed a sale to the Goodwill Games. That profile lead to many other contracts, including CBC.

The company got its breakthrough contract when CBC Sports commentators were outfitted with Kootenay sweaters which they endorsed on Olympic Games broadcasts at Salt Lake 2002. “The profile of the company catapulted”, says Cathy.

When Hbc was selected as the official clothing supplier for the Canadian Olympic Committee through 2012, it was aware of Rella’s quality products and their connection to the Olympic Games. As a result, Hbc selected the company to supply hats for Canadian athletes

competing at Torino 2006. It will also be supplying Olympic Game-themed hats to Hbc’s 500 retail outlets across Canada.

In the words of CEO Allan Rella; “We believed that our company could do this well, but we also needed a company like Hbc to recognize the value of a business partnership with a small Canadian company like ours.”



Opportunity #4:

Create successful partnerships

Use the 2010 Winter Games as a platform for forming partnerships to go after big opportunities.

Prepare to partner

Allying yourself with another company with complementary capabilities may make the difference between a good bid that falls short and an excellent one that covers all the bases.

Partnering is a smart business strategy. Learning how to choose partners, manage projects that include personnel from other companies and achieve better results through joint efforts are skills that can lay the groundwork for future growth.

If you are part of a partnership bidding on an RFP, you will need to identify all the partners and sub-contractors and state which of you will take responsibility for all work performed. That will provide a single point of contact to direct all communications and manage the project.

But it does entail some risk. First and foremost, you must be sure you are choosing the right partner. Joint ventures and strategic alliances can be hit or miss at the best of times, but when a once-in-a-lifetime opportunity is at stake, you have to be absolutely sure you have the right team.

Try this five-point partnership checklist:

- Is your prospective partner willing to engage now?
- Does it have the resources, technical competence and expertise?

- Is there a team approach inside the company that can translate outside the company?
- Do you sense that your prospective partner's future plans, such as new market expansion, will not interfere with its ability to meet the needs of a contract for the 2010 Winter Games?
- Is there a cultural fit between your organizations?
 - › Driven to win?
 - › Good chemistry?
 - › Both see it as a win-win?
 - › Similar goals, rewards, methods of operation and culture?
 - › Clear objectives and measurable results?
 - › Committed leadership?

If you can say yes to all these points, you're on your way to a joint submission.

Learn from experience Lesson #7: Form partnerships to strengthen your bid

The RFP made it clear.

Tight timelines for the construction of the Whistler Nordic Centre with its biathlon, cross-country and ski-jump facilities for the 2010 Winter Games meant that detailed engineering for the design of roads and sewers had to be part of the overall Master Plan package for a winning bid.

Paul Mathews, president of Ecosign Mountain Resort Planners of Whistler, B.C., had plenty of experience with environmentally sensitive

resort planning in mountain areas. He designed the Master Plan for Nakiska, site of the Calgary 1988 Winter Games alpine skiing events and Canada Olympic Park, site of the ski jumps, sliding centre and the Freestyle skiing events. The company also designed the Master Plan for the speed events at Snow Basin for the Salt Lake 2002 events, as well as over 40 Japanese ski resorts.

But the company is not an engineering firm, and so they needed a competent partner to submit a serious bid for the Whistler Nordic Centre

Master Plan. "We went looking for a partnership with an engineering firm that could make us more than the sum of our past experience," says Mathews. After careful consideration, they joined a B.C. design team led by Sandwell Engineering of Vancouver. "Together, our capabilities fit the terms of the RFP extremely well."

In fact, the consortium won the bid. Mathews' ultimate advice: "Partnerships have proven that being a small company doesn't stop you from winning Olympic Games business."



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Ground rules for partnerships

Resolve these issues up front to place your attention where it should go and save yourself battles down the road.

- **Exclusivity:** Partners must agree that they won't make similar agreements with anyone else.
- **Sharing of costs and revenues:** Define profit sharing. Who will shoulder joint costs? Who will pay royalties? Do minimum volume commitments apply?
- **Legal structure:** Do you need a new legal entity or partnership structure? If you are sharing costs and profits, you may be able to achieve tax benefits and limit legal liability in a joint-venture company.
- **Management and financing:** Who makes decisions and who breaks deadlocks? Who supplies the money, who makes the spending decisions and how will the alliance raise more money if it's necessary?
- **Equity issues:** If there is an exchange of equity, what role will the investor take on the other's board of directors?
- **Intellectual property:** Who owns jointly developed intellectual property, such as technology, copyrights, industrial designs and trademarks? If you are improving and further developing intellectual property that you own, this is especially important.
- **Licensing:** Define the scope of any licensing arrangement. Is one partner allowing the other to use, make, distribute, sub-license or reproduce the product?
- **Marketing:** How will you present yourself to the public? Together or as individual companies in alliance? Who decides on the content of joint presentations and promotions of the fruits of your alliance? Who is responsible for warranties and liabilities?
- **Exit strategy:** Identify grounds for termination, including "convenience" – that is, lack of interest. Specify a notice period of a few months to allow all parties to cover salaries and expenses. What happens if one partner wants to sell or is incapacitated? How will joint assets be divided? How will the decision to liquidate be made?

Legal assistance should accompany every joint venture, strategic alliance or partnership.

A final word of advice: Don't be afraid to walk away if it doesn't feel right.



Opportunity #5

How to be a supplier to the Olympic and Paralympic Winter Games Family



Supply National Olympic and Paralympic Winter Games Committees, sponsors and the media

The opportunity to supply the 2010 Winter Games goes well beyond the goods and services needed to stage the competitions. You might supply the family of participants who make the Games an event: the scores of visiting National Olympic and Paralympic Committees and their athletes, the sponsors and the media.

National Olympic Committees: Some National Olympic Games teams send their athletes to the host country a few weeks prior to the Games to train and acclimatize. Belgium sent its potential Olympians to Australia up to five times before the actual Sydney 2000 Summer Games.

Training athletes need everything from sports medicine facilities, massage and therapeutic services to nutritional supplies, rental cars, accommodation and entertainment. And of course they may want to see the sights, opening up opportunities for area tourism and souvenir businesses.

Join with your local business or economic development agency to work out your strategy to go after the opportunities that might be appropriate for your area. For example, the Australian region of Albury-

Wodonga began sending out videos and information kits to 150 countries in 1995 – five years before the Sydney 2000 Summer Games. It eventually hosted the Ukrainian contingent of 450 athletes and officials.

Sponsors: Sponsors require many products and services to accommodate their 2010 Winter Games presence, from signage and event management to gifts for their clients. Watch www.Vancouver2010.com for new sponsorship announcements and www.2010CommerceCentre.gov.bc.ca for RFPs for their major requirements. Smaller purchasing decisions may not be advertised, however, so send purchasing managers a brief overview of appropriate products and services.

While you should always proceed with enthusiasm, you should be aware of some potential roadblocks in pursuing sponsor business. Olympic Games sponsors are encouraged to deal with other Games sponsors for products and services. Also, sponsors may already have existing contracts with certain suppliers. However, if you have an innovative product and approach, bring it forward and they may take notice.

Media: Both print and broadcast media outlets play a major role in

staging the Games. Bell Globemedia/Rogers Media are the Canadian Broadcast rights holders while NBC is the U.S. Broadcast rights holder for the Vancouver 2010 Winter Olympic and Paralympic Games.

Typically, broadcasters send teams as large as 200 to 300 people to carry out the difficult task of lighting, shooting, taping, editing and analyzing the multiple competitions. Salt Lake City saw a contingent of 15,000 media people, and the Athens 2004 Summer Games hosted 21,500.

Whether or not the size of the media corps continues to grow for the Vancouver 2010 Olympic and Paralympic Winter Games, it's potentially a major market for suppliers. Many media representatives attend the event from start to finish, requiring technical services but also the same transportation, translation, accommodation and hospitality as the visiting delegations and dignitaries.

While the majority of media companies will start looking for suppliers in 2009, the larger ones may start much earlier.

Learn from experience Lesson #8: The scale of the Olympic Games offers great visibility

Magic Mosaics is not what you'd call a big company. But some of the products it makes are gigantic.

At the Salt Lake 2002 Winter Games, the company designed a vertical banner that draped seven stories of the Hilton Salt Lake City Center. The banner depicted hands holding the Olympic flame, but it was actually a mosaic of photos from nearly 17,000 people around the world.

Any photograph or digital picture image can be converted into a mosaic image using many small pictures. Clever computer software positions the "tiles" correctly using mathematical principles developed over 30 years ago. The company is taking this technology to new heights – literally.

Outdoing their own feat in Salt Lake City, they created the world's largest photo mosaic for the Athens 2004 Summer Games. This massive banner wrapped around three sides of a prominent building in Athens. The banner was printed on a special optical fabric that building occupants could see through.

"The Olympic Games are a major world stage, and visibility can require a stunning scale," says president John Adlersparre. "That visibility has been paying us dividends for years after the Olympic Games events."



© CPIC/Mike Ridewood

Learn from experience Lesson #9: Olympic Games contracts give you international exposure and experience

Sitka Log Homes of 100 Mile House, B.C., won a contract to build three log lodges on the main alpine ski runs at Snowbasin, Utah, for the 2002 Winter Games.

After that international exposure, sales went up 25% thanks to new orders coming in from Utah, Idaho, Montana and Tennessee. It added 10 people to its original staff of 18 and opened a new facility in Vernon, B.C.

Now the company is enjoying even more business success. In July 2005, the company won a competitive bid to build British Columbia - Canada Place which will be located in Torino, Italy during the 2006 Winter Games. This structure will showcase British Columbia's business, tourism and cultural opportunities.

The company found this opportunity by watching the 2010 Commerce Centre website and the B.C. bid website for "Requests to Quote". They bested eleven competitors for British Columbia - Canada Place, including a short list of three that engaged in a design contest. "The competition was stiff, but we won," says John Johnson, owner and operator. "We're really excited about the 2010 Winter Games that will be hosted in our own province and country."

He added, "These projects have given great exposure to our product. People from all over the world got to see what we build. All the new business we've gotten has really given us the confidence to go after opportunities and it has really made us proud of what we do."

Opportunity #6

Opportunities for Aboriginal businesses



© Tourism BC/Tom Ryan

Visitors coming to the 2010 Winter Games will be provided opportunities to learn about and experience the rich history, culture and values of the Four Host First Nations, on whose traditional territories the Games will be held. The Nations are the Lil'wat, Musqueam, Squamish and Tsleil-Waututh. The 2010 Winter Games will also provide a unique opportunity to showcase Aboriginal culture and products from other parts of the country to an international audience.

The Four Host First Nations Secretariat is working with VANOC and other partners to identify broad based opportunities for Aboriginal people in the planning and hosting of the 2010 Winter Games including procurement, mentoring, employment, volunteering, sport and cultural programs.

VANOC encourages Aboriginal businesses to bid on contracts and send in your company's information. As outlined in Opportunity #1 of this guide please send your company information to the Organizing Committee to be included in VANOC's procurement database. See www.Vancouver2010.com for details. You may also register for free email notification of 2010 bid opportunities on the 2010 Commerce Centre website at www.2010CommerceCentre.gov.bc.ca

As Tewanee Joseph, Executive Director of the Four Host First Nations Secretariat, says: "Our people have been involved and supportive of these Games since their beginnings. We are proud to be working alongside our Olympic and Paralympic partners to ensure the most successful Winter Games possible, which includes unprecedented Aboriginal involvement in the planning, staging and hosting of the Games."

Potential for Aboriginal businesses

The opportunities to build your Aboriginal business by participating in the Vancouver 2010 Olympic and Paralympic Winter Games come in several forms. This guide and the 2010 Commerce Centre at www.2010CommerceCentre.gov.bc.ca are excellent resources to help your business identify opportunities and tools.

As part of VANOC's commitment to sustainability, which includes maximizing opportunities for Aboriginal peoples in the planning and hosting of the 2010 Winter Games, VANOC's procurement policy encourages Aboriginal businesses to bid on contracts.

For larger contracts, smaller companies should seriously consider forming joint ventures, or contact companies that have just won large contracts to explore subcontracting opportunities for your company.

Also consider contacting the Olympic and Paralympic Games sponsors to pursue opportunities for your Aboriginal business.

Aboriginal tourism opportunities

The Games are a world class showcase for Aboriginal arts and culture and that means great opportunities for Aboriginal tourism. Now is the time to start planning how your existing Aboriginal tourism business can benefit from the opportunities the Games will bring.

For more information on Aboriginal tourism opportunities, contact the Aboriginal Tourism Association of British Columbia (ATBC) www.aboriginaltourism.com



© ATBC/Takaya Tours



© ATBC/Todd Curran

Areas for Aboriginal businesses opportunities

The Games will offer extraordinary opportunities for Aboriginal businesses to expand, diversify and reach new markets across the country and around the world.

- Tourism
- Culture and Ceremonies
- Catering
- Construction
- Retail
- Arts and Crafts
- Goods and Services



© Squamish Nation Communications

Opportunity #7

How to be a supplier to other major events

Run-up events: early-bird bonanza

Leading up to 2010, B.C. and Canada will host many major sporting events, including events to test and prepare venues, volunteers and strategies for the 2010 Winter Games.

Whether they are held in 2010 Winter Games competition venues or elsewhere across the country, these events represent another promotional and procurement opportunity for businesses – and winning a contract to supply one of these events can build your resume for a bid on a VANOC contract. Contact event organizers for procurement needs and schedules.

Welcome the Torch Relay

Kindled by the sun's rays in Olympia, the Olympic flame travels 10 days around Greece before embarking on a voyage to numerous host countries before arriving in Canada and, ultimately, Vancouver.

Passed from hand to hand, the Olympic flame travels by bicycle, horse, train, streetcar, canoe, harbour ferry and even dragon boat. Symbolic of the Olympic Games ideal of peaceful competition, the relay attracts eyes.

In 2000, it passed within reach of 85% of the Australian population. In Athens, an estimated 260 million people saw it either on television or at a live event.

In 2002 in Utah, 1.5 million people attended the Torch Relay events, and

Canada loves competition

All the sports of the Vancouver 2010 Olympic and Paralympic Winter Games, as well as many other sports, will hold major events in B.C. or elsewhere in Canada prior to 2010. Some upcoming events are listed below. For a more updated list or to check for events planned in your area, contact Sport Canada or your provincial sports agency.

2005	World Nordic Cup – Sovereign Lake (Vernon)
2005	Luge World Cup (Calgary)
2005-2006	World Under-17 Hockey Challenge (Regina)
2006	ISU World Figure Skating Championships (Calgary)
2006	World Junior Hockey Championships (Vancouver, Kelowna, Kamloops)
2006	World Volleyball Championships (Montréal)
2006	Pan Pacific Swimming Championships (Vancouver)
2006	Pan American Junior Track Championships (Windsor)
2006	Pan American Canoe Championships (Lac Beauport)
2007	World Youth Soccer Championships (Vancouver, Victoria)
2007	World BMX Championships (Victoria)
2007-2009	Olympic and Paralympic “Training and Test Events”
2008	Women’s Field Hockey Olympic Qualifier (Vancouver)
2008	North American Indigenous Games (Cowichan Valley)
2009	World Police and Firefighter Games (Burnaby)
2011	Western Canada Summer Games - B.C. Host

organizers say they helped make 3,600 business introductions at 10 receptions during the Relay. Business opportunities included hosting visiting officials and guests, catering, special events supplies, signage, event management and city beautification projects.

Details of the Vancouver 2010 Torch Relay will be determined closer to the Games. Monitor the Vancouver 2010 Olympic and Paralympic Winter Games website at www.Vancouver2010.com for details.



© Hockey Canada

Learn from experience Lesson #10: Use all the events around the Olympic Games, large and small

Contrary to what you might believe, the Olympic Games don't begin with the Opening Ceremony and end with the Closing Ceremony. There are many preliminary events that can represent business opportunities; these include the bidding process to be awarded the Games, the tourism preparations and the Torch Relay, among others.

Just ask Banner Images of Milton, Ontario. The company consults on artwork application and installation, and also supplies the long colourful

banners and special mounting hardware for street lamps, hydro poles and fencing. In short, the company helps give Olympic and Paralympic Games venues their festive flair.

The company's breakthrough came at the Calgary 1998 Winter Games, paving the way for follow-up contracts at Barcelona 1992, Atlanta 1996, Sydney 2000, Salt Lake 2002 and Athens 2004.

The company not only helped give Olympic and Paralympic Games venues their panache, it has also helped “decorate” cities to project the Olympic Games spirit. Chris Milton, President and CEO offers

this advice: “Realistically, the Olympic Games are an ongoing process rather than a biennial event. Don't forget the opportunities that come before and after.”

Opportunity #8

How to sell to 2010 Winter Games visitors

Selling to 2010 Winter Games visitors

The organizers of the 2010 Winter Games expect thousands of visitors will come to Vancouver and Whistler from all over the world to watch and enjoy the spectacle. They need places to eat and stay. They want to see the local culture and entertainment. They want to take something home for friends and family, perhaps to give them a taste of the 2010 Winter Games and the fabulous and beautiful country where they spent a few magical days.

What we know about Winter Games visitors

Winter Games visitors certainly are not your average tourist.

The best evidence for “who comes and how much they spend” comes from the Salt Lake 2002 Winter Games which will still be the most

recent Winter Games to have been held in North America when the 2010 Winter Games open.

Consider this research compiled from three Olympic Games by Professor Lisa Delpy Neirotti of George Washington University:

Visitors were split almost evenly between men and women, married and unmarried and 55% were in the 25 to 44 age bracket. More than half had completed a post-secondary degree and a quarter of these had post-graduate degrees. More than half – again, 55% – lived in households with an annual income of more than US\$65,000.

How much did they spend?

The Utah Division of Travel Development estimates that some 220,000 visitors spent \$123 million during the Salt Lake 2002 Winter Games.

A Visa study of credit card purchases in Utah indicates that the Olympic Games loosens pursestrings considerably, with consumers charging 31% more to their cards in February 2002 over February 2001. Other observations from the Visa study:

- Daily spending averaged \$917,000 – up 10% over figures for the Sydney 2000 Summer Games.
- The biggest beneficiaries: specialty and clothing outlets with sales up 77% over the same month in 2001. Restaurants were up 57%.
- Across the board, 54% of downtown businesses in Salt Lake City

experienced higher sales – and by more than double for 14% of them.

What works

Here’s a selection of sales tactics that work, according to local businesses in a variety of previous Olympic Games Host Cities.

- Successful retail locations: Main streets, airports, other transportation hubs near Games venues, and gathering places for Olympic Games visitors.
- Extended hours: Visitors come to see the Games, so let them shop and eat before and afterward.
- Good service: Cheerful, enthusiastic knowledgeable staff.
- Knowledge of tourist information about the Olympic Games: Give a tourist some needed help and you may become one of their regular touchpoints as they head off on another adventure.
- Easy-to-transport products: T-shirts, hats, polo shirts, pins and other items bearing Olympic Games logos.
- Tasteful souvenirs: Higher quality wins when people are looking for a lasting memento.
- Language abilities: Let them know you speak Greek, French, German, Spanish, Mandarin.... Who knows, you may earn a national following.
- Interesting entertainment: Give visitors a feel for the country, its customs and its traditions.

What doesn't work

- Failing to recognize the occasion: Crafts with no special appeal to the Olympic Games or the regional

culture don't fare well.

- High prices: People will just go somewhere else or buy something cheaper.
- Unimaginative merchandise: Aim for a difference.
- Waiting for Olympic Games business to fall in your lap: You need to proactively plan how you are going to get your share. For example, restaurants and retailers that aren't near Olympic Games venues may find that their business levels actually fall during the Games because regular customers don't want to deal with all the traffic and visitors don't know where you are or don't want to make the trip. Planning is critical to making a success of the Games opportunity.

Learn from experience Lesson #11: Give visitors what they want

A trip to the Olympic Games is a highlight of anyone's life. What do visitors really want? While they're there, they want lots of fun things to do – plus plenty of good food and drink. When they get back home, they want to be holding some souvenirs of their experience to keep forever.

One of the venues at the Salt Lake 2002 Summer Games fulfilled this formula to a T. Soldier Hollow, located about 45 miles south-east of Salt Lake City, was home to the Cross-country skiing, Biathlon and Nordic Combined events and the Paralympic Biathlon and Cross-country skiing events. Local organizer Tom Whitaker was asked to re-create an Old West experience he had once assembled for a World Cup ski event.

This he did, with a buffalo herd, wild mustang horses, an authentic cowboy camp, cultural performances by the resident Ute tribe, and a pioneer village with a Pony Express station. President Bush's inaugural chef was on hand to cook a huge barbecue every night.

In a local high school, the community staged an elaborate Wild West Show. “We sold out an 1,100-seat auditorium twelve nights in a row,” says Whitaker proudly. “People began clamoring for tickets when they found out they were hard to get. We had no idea this would happen.” Also at the high school, a daily Western Fair featured more than 35 booths of western and Native American crafts and souvenirs. “It was a huge hit,” Whitaker says, recalling that he saw many athletes as well as visitors with handfuls of souvenirs.

Soldier Hollow created a wonderful cultural and commercial success for the community, simply by focusing on what Olympic Games visitors really wanted.



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Who was in the crowd at Salt Lake City?

Domestic visitors	90,000
International visitors	15,000
Sponsors and guests	64,000
Olympic Games organizations	15,000
News and media	15,000
Security personnel	15,000
VIPs	6,000
Total visitors	220,000

Source: Research by Jon Kemp, Utah Division of Travel Development

Opportunity #9

How to be a sponsor of the 2010 Winter Games



© Canadian Paralympic Committee/Christian Landry

How sponsorship works

The Olympic brands have no equal in their association with youthful energy, high performance, world unity, purity of purpose and the pinnacle of achievement.

VANOC's program offers three different levels of domestic sponsorship, each with its own specific benefits. Tier I sponsors are called National Partners. The other two levels are Official Supporters and Official Suppliers.

The key benefit of becoming a domestic sponsor is getting the right to use the VANOC emblem and other Games-related marks within Canada for advertising and promotional purposes. Other benefits include facilitated access to purchase event tickets, accreditation for staff and guests, and the ability to arrange accommodation, hospitality services and transportation.

Sponsors contribute a combination of cash, products and services that VANOC requires in exchange for marketing rights and benefits.

VANOC manages and sells all sponsorship opportunities for both the Vancouver 2010 Olympic and Paralympic Winter Games and the

Canadian Olympic Committee. A critical factor in VANOC's success will be the quality of organizations that they partner with to host the Games.

National sport federation sponsorships: Olympic Games sports are regulated by their national sport federations, all of which follow international rules and their own regulations governing sponsorships. They may also have existing sponsors whose rights must be respected. The amount of funding needed by each sport is highly individual and can run from a few thousand dollars for signage to seven-figure commitments. Also, prior to the Olympic Games, most national sport federations hold run-up events that create additional sponsorship opportunities. Contact the national sport federation of your choice for more information.

Athlete sponsorships: While some sports spend a great deal on athlete development, amateur athletes in other sports struggle to fund their training regimens. The Canadian Olympic Committee (www.olympic.ca) and the Canadian Paralympic Committee (www.paralympic.ca) have each set up Foundations to funnel donations to athletes and high-performance sports.

If you wish to sponsor an athlete or sport directly, the COC and CPC can help put you in touch. In some circumstances, \$5,000 can make an impact on an athlete's ability to meet training requirements.

RBC has committed to sponsoring up to 50 athletes leading up to 2010, through its RBC Olympians Program. The program supports both current and retired Olympic and Paralympic athletes to work for RBC as community ambassadors to bring the Olympic messages of excellence, teamwork, leadership, and commitment to our key stakeholders. Athletes are hired from across Canada, and during the course of their employment, gather skills and experiences that will help them find a career for life after sport. The program also provides the athletes much needed funding, allowing them to focus on the important aspects of training and competition.

While athlete sponsorships don't let you use Olympic Games symbols – these are reserved for official Games sponsors – the power of the athlete's message is always one that leaves a lasting impression on your staff, clients and community.

Paralympic sponsorships: It is possible to support run-up programs and events separately from the Vancouver 2010 Paralympic Winter Games. The Canadian Paralympic Committee has a number of marketable properties offering rights, marks, hospitality and national exposure. These opportunities demonstrate great potential for brand building, sales and customer and employee loyalty. Contact the CPC for more information.

Opportunity #10

Take local culture to the world

The original Olympic Games of ancient Greece brought together sculptors, poets, writers and orators as well as athletes, first because of the immense cultural significance of the Games in honouring the Greek god Zeus, but also to communicate and celebrate the triumphs as well as report the defeats.

The modern Olympic Games invite artists to dazzle the world with their works as well. Recent Games have included arts festivals that have become increasingly wide-ranging across many artistic disciplines with considerable critical success. Atlanta, for instance, hosted 190 ticketed shows, 23 exhibitions and 19 public displays in 1996.

Host Cities use the festival to promote regional identity. Most feature a worldwide range of artists to reflect the diversity of the Olympic Games, with an emphasis on local artists. It can be a tremendous business opportunity to promote tourism destinations and generate awareness and goodwill among visitors.

With an overall budget of \$96 million for cultural programs and ceremonies of the Vancouver 2010 Olympic and Paralympic Winter Games, VANOC will partner with local and national artists and cultural institutions to present an unsurpassed selection of cultural activities and festivals over the four years of the 2006-2010 Olympiad. The 2010 Winter Games showcase will feature creative, historic and intellectual endeavours together with international works from other IOC nations.

Programs will begin in 2006 in Vancouver and Whistler, creating a foundation for a build-up to the Olympic Arts Festival and the Games.

In 2007 and 2008, while continuing in British Columbia, the Cultural Festival will reach across the country to involve the full breadth of Canada's creative communities and national cultural institutions.

In 2009, the year prior to the Games, VANOC will extend the Cultural Festival to take Canada's creative talents on international tour. These cultural ambassadors will also carry an invitation to the people of the world to come to Vancouver in 2010.

The Olympic Games Arts Festival for the 2010 Winter Games in Vancouver-Whistler starts on January 15, 2010. A partnership of Aboriginal, local and national arts organizations will produce a showcase of Canadian art and culture, kicking off a five-week Festival of Festivals.

These free and ticketed, traditional and contemporary events will take place wherever Games visitors gather – at more than 30 existing fine arts and cultural venues but also outdoors on sidewalks, streets, civic plazas and in sports venues and the Olympic and Paralympic Villages.

But there's more to the Cultural Olympiad than arts events. Other aspects include:



© Tourism British Columbia

- Intellectual Muscle, a conference series to explore and debate key issues related to Olympic and Paralympic Games themes
- Education Programs as well as an online Education Portal for teachers, students and the public.

In addition, organizers intend to weave the creative arts throughout the fabric of the 2010 Winter Games. The Opening and Closing Ceremonies of the Olympic Games will feature lighting, projection, sound and special effects technology, for instance, and daily medal ceremonies will be followed by pyrotechnic displays and Canadian entertainers in concert.

See www.Vancouver2010.com for an up-to-date schedule of events.

2010 Olympic Winter Games cultural programs

- Torch Relay
- IOC welcoming ceremonies
- Team welcoming ceremonies
- Medal ceremonies and celebrations
- 2010 Winter Games Arts Festival
- Cultural Olympiad
- Education and youth programs

2010 Paralympic Winter Games cultural programs

- Torch Relay
- IPC welcoming ceremonies
- Team welcoming ceremonies
- Opening and Closing Ceremonies
- Medal ceremonies and celebrations
- Cultural Olympiad
- Education and youth programs

Critical growth considerations

Now that you're seriously considering how to take your company and its products to the 2010 Winter Games, you must plan and prepare for that growth – leading up to 2010 and beyond.



The starting gate: A business plan

Like athletes that have a plan to win gold, businesses that want to win in 2010 and beyond need a formal plan as well. Your business plan will help keep you on track as well as explain to potential partners, lenders, and investors what your business does and how it will be successful.

When pursuing an opportunity with the 2010 Winter Games, you should create at least a mini version to project long-term and short-term factors. And it's important to benchmark your success by regularly monitoring your progress against your plan.

If you do not have a business plan, or if you wish to create a new and better business plan, RBC's website, www.rbcroyalbank.com/business, offers practical information on how to write a business plan as well as some sample plans to review.

Planning on the brink of growth

Seeking a contract with the 2010 Winter Games marks the brink of growth. That makes it a perfect time for SWOT analysis.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is an excellent entrée to strategic planning for entrepreneurial companies on the brink of growth such as a Winter Games venture. In larger organizations, it's absolutely critical to the allocation and control of resources.

Your SWOT for the 2010 Winter Games

Answer these questions to determine what lies ahead for your company and what you can do to build on your success.

Strengths

- Do your company's core competencies match the needs of the 2010 Winter Games?
- Is your Olympic Games product or service unique or highly differentiated?
- Do you enjoy a competitive advantage in production or marketing?
- Do your products have features that fit well with the image of the Olympic and Paralympic Games and the sustainability goals of VANOC?

Weaknesses

- Do you lack experience with contracts of this size and handling fast growth?
- Do you have capacity shortfalls?
- Do you experience cash flow shortfalls?
- Do you need equipment upgrades to meet projected volume requirements for the 2010 Winter Games?
- Does your staff need to improve or add skills in some areas?

Opportunities

- Are you interested in building revenues and gaining international exposure for your company?
- Do you want to increase the managerial maturity of your company?
- Could you benefit from unparalleled media exposure in new geographic markets?



© CP/COC/Mike Ridewood

- Could you leverage the heightened credibility that comes from being connected to the 2010 Winter Games into new high-value sales?

Threats

- Will competitors target existing customers while your attention is diverted?
- Are there significant barriers to entry for competitors in your field, given the growth of business that you expect?
- Can you predict how competitors will respond strategically to your success?

Learn from experience Lesson #12: Build a foundation and the Olympic Games will help you grow

The Cast Group of Companies Inc., created the software (WYSIWYG) that enabled complete pre-visualisa-

tion and planning of the light show for the Opening and Closing Ceremonies at the Sydney 2000 Summer Games. The software allowed the designers to work off-site while construction work continued on-site, freeing up more valuable time to create. This capability helped win the Toronto-based company an Emmy Award for its software.

But this award-winning project did not make much money for the company. President and CEO Gilray Densham, who became involved with the Olympic Games way back in 1976 in Montreal, doesn't mind at all. The high profile is what really counted for the company and its products in the end. "By being involved in a huge event like the Olympic Games and being able to accomplish a task like this flawlessly, we proved that what we were delivering really works," says Densham.

The company was subsequently hired by CBC to oversee the lighting requirements for their home-based coverage of the Salt Lake 2002 Winter Games.

However, Densham doesn't credit the Olympic Games exposure alone for all the company's growth. New products and new ideas are responsible for our success, confirming that good business basics are the best guarantee of a company's long-term viability.

"The Olympic Games are only the ski jump," Densham concludes. "You have to be prepared for the landing."

A closing ceremony

➤ The Olympic and Paralympic Games are the pinnacle of athletic performance. That's what makes it an absolutely unmatched business opportunity. If you're involved at any level with the competition, it reflects on your capabilities and your brand.



© Hockey Canada

It would be a mistake to treat the Vancouver 2010 Olympic and Paralympic Winter Games as the pinnacle or apex of your business's performance.

In fact, the benefits to your company can go far beyond your 2010 Winter Games contract, sponsorship or licence. You may make international connections that will take you to new markets and new heights of performance. You might score scintillating sales by retailing official Olympic Games branded merchandise.

But the competition itself will be two all-too-short weeks in February and ten days in March. One day, the 2010 Winter Games will be over.

We want to see you thrive leading up to 2010 *and after the Games*.

The reputation you establish as a supplier, supporter and business participant in the preparations for the 2010 Winter Games will be something that will always be with you. And you can use the knowledge, experience and international contacts that you accumulate forever.

We hope this guide has seeded your plans to accept this invitation to growth and to seize the truly unprecedented opportunity to widen your company's horizons.

Together, Canadian businesses of all sizes can contribute to the best Winter Games the world has ever seen, and at the same time build a better future for themselves and the country.

➤ Learn from experience Lesson #13: Plan beyond the Olympic Games

SuperGraphics Canada and USA were the single largest producers of graphics products for the Salt Lake 2002 Winter Games. As the inventor of visually arresting bus-wrap advertising, the digital graphics pioneering company recognized that the real value of its 2002 contract lay in its potential for worldwide credibility and exposure.

Based in Seattle but with its grand format technologies based in Surrey, B.C., the company supplies billboards, fleet graphics, retail decor graphics, environmental graphics and move backdrops throughout North America.

For Salt Lake City, the Canadian branch produced almost 12,000 reflective directional signs, more than 100 fabric media backdrops and table skirts, numerous venue facia and fence graphics and banners. The American branch wrapped 135 buses and provided custom

signage. But for all the hoopla and hard work, it accounted for just 10% of company revenues that year.

"It was frantic and demanding, yet created new respect for the company nationally and internationally," says general manager David Woodman. But he advises against over-investment or building a business plan entirely directed toward the Olympic Games.

"When the Games are over," he says, "the company will need to be able to service its debt and pay its bills based on business as usual and responsible growth."

"What makes the Games so special is their ability to focus your energies, put you in a position to get international profile and provide you with opportunities to grow your business beyond your current markets. Nothing beats the Olympic Games for that."

The top ten things you can do now

- 1 Identify the opportunity for your company early. Now is not too soon to start. Carefully assess the costs and benefits as you would with any other business opportunity.
- 2 Learn from what happened in previous Olympic Games. Talk to firms that have been involved in previous Games and other major events. Take a look at the different company stories throughout this guide and check out more on the www.2010CommerceCentre.gov.bc.ca website.
- 3 Register your company at www.2010CommerceCentre.gov.bc.ca for notification of Games-related procurement opportunities that match your business profile. Sign up for the free electronic newsletter.
- 4 Attend a 2010 procurement workshop or download the workshop workbook. See the 2010 Commerce Centre website for the B.C. workshop schedule or call the B.C. Secretariat at 1-877-604-2010.
- 5 Consider all the avenues to obtaining Games-related contracts. A partnership may make your competitive bid stronger. If you are not ready to bid on your own or in partnership, consider subcontracting. Check the 2010 Commerce Centre website for winning bidders and let them know what you can do.
- 6 Build a network to stay informed about opportunities. Contact appropriate organizations such as VANOC, the B.C. Secretariat, Four Host First Nations and Olympic Games partners such as RBC.
- 7 Incorporate 2010 into your business plan as a step along the way in the growth of your company. This is a long-term opportunity to position your company up to and beyond 2010.
- 8 Plan financing for growth in advance. Keep your banker informed of your plans and arrange for necessary financing to increase the credibility of your tender. Keep a close eye on cash flow, liquidity and debt.
- 9 Don't forget your core business, traditional customers and staff. They account for your current level of success and will be the foundation of a healthy business after the Games.
- 10 Explore your business ideas with your banker. At RBC, years of sponsorship experience have given some insight into the variety of opportunities that come with the Olympic and Paralympic Games. RBC welcomes any business that wants to discuss their ideas on seizing these opportunities. Call 1-800 ROYAL® 2-0 or visit our website at www.rbcroyalbank.com/business.



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