

Striving for excellence: Your guide to business opportunities for the 2010 Winter Games



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The Vancouver 2010 Olympic and Paralympic Winter Games are pushing British Columbia's culture, tourism and economic opportunities to the centre of the world stage. In fact, the 2010 Winter Games are the perfect occasion for businesses to develop new relationships that will enhance their reputation and enable them to gain new experience and capacity.

The 2010 Business Guide, produced in cooperation with RBC, is one of many initiatives the Province of British Columbia is undertaking through the BC Olympic and Paralympic Winter Games Secretariat (BC Secretariat). The BC Secretariat continues to develop a wide variety of business tools through the 2010 Commerce Centre, such as the 2010 Business Network and the 2010 Business Opportunities Workshops. These programs help connect our businesses and communities with the numerous opportunities created by the 2010 Winter Games.

The Province of British Columbia is committed to ensuring that every business is made aware of the many avenues of growth available and how they may be accessed.

"The 2010 Business Guide is an excellent tool to help your company take advantage of the opportunities the 2010 Winter Games bring to us. Creating lasting partnerships will help increase the strength of your business and open new doors in the business world for years to come. These are your 2010 Winter Games, make them your business." Colin Hansen, *Minister of Economic Development and Minister responsible for the Asia Pacific Initiative and the Olympics*



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

RBC is proud to continue this 60-year tradition of support as a Premier National Partner of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). In addition to helping fund the staging of the Games in 2010, RBC's sponsorship will go toward funding the Canadian Olympic and Paralympic Teams competing in Beijing in 2008, Vancouver in 2010 and London in 2012.

We can help businesses understand and explore potential opportunities for the 2010 Winter Games. This guide, produced in cooperation with the BC Olympic and Paralympic Winter Games Secretariat, gives small and medium-sized businesses the tools required to get started and fully leverage the 2010 Winter Games into long-term success.

Like the athletes competing in the Olympic and Paralympic Games themselves, seizing the chance in front of you is the first step in achieving your goals 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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Take action now on an unprecedented opportunity for growth and prosperity

With the Opening Ceremonies fast approaching, there is still a great deal to accomplish to stage an extraordinary Vancouver 2010 Olympic and Paralympic Winter Games.

That means outstanding opportunities for Canadian businesses to expand, diversify and reach new markets across the country and around the world.

While most venues will be built by the end of 2008, the scope of preparation goes beyond the building phase: Facilities need to be equipped and furnished, entertainment must be planned, food must be stocked and thousands of categories of supplies must be purchased — everything from accreditation badges to event signage.

Your business can be a part of the Games. You can bid directly on contracts to supply goods and services to VANOC or its pre-Games projects. Alternatively, you can seek out subcontracts with the winning bidders. Perhaps you will focus on the needs of sponsors, officials, delegates or the media. You might even choose to bid on contracts or subcontracts to manufacture items with the invaluable marks of the Vancouver 2010 Olympic and Paralympic Winter Games.

You can also participate in any of the dozens of local events and celebrations, community improvement initiatives, infrastructure development and pre-Games training opportunities in your area.

The point is to think and act now. These are not just opportunities for big businesses. Companies of all sizes are getting involved and taking action as we head toward 2010.

This guide can help you get started. It explains the procurement system and outlines how to seek out contracts, subcontracting opportunities and licensing agreements. It reviews the business experiences of previous Games to provide the tactics and tips that can help you succeed. You will also learn about companies that have already started the journey to 2010.

This is your invitation to an unprecedented opportunity for growth and prosperity. Read on and prepare for an experience that could benefit your business for years to come.

Learn from experience Lesson #1: Get involved as early as you can

Preparing for special events is an everyday occurrence for Culinary Capers. But how do you prepare for a once-in-a-lifetime event like the 2010 Winter Games? If you are Debra Lykkemark, you get your company involved in Olympic and Paralympic Games-related projects long before the Games come to town.

“When we became aware that BC would have a major presence in Torino, we wanted to be part of the team,” said Lykkemark, president and founder of Culinary Capers, a Vancouver catering company. “With 2010 on the horizon, we felt that Culinary Capers should be in Torino to gain experience at a world-class event and to showcase the talent in our company.”

Lykkemark responded to a Request for Proposals to provide catering services at BC-Canada Place during the 2006 Winter Games in Torino. The experience gave her first-hand knowledge of the planning and preparation required during Olympic and Paralympic Games events. It also put her in touch with sponsors and contacts who may be looking for catering services during the 2010 Winter Games.

“There is no substitute for being there, because it’s the best way to meet sponsors and have a chance to show them what you can do for them in the future,” Lykkemark said.

Timelines

2005–06	Venue construction begins on all 2010 competition and non-competition venues
2007	2010 Winter Games mascots selected
Winter 2007–08	Games venues available for athlete training
2008	Vancouver 2010 Cultural Olympiad begins
2008	VANOC begins volunteer recruitment
2008	Media accreditation for the 2010 Winter Games
May–September 2008	BC-Canada Pavilion open in Beijing
August 8–24, 2008	Beijing 2008 Olympic Summer Games
September 6–17, 2008	Beijing 2008 Paralympic Summer Games
Fall 2008	Vancouver 2010 Winter Games ticket sales
Winter 2008–09	Sport events for the 2010 Winter Games
Fall 2009	Torch Relay — 100-day journey of the Olympic Flame to Vancouver
January 15, 2010	Olympic Games Arts Festival begins
January 26, 2010	Main press centre opens
February 4, 2010	Olympic Villages open
February 12, 2010	Opening Ceremony for the 2010 Olympic Winter Games
February 12–28, 2010	Vancouver 2010 Olympic Winter Games
February 28, 2010	Closing Ceremony for the 2010 Olympic Winter Games
March 2010	Paralympic Torch Relay
March 3, 2010	Olympic Villages close
March 5, 2010	Paralympic Villages open
March 12, 2010	Opening Ceremony for the Vancouver 2010 Paralympic Winter Games
March 12–21, 2010	Vancouver 2010 Paralympic Winter Games
March 21, 2010	Closing Ceremony for the Vancouver 2010 Paralympic Winter Games
March 24, 2010	Paralympic Villages close

Timelines for the Vancouver 2010 Olympic and Paralympic Winter Games will be regularly updated on www.vancouver2010.com.



The 2010 Winter Games mean business

The Vancouver 2010 Olympic and Paralympic Winter Games present opportunities for all Canadian companies before, during and after the Games. The scale of the 2010 Winter Games may lead you to think that only big 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 is room for businesses of all sizes and in every conceivable sector. VANOC will directly spend \$1.7 billion on goods and services preparing for the 2010 Winter Games. Another \$2 billion will be spent indirectly in the run up to the Games by suppliers, sponsors, licensees, sporting delegations, athletic teams and visiting tourists. The 2010 Winter Games have also accelerated funding from federal, provincial and municipal governments for more than \$4 billion in other infrastructure upgrades.

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

Certainly, possibilities abound for companies that want to act as prime contractors. But there may be even

more opportunities for companies that pursue Games-related opportunities as subcontractors to the prime contract winners.

Moreover, this is not solely a Vancouver event. In many bidding and promotional situations, physical proximity is not necessary. 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 per cent of Games-related contracts. At the Torino 2006 Winter Games, the number was even higher, with Italian companies winning 84 per cent

of Games-related contracts. These business opportunities were a direct result of market proximity and the effective work of government agencies that helped local businesses understand their requirements.

Canada has emulated and improved upon these models. Register now with the 2010 Commerce Centre (www.2010CommerceCentre.com) 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

The RBC Economics Department estimates that preparations for the 2010 Winter Games will add between 0.9 per cent and 1.2 per cent each year to growth in British Columbia's gross domestic product between 2008 and 2011.

Construction costs are forecast to range from \$500 million to \$700 million per year for each year through 2010, which could well make British Columbia the leading province for growth in non-residential construction. Visitor spending will also have a big impact. Over the 10-year period from 2007 to 2016, visitor spending is expected to be \$1 billion to \$2.5 billion per year, mostly concentrated in the period from 2007 to 2011.

From a business perspective, much of this spending and growth is directly related to the 2010 Winter Games. Spending on infrastructure would probably have happened regardless, 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 all adds up to more than \$4 billion of investment, which creates a variety of opportunities for businesses.

Who is spending the money?

A number of organizations besides VANOC will be responsible for 2010 Winter Games projects and will be soliciting and evaluating bids. Sporting event organizers, various levels of government, sponsors and media are also beginning to prepare for the Games operations. Knowing who's who will help you pursue information about upcoming Requests for Proposals (RFPs) and their criteria, allowing you to shape your bid to your best benefit. Here is a short list:

› **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 marketing opportunities associated with the Canadian Olympic Committee

(COC). Visit www.vancouver2010.com for more information.

- › **Competition venues:** Vancouver (www.city.vancouver.bc.ca), Whistler (www.whistler.ca), Richmond (www.richmond.ca) and West Vancouver (www.westvancouver.com) have responsibility for some venue construction and other major infrastructure projects, all 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 Olympic Winter Games. The Canadian Olympic Committee provides financial support and services to the Canadian amateur high-performance sports community. Visit www.olympic.ca for further details, or www.olympic.org for international Olympic Games information. The Canadian Paralympic Committee provides similar support to Paralympians (visit www.paralympic.ca for more information).

› **Sponsors:** There are several categories of 2010 Winter Games sponsorship. Visit www.vancouver2010.com for an updated list of domestic sponsors.

› **Broadcasters:** More than 100 official rights-holding broadcasters from around the world are expected to provide coverage of the 2010 Winter Games, along with hundreds of official press organizations and media companies. As the on-site Host Broadcaster, Olympic Broadcasting Services Vancouver (OBSV) is responsible for producing and transmitting unbiased live radio and television coverage of the Vancouver 2010 Winter Games. Along with VANOC, OBSV is also responsible for providing the facilities and services at the International Broadcast Centre in Vancouver required by broadcasters during the 2010 Winter Games.

More information on supplying National Olympic and Paralympic Committees, sponsors, other groups and associations, and the media that

2010 Winter Games facts

Olympic Winter Games	February 12–28
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	1.6 million
Estimated number of media	10,000
Estimated number of Games volunteers	25,000

Source: VANOC, 2007.

Section 1: The benefits

make up the 2010 Winter Games Family can be found on page 23 of this guide.

What is in it for Canada?

Some of the benefits to the people of Canada are:

- › Increased investment and diversification.
- › Higher volumes of tourism and convention visitors, with the biggest growth expected from two years prior to the 2010 Winter Games to five years after.
- › Showcasing of products and services to an international market of potential clients, partners and investors.
- › Enhanced worldwide profile for Canada's Aboriginal people as a result of their unprecedented participation in the 2010 Winter Games.
- › National and international exposure for Canadian culture.

In addition, the people of British Columbia 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.
- › 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 are certainly one of those opportunities. Your company could achieve a much higher profile

and become a much more powerful entity through its 2010 Winter Games experience.

There are many ways that you could benefit financially from Games-related business; however, there are equally important indirect benefits that are likely to extend well beyond 2010:

› Development of business contacts.

The 2010 Winter Games present a tremendous opportunity to learn about the broader business community and gain confidence operating in the international arena, making your company a candidate for growth and investment. You may even develop a network of international contacts — suppliers who participated in one Winter Games often follow up by supplying subsequent Winter or Summer Games.

› **Media exposure.** Your company's 2010 Winter Games participation may attract local or even wider media coverage that has lasting value. Journalists who attend the 2010 Winter Games will set the scene with articles about the host country or region and the preparations for the 2010 Winter Games — and they often use local initiatives as background for stories about the athletes and competitions. If your product or service is unique or shows a particular resourcefulness, or your 2010 Winter Games business demonstrates success despite obstacles, your contribution may well catch their attention.

› **Experience.** Even if you do not win a contract or subcontract to supply the 2010 Winter Games, the bidding process itself can provide valuable experience. Your renewed business focus may help you showcase your unique products or services as part

of business development, trade and investment activities not explicitly linked to the 2010 Winter Games. Contact your local economic development agency or chamber of commerce to learn about these opportunities.

The whole world's watching

A huge worldwide television audience watches the Olympic and Paralympic 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 region's fabulous scenery and hospitality. During the Torino 2006 Winter Games, 3.1 billion viewers around the world watched the coverage.

The Salt Lake City 2002 Winter Games gained consistent television audiences.

Viewers as a per cent of total population with national access to TV:

Canada	88%
Sweden	89%
Japan	80%
US	64%

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



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The 2010 Winter Games Family

The following is a list of the members of the 2010 Olympic and Paralympic Games Family:

- › Organizing Committee
- › Partners
- › Host government organizations
- › Sponsors
- › Official Suppliers and Licensees
- › Hospitality and marketing agencies
- › Rights-holding broadcasters
- › National Olympic and Paralympic Committees
- › International Olympic Committee (IOC)
- › International Paralympic Committee (IPC)

Extensive worldwide television reach of Torino 2006 Olympic Winter Games

Continent	Viewer hours (millions)	Average hours and minutes watched by individual viewer
Africa	121	1:20
Asia	2,936	1:49
Central & South America	282	1:17
Europe	5,112	7:18
North America	2,073	6:35
Oceania	84	3:33
Total	10,610	3:39

Source: Condensed from *Torino 2006 Olympic Winter Games Global Television Report*, Sports Marketing Surveys Ltd. © IOC 2006.



2010 Commerce Centre: Your business connection

The Vancouver 2010 Olympic and Paralympic Winter Games offer many different types of opportunities for your business, and excellent resources are available to help you find them.

The 2010 Commerce Centre is a key initiative of the BC Olympic and Paralympic Winter Games Secretariat. Through its programs, the BC Olympic and Paralympic Winter Games Secretariat assists businesses in securing new trade and investment opportunities that will last long after 2010. Since its inception, the BC Secretariat has focused on ensuring that the Games leave a long-term legacy for businesses and communities throughout the province.

The 2010 Commerce Centre, which delivers a number of services to help companies develop skills and form new relationships, is the best place for Games-related business information.

Starting as an online tool, the 2010 Commerce Centre has evolved into a physical location in the heart of Vancouver's downtown business district. Today, the 2010 Commerce Centre, at Robson Square, is a hub of business

activity related to the 2010 Winter Games. Business organizations, Olympic family members and BC communities looking to hold meetings and presentations or host delegations are welcome to use the Commerce Centre space as their base while in downtown Vancouver.

The 2010 Commerce Centre is continually striving toward connecting businesses to the Games by keeping them informed and educated. Businesses are encouraged to take advantage of all the innovative products and services the 2010 Commerce Centre offers by visiting www.2010CommerceCentre.com.

Be informed

- › Subscribe to the 2010 Commerce Centre newsletter for up-to-date features about Games-related activities for the business community.

- › Visit www.2010CommerceCentre.com to discover the many tools and products the 2010 Commerce Centre offers.
- › Check out the online events calendar to see what upcoming events might be useful to your business.
- › Learn about recent business success stories and find out what your company can do to become the next featured business.

Get educated

- › Attend 2010 Commerce Centre information sessions to find out how businesses can take full advantage of the benefits and financial rewards of the 2010 Winter Games.
- › Register for the 2010 Business Opportunities Workshop to learn how to bid for contracts to provide products and services for the 2010 Winter Games.

- › Sign up for the Think Asia-China 2008 Workshop to discover the economic possibilities in China that the 2010 Commerce Centre brings to BC businesses during the Beijing 2008 Summer Games.
- › Attend the 2010 Media Workshop to gain insight on how businesses can capture and reach the audience's attention leading up to the Games.

Stay connected

- › Register your business with the 2010 Business Network to be identified as a potential 2010 supplier, identify key partnering opportunities and increase your network of contacts. Your registration may lead to new business relationships or successful contract bids during the 2010 Winter Games and beyond.
- › Sign up for the free e-mail notification service to be notified of all 2010-related business opportunities as soon as they become available.

2010 Commerce Centre facilities

In addition to the programs and services available through the 2010 Commerce Centre, communities and business associations have the opportunity to promote their regions and industries by using the BC Showcase and Corporate Hosting facilities at Robson Square. These facilities provide an ideal setting for industries to host exciting business events and promote BC products and services to international visitors and media.

For more information about the 2010 Commerce Centre and its programs, please visit www.2010CommerceCentre.com

or visit its facility at Suite 1600 – 800 Robson Street, Vancouver, British Columbia.

Learn from experience

Lesson #2: Embrace the bid

When Vancouver won the bid to host the 2010 Winter Games, the Mange family began looking for opportunities for their North Vancouver souvenir company, Panabo Sales Ltd.

“In our industry, it is almost a given that we would think about getting involved in the Olympics,” said Jocelyne Mange. “At first we didn’t know how we could get involved, but we decided if we didn’t try, then we’d never know.”

Mange, whose mother, Ursula, is president of the 40-year-old family business, attended a workshop developed by the 2010 Commerce Centre to help BC businesses explore opportunities connected to the 2010 Winter Games. Later, when an “expression of interest” for 2010-related merchandise was posted on

the 2010 Commerce Centre website, Panabo developed a winning proposal to supply silk ties and men’s wool scarves. The company also developed a second successful proposal to supply gift items and collectibles.

“This happens only once in a lifetime,” said Ursula Mange. “In many people’s eyes, we are a small company, but small is beautiful. I think this will establish us even more firmly in the market.”

Panabo, an Official Licensee for the 2010 Winter Games, uses First Nations designs created by local artists as well as traditional Canadian images on its souvenirs, which are all designed and manufactured in Canada.

Mange’s advice to other BC businesses is to look for opportunities to get involved in the 2010 Winter Games and not be afraid to make a bid.

“I can already see the opportunities opening up,” Jocelyne Mange said. “It has been very exciting working with VANOC.”



Opportunity #1: How to bid on a Vancouver 2010 Organizing Committee contract

How to be a successful bidder for the 2010 Winter Games

Incorporated under the Canada Corporations Act, VANOC is an independent corporation with its own procurement principles, policies and procedures. These processes may differ slightly from those of other organizations; however, successfully competing for a VANOC contract will help you become familiar with bid requirements. This experience will help prepare you to bid on other procurement opportunities offered by government agencies and other major event organizers.

As VANOC is also handling the requirements of the Vancouver 2010 Paralympic Winter Games, keep in mind your company's ability to supply equipment, transportation, accessible leisure and entertainment activities.

What does VANOC want?

VANOC is committed to obtaining the best value when purchasing goods and services. It also aims to provide competitive, equitable and open opportunities for qualified suppliers.

While best value is key, VANOC also needs to ensure that suppliers can meet scheduling deadlines, as well as minimize risks related to delivery and suitability of the product or service. Further, it seeks to honour fundamental

principles of sustainability. These criteria can be summarized as follows:

- ▶ **Product effectiveness, efficiency and affordability.** It is imperative that you meet the specified performance standards laid out in the competitive bidding documents and deliver on time, within budget and with minimal risk of default.
- ▶ **Sustainability.** It makes great sense to ensure the economic benefits of the 2010 Winter Games are sustained after 2010. This is why VANOC's procurement process is targeting complementary objectives

in addition to product or service performance standards. Consider how you can address some or all of the sustainability objectives described below in your proposal or bid. As long as your claims are credible, your capabilities in this regard may well be the differentiating factor that contributes to the success of your bid.

- ▶ **Environmental sustainability.** Your product, company or production methods contribute to the advancement of resource conservation and habitat restoration. Or they provide a means of showcasing



© Christian Manzoni



Canada's natural environment, stimulating demand for environmentally sound products and services.

- ▶ **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.
- ▶ **Aboriginal participation and partnership.** Your product, company or production methods stimulate Aboriginal businesses, employment and training.
- ▶ **Code of conduct.** In assessing bids, VANOC places importance on licensees and suppliers that meet VANOC's code of conduct or that

have their own established written code of conduct. During the competitive bidding process, independent audits of licensee or supplier factories will also be given significant weight.

Doing business with VANOC

When you register your organization at the 2010 Commerce Centre website (www.2010CommerceCentre.com), you can create a profile that helps VANOC and other buyers learn more about you. The profile includes a brief summary of your company, the products or services it offers and contact information. This profile will also enable you to receive notification of competitive bidding opportunities.

While there are many procurement opportunities related to the 2010 Winter Games, VANOC is the major buyer, with a demand for \$1.7 billion worth of goods and services.

Buy Smart at VANOC

When bidding on the 2010 Winter Games, VANOC committed to a procurement system that weighed the ability of a supplier to help VANOC meet its sustainability objectives and advance the understanding and practice of sustainability by sponsors and suppliers.

The Buy Smart Sustainability Procurement Policy was implemented to ensure that:

- ▶ VANOC makes economically, environmentally and socially conscious choices when purchasing products and services.
- ▶ Sustainability, ethical choices and Aboriginal participation are taken into account within all of VANOC's procurement and licensing processes.
- ▶ Suppliers of licensed merchandise meet credible standards for ethical, social and environmental compliance.

In addition, Buy Smart mandates independent factory monitoring and enables VANOC to evaluate factory performance. To support improvement, VANOC may require businesses to take corrective action to bring their manufacturing processes or facilities up to VANOC's sustainability standards or face termination of their contract. For more information, visit www.vancouver2010.com/en/Sustainability/EconomicBenefits/SustainablePurchasing.

Section 2: The opportunities

How the VANOC procurement process begins

The best way to learn about VANOC's bid or proposal invitations is to register for free e-mail notification of opportunities that match your business profile on the 2010 Commerce Centre website (www.2010CommerceCentre.com).

A company does not need to have contacted VANOC previously to submit a bid or proposal. Anyone meeting the qualifications and requirements for a particular request can submit a bid as set out in the Request for Proposals (RFP) or Request for Quotations (RFQ). Note that VANOC will not accept any unsolicited business proposals.

VANOC bid opportunities follow one of two paths:

1. A more complex competitive bidding opportunity may start with a VANOC Request for Expressions of Interest (EOI). Those organizations that VANOC determines are most qualified (based on their EOIs) will receive an Invitation to Quote (ITQ) or a Request for Proposal.
2. Less complex bids are likely to start with an ITQ or RFP directed to a number of potential suppliers, or solicited on the VANOC website. Potential suppliers may be identified from among those registered with the 2010 Commerce Centre.

The bid or proposal invitation document will include the scope and specifications for the work, deliverables and the bid or proposal evaluation criteria. The document will request potential suppliers to provide standard business information, such as a description of the company, its products and services, expertise and experience, capacity and references from previous clients.

Understanding Requests for Proposals

The purpose of a RFP is to describe the goods or services needed and the circumstances in which they will be used, along with seeking proposals that will satisfy those needs at a reasonable cost.

Price is not the only consideration in determining a winning bid. A cross-functional evaluation team considers other criteria as set out in the RFP. These criteria include the supplier's ability to meet VANOC's sustainability goals of environmental performance, economic sustainability, Aboriginal participation and social responsibility.

These sustainability goals are more fully described on the VANOC website and are the subject of VANOC's Buy Smart Sustainability Procurement Policy.

For more information about RFPs, visit www.2010CommerceCentre.com to download the 2010 Business Opportunities Workbook. To learn more about how to respond to RFPs and register for an upcoming "Demystifying the RFP Bid Process Workshop" sponsored by RBC, visit www.rbcroyalbank.com/olympicbusiness.



Writing winning proposals: Ten habits of highly successful bidders

Many elements go into a successful bid, but it all starts with a well-crafted proposal. Follow these ten tips for writing a great proposal to increase your chances for a successful bid:

- 1 **Create a critical timeline.** Be sure to note and comply with the opening and closing dates for submissions. Then plan out the time it will take to complete your proposal. Good proposals take time, so give yourself lots of it.
- 2 **Answer all questions completely.** When preparing your proposal, list each of the RFP requirements and state in full how your proposal meets it. Be thorough — provide evidence of your experience, capacity and ability to deliver on time and on budget. Every response is scored, so make sure you answer every question.
- 3 **Write for your audience.** If you know who will be on the evaluation committee, adjust the level and type of technical and financial information you are providing to match their level of knowledge. Whenever you have a choice between using technical and plain language, choose plain language.
- 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 a technical background.
- 5 **Customize background materials and résumés.** Prepare basic materials in advance so that you can respond quickly, but customize them to your audience to ensure all of your bid documents look as though they were prepared just for this opportunity.
- 6 **Be consistent in your message.** Make sure the terms you use, the descriptions of what you can deliver, the pricing details (for example, if the price section states “units,” quote per unit) and the proposal format are consistent throughout. Clarity in itself can be persuasive.
- 7 **Profile your sustainability practices.** Whether it is waste reduction, energy conservation or community outreach, your sustainability work could be a key differentiating factor in any bid. Look for an opportunity to profile your good work in your proposal and explain how it will benefit the community or meet VANOC’s sustainability objectives.
- 8 **Clearly articulate your experience and solutions.** Show that you understand VANOC and what its issues really are. Be enthusiastic and positive, demonstrating with confidence how your solutions can help.
- 9 **Assume no one 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 is not in your proposal.
- 10 **Make it easy to do business.** Be sure that the products, services and abilities you describe match the stated needs of the buyer. Do not impose conditions, since conditional bids are often rejected.

Section 2: The opportunities

Some further considerations

› Gain experience and credibility

From your experience of doing business with the 2010 Winter Games, you and your employees will gain valuable know-how. You will understand the requirements of successful bids for government and the procurement processes for major events. You will learn how to service high-value contracts, the intricacies of multicultural hospitality and entertainment and the value of cross-cultural awareness.

Just as important, you will also be perceived to be better equipped. When bid evaluation committees set their criteria for major projects, it is only natural that experience get due consideration. No one wants to learn that their supplier underestimated the requirements for funding or human resources when so much is at stake. Successful delivery on a 2010 Winter Games contract will significantly enhance your credibility and can help you when bidding on contracts for future events.

› 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.

For example, employees making deliveries to a secured site will need proper security accreditation, and access to sites may prove more difficult and time consuming than a typical delivery. It is important to factor in these logistics and work them into your pricing structures.

Learn from experience

Lesson #3: Highlight your competitive advantage

CIMCO Refrigeration has been keeping Canadians ice cold for decades; but it was the company's unique system for making heat that led to several contracts for the 2010 Winter Games.

CIMCO, which maintains its British Columbia branch on Annacis Island, successfully bid on refrigeration contracts for five different venues. The bobsleigh and luge tracks at

Whistler, as well as Richmond's new speed skating oval, use CIMCO's Eco Chill® system. This heat-recovery system captures waste heat generated from keeping the ice surfaces cold and uses it to heat water, dressing rooms and spectators at events rather than sending it outside of the building into the atmosphere. The company estimates the system will reduce thousands of kilograms of greenhouse gas emissions and save heating costs.

The contract for bobsleigh and luge tracks at The Whistler Sliding Centre is the company's largest project, with a \$20 million total price tag. The bid took four months to prepare and had to meet several international standards. CIMCO also has contracts for the ice rink at the University of British Columbia, which will be used for women's hockey; the refrigeration plant upgrade at the Pacific Coliseum, to be used for figure skating and short track speed skating; and the new Hillcrest/Nat Bailey Stadium curling facility.

As a result of winning the 2010 Winter Games contracts, CIMCO has signed contracts to design refrigeration systems for the bobsleigh and luge runs for the 2014 Winter Games in Sochi, Russia, as well as that city's ice rinks and sliding centre, says Wayne Dilk, CIMCO Refrigeration's western vice-president.

"There's a profile attached to Olympic work — it's a prestige thing for sure," noted Dilk, whose employer usually builds food plants and cold-storage facilities. "All of our clients want to know about our work for the 2010 Winter Games."

The VANOC shopping list

VANOC will need an extensive scope of goods and services to stage the 2010 Winter Games. Consider the following list for just a small sample of opportunities:

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

Opportunity #2: How to become, or work with, a licensee

Licensing Olympic and Paralympic Games brands



In the world of brands, few come close to the Olympic and Paralympic Games trademarks.

Licensees bid and negotiate permission from VANOC to use the 2010 Winter Games trademarks on products created for sale. Some licences are awarded to multiple winners, so no one company ends up with an exclusive licence. The fee typically involves a royalty structure that consists of:

- › A percentage of the licensee's wholesale price;
- › An advance payment when the agreement is signed;
- › 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.

At the Calgary 1988 Winter Games, licensees paid 10 per cent of sales to the Organizing Committee, with 25 per cent of projected royalties due in advance. Fees for the Torino 2006 Winter Games averaged 15 per cent of sales.

The 2010 Winter Games licensed product program started in 2005 with the awarding of a merchandise licence to Hbc. A number of additional licences have already been secured, and the number of licensees will continue to grow through a public bidding process. Visit www.vancouver2010.com for a list of current licensees.

To participate, check the www.2010CommerceCentre.com website 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. Visit www.vancouver2010.com for details.

Future licensing opportunities will be coming soon, including housewares, sporting equipment, publications and toys.

If you plan on bidding for a licence, make sure your bid is 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 bid on a Vancouver 2010 Organizing Committee Contract” on page 10.

The Olympic and Paralympic brands

The names, phrases, logos and designs normally associated with the Olympic and Paralympic Games can only appear on products or advertising used by official Olympic and Paralympic Games sponsors and licensees. The organizations who pay for these rights are subject to strict rules about what they can use, where and how.

Even the Olympic and Paralympic Games Anthem falls under this umbrella. So do the many related images, such as the Olympic Rings and the Olympic and Paralympic Games Emblems, the Official Mascots, both Torch Relays, 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. Visit www.vancouver2010.com for more information on licensing and the use of the Olympic and Paralympic Games brands.

A licence to sell

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

- › 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
- › Jewellery and watches: rings, necklaces, earrings, bracelets, tie clips, key rings, pendants
- › Leather goods: backpacks, handbags, briefcases, wallets, gloves
- › 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, preschool educational toys, infant toys, maracas, whistles, rattles, neon glows, bathroom toys, water toys, mascot toys, puzzles and table games
- › Video games

Working with Vancouver 2010 licensees

Even if you decide not to pursue a licensing bid, you may consider supplying products or services to an organization that is a Vancouver 2010 Winter Games licensee.

Companies become licensees for a variety of reasons, such as the chance to increase their exposure and market share, expand internationally, or promote their expertise and any niche or unique capabilities. One common denominator, however, is that most licensees will need help from other suppliers to accomplish these goals.

This represents a great opportunity for businesses. Licensees will welcome innovative ideas and products if they help them meet their 2010 licensing objectives. Follow these tips to get the attention of licensees:

- › **Do your homework.** The better you understand the licensee's business model, product line and goals for the licensing arrangement, the better your chances of effectively making your pitch.
- › **Communicate solutions that accomplish the licensee's goals.** Your pitch should go beyond highlighting your products or services and clearly demonstrate how they will help the licensee accomplish its business goals.
- › **Be professional.** Only the top companies are chosen, and you will need to present to the licensees in a professional manner. Be thorough in your presentation.





Learn from experience

Lesson #4: Subcontract for growth

Making souvenir T-shirts and fleece tops for the 2010 Winter Games is exciting, but Tony Wilson knew he could not abandon his regular business to take advantage of an Olympic and Paralympic Games opportunity.

“T-shirts and fleece tops will be the biggest sellers, along with lapel pins. It’s going to be huge,” said Wilson, president of Richmond-based Wilson International Products Ltd.

To keep up with demand for 2010 clothing — and to keep its other customers satisfied — the company has lined up smaller local embroidery and screen printing companies to act as subcontractors as needed.

Setting up subcontractors was one of the lessons Wilson learned while preparing to make a bid for a licence to supply souvenir clothing to the 2010

Winter Games. As part of his research, Wilson examined previous Olympic Games, particularly the Salt Lake City 2002 Winter Games, to see how similar clothing companies managed the work.

“It gave me a really good idea of what to expect,” he said. “If it goes the same way here as in Salt Lake City, we hope we can bring on more people as we need them. The business will jump at an incredible rate.”

Wilson points out that the Richmond factory will have to hire more workers to provide retail outlets with 2010 gear, and they may have to work around the clock. But when the 2010 Winter Games are over, he anticipates that his winning contract will continue to bring opportunities for his business.

“We will be working with new sponsors and new retailers, and if we give them several years of good service, we hope we will be able to continue working with these valuable clients.”

Learn from experience

Lesson #5: Make size no object

As a small company specializing in novelties for the gift market rather than more sporty products, Vancouver’s Cajo Designs wasn’t sure of its chances to land a licence to use the 2010 Winter Games brand on its line of goods.

“They liked our presentation and they liked our products, but the 2010 brand is great for baseball caps and they weren’t sure if our designs would translate well to a sports theme,” said Joe Freeburn, who owns Cajo Designs with Carl Oster.

The company designs and manufactures “trendy stuff,” such as tote bags, picture frames and luggage tags and is best known for celebrity must-have cosmetic bags.

But a second presentation clinched the company’s bid. Freeburn said he was pleasantly surprised contracts weren’t reserved for big corporations.

“VANOC did a wonderful job bringing in the small companies,” he said. “Producing merchandise with a 2010 logo is a huge undertaking. We have to design it, get it approved, manufacture it, sell it and collect the money.”

It’s worth the effort. Freeburn and Oster hope the 2010 Winter Games will help Cajo break into the souvenir market as well as to gain recognition as a future supplier to some of the Winter Games’ big corporate sponsors. Despite the potential for future business, Freeburn said this contract is more about promoting the 2010 brand than his company.

“This is about the Olympic and Paralympic Games; it’s more than just the business potential.”

Opportunity #3: How to be a subcontractor

Small Canadian companies have successfully competed for Olympic and Paralympic Games contracts and licences in the past, and they will compete for the 2010 Winter Games as well. Bidding is not always easy – you are in competition with major national and international companies as well as with other small businesses.

Even if you do not win a contract or licence, or choose not to submit a proposal or bid, your business can still play a key and profitable role in the 2010 Winter Games as a subcontractor.

Subcontracting explained

A subcontractor provides a specialty or niche service to a general contractor who has committed to providing goods or services on a larger scale. These contracts represent huge commitments that sometimes even the largest bidders may need help with.

As a potential subcontractor, this represents a tremendous opportunity



to offer your goods or services to help fulfill a larger contract. Playing even a small part in the 2010 Winter Games could be extremely profitable.

Benefits of subcontracting

While subcontracting represents just a piece of a larger contract and your business may not be front and centre, it offers a number of potential advantages including:

- › **Simplicity.** You are responsible for only your piece of the contract. Completing a large project is someone else's concern, so you can concentrate on doing good work in your area of responsibility.
- › **Exposure.** You may have only one subcontracting role at the 2010 Winter Games, but it represents an excellent opportunity to network with other suppliers and contractors. This exposure may result in future business opportunities.
- › **Expertise.** Although your talents may be broader than the specialty or customized work you are doing under a 2010 Winter Games subcontract, you may become known for your niche work. This specialization could lead to more work in your area beyond the 2010 Winter Games.

How to access subcontracting opportunities

Once you have identified the niche you would like to fill, you need to actively pursue subcontracting opportunities. There are a number of steps you can take:

- › **Register your business.** You can register with the 2010 Business Network (www.2010CommerceCentre.com). General contractors use the 2010 Business Network as a resource to find the subcontracting help they need.
- › **Attend workshops.** The 2010 Commerce Centre and RBC offer a number of workshops to help you identify and successfully pursue business opportunities. View the calendar of events and workshops at www.2010CommerceCentre.com and at www.rbcroyalbank.com/olympicbusiness.
- › **Review winning bids.** You can access information on all the winning bids of Games contracts and licences at www.2010CommerceCentre.com.
- › **Contact bid winners.** Once you have identified bid winners that may have a need for your services, make sure they know you are a willing and able partner. If they indicate interest,

approach them with your products and ideas.

In the end, while subcontracting may not provide the high profile enjoyed by larger contract winners or licensees, it can provide you with important benefits. You will gain access to industry leaders along with a profitable work experience, both for the 2010 Winter Games and beyond.

Learn from experience

Lesson #6: Collaborate your way to success

Karacters Design Group had never designed a clock before. EEC Industries Ltd. had never built one. But the two BC companies collaborated to create the stunning countdown clock marking the time to the opening of the 2010 Winter Games.

“Even if it’s only going to be here for three years, we had the opportunity to design something that would be the city’s newest landmark,” says Dan O’Leary, senior designer at the Karacters office in Vancouver.

As soon as Omega Watch Company, Official Timekeeper of the Olympic Games, approved the clock’s design, Karacters approached EEC Industries of North Vancouver to build it.

“Karacters came to us and said, ‘We think you’re the company to take the project on,’” recalled Rick May, EEC’s vice-president of sales. “We’re a sign-manufacturing firm — we’d never built a structure like this. But we thought we could do it.”

Working from sketches supplied by Karacters, EEC turned the concept into a glass, wood and steel work of art, with the timepiece provided by Omega. By the time the design had

been approved, the company had only eight weeks to turn the sketches into a working clock.

“It was pretty stressful, no question, but we’re all pretty proud,” May said. “This is really something special for our company to have worked on. It will leave a mark on the city.”

He points out that EEC and Karacters collaborated all the way through the project, adjusting the design when necessary and finding the best solutions to fabrication problems.

“It was an ongoing design-build project,” he said. “One thing wouldn’t quite work and we’d figure out a possible solution. It was a team effort.”

Was it worth it? “Absolutely! It’s really a beautiful sculpture,” said May.

Learn from experience

Lesson #7: Innovative thinking leads to Olympic and Paralympic Games opportunities

More than a decade after Gordon Currie worked on his first project connected to an Olympic Games, his business is still reaping the rewards. Currie, president of Eldoren Design in Dawson Creek, BC, targeted companies that had contracts with the Atlanta 1996 Summer Games to find website design work. Undaunted by the distance between his northern hometown and the southern Host City, Currie tracked down a larger US company publishing a commemorative book on the Games and partnered with them as a subcontractor to design and build a website to market the book.

“It was a pretty minuscule contract — about \$8,000 — and I worked on it for two and a half years, but the spin-off was huge,” he said. That small job

connected Currie with other US companies that liked his work, and today about 60 per cent of his business is with American firms. His work has also expanded to include more marketing and e-commerce contracts compared to earlier years, when it was mostly web design jobs.

“Atlanta opened doors,” Currie said. “It’s like people thought, if I could work with the Olympics from here, I could work pretty much anywhere.” As one of the BC businesses with early Olympic Games experience, Currie’s company has received some publicity through the 2010 Commerce Centre and was also profiled in the *BC Canada Times*, published daily in Torino during the 2006 Winter Games. That exposure has led to more connections with European companies looking for web design work or a BC-based partner.

“A lot of people read that publication, and it’s very inspiring,” Currie said. “I’ve had people want to come work with me here and people who want to work for me from their home country. There are a lot of companies that want to do business in Canada with local partners.”

Currie has been sharing his experiences with other British Columbia companies, hoping to get them interested in bidding for work with the 2010 Winter Games.

“I’m very busy — there’s no limit to the amount of work I could do,” he said. “But my goal is to continue to help other companies. I like getting people going.”

Opportunity #4: How to create successful strategic relationships

Use the 2010 Winter Games as a platform for establishing strategic relationships that will bring benefits in the short and long term

Prepare to partner

Working with another company that has complementary capabilities may make the difference between a good bid that falls short and an excellent one that covers all the bases. Strategic relationships can take a variety of forms, from a legal joint venture to a simple subcontracting arrangement.

Partnering is a smart business strategy for winning 2010 contracts. A good partnership can add capacity, expertise and experience to your existing competitive advantages. It can be a

simple way to add valuable Aboriginal or sustainability content to your organization and your bid. It can also form the basis of a template model that you can apply to other contract opportunities in the future.

Learning how to choose partners, managing projects that include personnel from other companies, and achieving better results through joint efforts are skills that can lay the ground work for future growth beyond 2010.

If you are a part of a joint bid for a RFP, you will need to identify all of the

partners and subcontractors and state who will take responsibility for all work performed. This will provide a single point of contact to direct all communications and manage the project — improving the effectiveness of the joint bid for both you and the buyer.

Joint bids do entail risk, risk that needs to be mitigated by choosing the right partner. Joint ventures and strategic alliances create a number of challenges, and you have to be sure you have the right team.



What is the 2010 Business Network?

The 2010 Business Network is an online supplier database. BC companies can post their profiles for viewing by potential buyers, including VANOC, official Olympic sponsors, National Olympic Committees, international broadcast and media organizations, dozens of related sporting events and many other 2010-related organizations.

Just as important, the 2010 Business Network is a tool that BC companies can use to find suitable candidates for partnership opportunities. Partnerships formed around 2010 business opportunities are likely to lead to many long-term relationships with

other British Columbian, Canadian and international businesses — in turn leading to new markets and new opportunities in the future.

There is no charge for 2010 Business Network membership. To list your business, simply fill out the online registration and complete your company profile at www.2010CommerceCentre.com.

What could it mean for your business?

- › **Exposure to 2010 buyers and an international audience.** The 2010 Business Network receives regular inquiries from businesses all over the world. Being a member of the network puts your business in front of that influential group.
- › **Partnering and network opportunities.** International and local companies are on the lookout for businesses that complement their products and services, and want to join forces on bidding or subcontracting opportunities.
- › **Exclusive invitations.** Your membership gives you access to a variety of workshops, information sessions, matchmaking sessions and related programs leading up to the 2010 Winter Games.
- › **Control of your image.** A membership is more than just a company listing — it is a comprehensive profile giving 2010 partners an understanding of every aspect of your company.

Ground rules for partnerships

Get agreement on key partnership issues up front so you can focus your attention on business success.

- › **Exclusivity.** Partners must agree that they will not 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 this becomes necessary?
- › **Equity issues.** If there is an exchange of equity, what role will the investor take on the 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?



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Try this 5-point checklist for evaluating a prospective partner

- Are they willing to engage now?
- Do they have the resources, technical competence and expertise?
- Is there a team approach inside the company that can translate outside the company?
- Does your potential partner have other plans or activities that might affect their ability to fulfill their part of the contract?
- Is there a cultural fit between the organizations — similar goals, rewards, methods of operation and committed leadership?

If you can say yes to all of these points, you could be on your way to a successful joint venture.

Section 2: The opportunities

› **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

If the partnership deal you are negotiating does not feel right for any reason, it is better to end your discussions than to force an arrangement that could lead to business problems in the future.

Learn from experience

Lesson #8: Form partnerships to strengthen your bid

A small Victoria-based IT company that did not have a chance at winning 2010 Winter Games work on its own found success with a partner from south of the border.

Meggan Podgorenko, business development manager for International Technology Integration (ITI) Inc. of Victoria, started looking for opportunities as soon as Vancouver was named Host City. But she soon realized VANOC was looking for a more experienced company to design and implement information management systems for the 2010 Winter Games.

“We had no major event experience,” Podgorenko said. “We thought we needed to be bigger and more experienced.”

Peak Systems, a Seattle-based IT company, had worked with two Olympic

Organizing Committees in the past — Salt Lake City and Athens — and was looking to get involved with the 2010 Winter Games as well.

“We were looking for a Canadian company to partner with,” said John Sloat, Peak Systems president. With ITI’s extensive contract experience with the Province of British Columbia and Peak Systems’ track record of Games-related projects, not to mention the two companies’ excitement at being involved with the 2010 Winter Games, they had a winning partnership.

The ITI/Peak team won the contract to develop and implement an information management system that will handle more than one billion documents generated by VANOC in the years leading up to the 2010 Winter Games.

It is a valuable partnership for both companies. “We’ve woken up to the possibilities of partnerships and are now looking more to our neighbours to the north as a way to expand our base,” Sloat said.

“We are fortunate to have found ITI, and we are discussing opportunities for the partnership beyond the 2010 Winter Games.”

Learn from experience

Lesson #9: Partnering can bring lasting benefits

Bidding with a partner for an Olympic Games-related contract became a lasting relationship for a Vancouver communications company.

Karyo Communications partnered with Edelman, a global public relations firm, to make a winning bid for work at BC-Canada Place in Torino during the 2006 Winter Games.

“We knew BC, but we didn’t have international contacts and the relationships the province wanted for Torino,” said Paul Welsh, co-founder of Karyo Communications.

Edelman supplied those international connections and expertise, and the two companies won the contract to provide communications and media relations for BC-Canada Place.

And the relationship did not end after the 2006 Games. “We had great success in Torino and we continued to work in partnership with Edelman for different clients,” Welsh said.

Edelman has clients that are Olympic sponsors, and with no Vancouver office, the company was looking for a local communications firm to partner with on 2010 Winter Games work, he added.

At the same time, Karyo wanted to expand its business and offer more professional development opportunities to staff. The relationship forged during the 2006 Winter Games led to Edelman investing in Karyo and taking the small local company into the global marketplace. Karyo Edelman, as it is now known, has already grown, with 31 staff today compared to the 18 people employed previously.

The company is now part of a global network and can offer clients access to professionals around the world. Employees can also profit from the training and advancement opportunities available in the larger organization.

“It’s incredibly exciting,” said Welsh, now a general manager for Karyo Edelman. “We are definitely a model for how local businesses can participate in Olympic opportunities. It has taken our company to a whole other level.”

Opportunity #5: How to be a supplier to the 2010 Olympic and Paralympic Winter Games Family

Many different organizations will need supplies and services

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 many visiting National Olympic and Paralympic Committees and their athletes, the sponsors, Official Suppliers, hospitality and marketing agencies and the media.

› National Olympic Committees.

Approximately 80 countries are coming to the 2010 Winter Games, with each country sending anywhere from one to 200 or more athletes. Many National Olympic and Paralympic Winter Games teams send their athletes to the Host Country weeks or months in advance in order to train and acclimatize. For example, the Austrian team will be training at Sun Peaks and the Swedish team will train at Mount Washington for the 2010 Winter Games.

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

Craig Phillips, secretary general of the Australian Olympic Committee, presented at the RBC 2010 Legacies Now Speaker Series in December 2007 and provided a number of tips on how businesses and communities can approach National Olympic and Paralympic Committees to secure their interest. Visit www.rbcroyalbank.com/olympicbusiness or www.2010LegaciesNow.com to review the webcast.

› Sponsors.

Sponsors require many products and services to accommodate

their 2010 Winter Games presence, from signage and event management to gifts for their clients. See www.vancouver2010.com for a list of current sponsors and suppliers, as well as new sponsorship announcements. Some sponsors and suppliers may post RFPs for their major requirements at www.2010CommerceCentre.com. As smaller purchasing decisions may not be advertised, sending purchasing managers a brief overview of appropriate products and services is a good idea.



Section 2: The opportunities

While you should always proceed with enthusiasm, you should be aware of some potential roadblocks in pursuing sponsor business. Olympic and Paralympic Games sponsors are encouraged to deal with other Games sponsors for products and services. 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.

› Hospitality and marketing agencies.

A number of agencies specialize in Olympic and Paralympic Games hosting and marketing. These agencies will work with the IOC, VANOC and various sponsors to create their particular marketing and client hosting programs. With some sponsors hosting 1,000 or more guests during the Games, they may require any number of products and services including: office space, catering, flowers, design and creative services, signage, rental furniture, restaurants and attractions,

audio visual, office supplies, transportation, gifting and outfitting, venues and more. Marketing agencies also help sponsors activate programs, and they need products and services to carry this out.

› **Press and broadcasters.** Both print and broadcast media outlets play a major role in bringing the Games to the world. CTV-Rogers Olympic Consortium holds the domestic rights for broadcasting the 2010 Winter Games in Canada, while NBC holds the US broadcast rights, and the European Broadcast Union holds the rights in Europe.

More than 7,000 rights-holding broadcaster representatives will come to Vancouver, and in some cases the larger broadcasters will send teams of more than 100 people to carry out the difficult task of lighting, shooting, taping, editing and analyzing the multiple competitions. As well, more than 10,000 media people in total are expected at the 2010 Winter Games.

This is another potential major market for suppliers. Many media representatives attend the event from start to finish, requiring not only technical services but also transportation, translation, accommodation and hospitality.

Another major market for suppliers is Olympic Broadcasting Services Vancouver (OBSV), the on-site host broadcaster responsible for producing and transmitting unbiased live radio and television coverage of the 2010 Winter Games.

OBSV will be assisting VANOC in the design and building of infrastructure needed at the venues and at the International Broadcast Centre in Vancouver, the home of the broadcast operation. It will also be maintaining an Olympic archival service. When the 2010 Winter Games end, OBSV will be responsible for dismantling much of the broadcast-related venue facilities and equipment, and the International Broadcast Centre itself.

Now is the time to start pursuing supplier opportunities with media and broadcasters. While the majority of media companies will start looking for suppliers in 2009, the larger ones may start much earlier.

Learn from the best

Businesses can learn from international experts in the Olympic and Paralympic Games industry. Here are two of the opportunities available:

RBC 2010 Legacies Now Speaker Series

Visit www.2010LegaciesNow.com to view webcasts of guest speakers such as Valentino Castellani, president, Torino 2006 Organizing Committee and Margy Osmond, chief executive, Chamber of Commerce, New South Wales, Australia.

2010 Business Summits

Visit www.2010CommerceCentre.com to view the listings and presentations of the 2010 Business Summits, which include:

- › 2010 Aboriginal Business Summit (2007)
- › Province of BC 2010 Business Summit (2008)
- › 2010 Business Summit (2009)

Learn from experience

Lesson #10: Capitalize on existing relationships

A long-time business relationship with an Official Supplier to the 2010 Winter Games proved to be a winning connection for Ampco Grafix. The Coquitlam-based company has worked for 35 years with 3M, which signed on as a sponsor as well as the Official Supplier of large-format graphics for the 2010 Winter Games.

When the huge global conglomerate needed a local printer to produce giant-sized decals to wrap the new BC ferries with Olympic images, Ampco was the company with the right equipment to do the job. 3M produced the special adhesive film for the ferry wraps in the United States, then shipped it to Ampco for printing.

“When we were called about the ferry project, we were very pleased,” said Ampco president Dann Konkin. “We feel very fortunate. It was a huge job — the largest commercial marine application of vinyl graphics in the world. No one has ever put graphics on something this size before.”

The company has worked with 3M products for years, making decals for vehicles, trains and buildings for special events, but wrapping a ferry was a first. Konkin expects the project will enhance Ampco’s position in a highly competitive industry.

“With the 2010 Winter Games coming, there are a lot of major projects coming to the city,” he said. “This will give us a great opportunity to do more work. When you do a huge job like the ferries, it’s outstanding on our résumé when you talk to other companies.”

Learn from experience

Lesson #11: Good work leads to future success

They will spend more than three years preparing for the 2010 Winter Games, and as soon as the first event begins, their work here will be done. Moving Products, Canada’s longest-serving supplier to the Olympic Family, is working with official corporate sponsors of the 2010 Winter Games. The company is helping sponsors design custom uniforms, working with Official



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Suppliers to collect the clothing, accessories and gifts they require, then ensuring the uniforms are delivered on time — and that they fit.

“I am so lucky to have a great team,” said Moving Products founder Ian MacDonald. “They just love the work, and they seem to thrive on stress.”

The Calgary-based company has been working with Host Cities since the 1988 Winter Games in Calgary, operating as a kind of broker between companies that are official Olympic Sponsors and the firms that hold licences to make products for the Games. It is one of only a couple of companies in the world that works exclusively for the Olympic and Paralympic Games.

In Vancouver, Moving Products is collecting tens of thousands of products from the official licensees at its 4,000-square-foot warehouse. The company gathers items, from sweaters and backpacks to watches and stadium cushions, and showcases them for sponsors who choose which items will

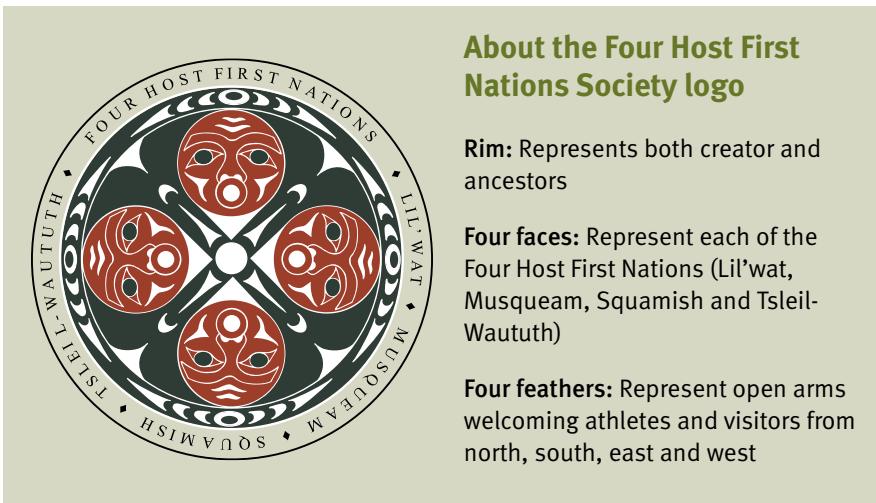
carry their corporate logos alongside the Olympic and Paralympic Brands.

MacDonald said Moving Products works with the sponsors to design their unique uniforms, then sources the items through the licensee family to find the right match.

Each sponsor may have several different uniforms, depending on the role their people are playing at the 2010 Winter Games. From bus drivers to VIPs to technicians, MacDonald said every uniform has to be custom made and delivered to the individuals before the Games begin.

“It’s a huge challenge, and there’s no room for error,” MacDonald said. “We can’t be a day late or a uniform short.”

Opportunity #6: Opportunities for Aboriginal businesses



About the Four Host First Nations Society logo

Rim: Represents both creator and ancestors

Four faces: Represent each of the Four Host First Nations (Lil'wat, Musqueam, Squamish and Tseil-Waututh)

Four feathers: Represent open arms welcoming athletes and visitors from north, south, east and west

- › Tourism
- › Cultural performances
- › Construction
- › Retail and gifting
- › Art
- › Employment and training
- › Sport development
- › Various other goods and services

The Olympic and Paralympic Games are symbols of human excellence and achievement, and only the very best will participate. This same level of excellence will be demonstrated by the Aboriginal athletes, businesses, artists and performers who play a role in the preparation and presentation of the 2010 Winter Games.

For the first time in history, indigenous peoples have been recognized as Official Partners in the hosting of an Olympic and Paralympic Games. The Lil'wat, Musqueam, Squamish and Tseil-Waututh First Nations, on whose shared traditional territories the Games will be held, are working with VANOC and other Olympic Partners to achieve unprecedented Aboriginal participation in the planning and hosting of the Games.

To coordinate their collective efforts as Host Nations and ensure that their traditions and practices are acknowledged and respected, the four First Nations formed the non-profit Four Host First Nations (FHFN) Society and established the FHFN Secretariat. The FHFN are active participants in the planning process, working with all Olympic Partners to ensure that the Games are successful and leave lasting and sustainable legacies.

Together the FHFN Society, VANOC, the provincial and federal governments and other Olympic Partners are ensuring that opportunities to participate in and benefit from the Games extend beyond the Four Host First Nations to include First Nations, Inuit and Métis peoples across Canada.

The Four Host First Nations will warmly welcome Games participants and spectators to their traditional territories, inviting them to learn about the rich and diverse histories and cultures of Aboriginal peoples in Canada. Visitors will have the opportunity to buy authentic Aboriginal products, experience traditional and contemporary Aboriginal performances and enjoy the finest Aboriginal cuisine.

Extensive opportunities for participation cover many areas of economic, cultural and sport development, including:



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Potential for Aboriginal businesses

The 2010 Winter Games offer extraordinary opportunities for Aboriginal businesses to expand, diversify and reach new markets across the country and around the world. As part of its commitment to achieve unprecedented Aboriginal participation in planning and hosting the 2010 Winter Games, VANOC has developed an Aboriginal Procurement Strategy (see box on page 28).

Certain procedures built into VANOC's purchasing processes are designed to increase Aboriginal participation in the 2010 Winter Games. If you own

an Aboriginal business, are an Aboriginal performer or artist or are interested in learning more about participating in the opportunities created by the 2010 Winter Games, you should consider the following:

- › **Visit www.vancouver2010.com** to learn about current business opportunities and how to take advantage of them. You can also sign up to receive regular updates on VANOC's Aboriginal participation program.
- › **Be part of British Columbia's 2010 Business Network database**, created by the 2010 Commerce

Centre. Register at www.2010CommerceCentre.com.

- › **Contact the FHFN Secretariat** at info@fourhostfirstnations.com. You can also visit the website at www.fourhostfirstnations.com, featuring upcoming events and Aboriginal business opportunities.

Selling Aboriginal products: The power of branding

Recognizing the uniqueness and popularity of Aboriginal art and design, the Four Host First Nations Secretariat and VANOC are developing an Aboriginal Licensing and Merchandising Program to showcase excellence in Aboriginal arts, culture and enterprise as part of the Vancouver 2010 Official Licensed Merchandise Program.

The Aboriginal Licensing and Merchandising Program will include a variety of products developed with Vancouver 2010 licensees as well as authentic Aboriginal art pieces. It has been designed to meet VANOC and FHFN standards of excellence and authenticity, and also includes a legacy component. A portion from the sale of all products included in the Aboriginal Licensing and Merchandising Program will go to a fund being created to support Aboriginal youth sport, culture and educational programs.

Gifting is also an opportunity for Aboriginal artists and businesses. Before and during the Games, Olympic Partners and Sponsors will give a variety of gifts ranging from key chains to one-of-a-kind art pieces.

Look for further details as this program is developed at www.vancouver2010.com and www.fourhostfirstnations.com.

Learn from the 2010 Aboriginal Business Summit

In February 2007, the three-day 2010 Aboriginal Business Summit showcased opportunities related to the 2010 Winter Games. More than 500 attendees learned some of the innovative ways to make the most of this international experience. Presentations explored opportunities in such areas as construction, supply of goods and services, tourism, retail, licensing, and arts and culture.

The 2010 Aboriginal Business Summit was a huge success and featured a number of notable presenters, including:

- › The Chiefs from the Four Host First Nations
- › Regional Chief Shawn A-in-chut Atleo, British Columbia Assembly of First Nations
- › Grand Chief Edward John from the First Nations Summit
- › British Columbia Premier Gordon Campbell
- › The Honourable Colin Hansen, Minister of Economic Development and Minister Responsible for the Asia-Pacific Initiative and the Olympics
- › The Honourable David Emerson, Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics
- › VANOC Chief Executive Officer John Furlong
- › VANOC Board members Jack Poole and Chief Gibby Jacob

Visit www.2010CommerceCentre.com to download information that was shared at the summit.

VANOC's Aboriginal Procurement Strategy in action

To help fulfill its commitment to Aboriginal participation, VANOC has developed an Aboriginal Procurement Strategy. This strategy incorporates a series of tools designed to optimize opportunities while still meeting VANOC's financial and delivery requirements, including:

- › **Supplier questionnaire.** As part of the bid process, all prospective suppliers must complete a questionnaire outlining their sustainability and Aboriginal participation initiatives.
- › **Limited competitive bid.** Where several Aboriginal firms with capacity in a particular product or service area exist, VANOC may establish a competitive Aboriginal procurement process where only qualified Aboriginal firms will be invited to bid.
- › **Direct award.** Under certain circumstances, VANOC may directly award contracts to help fulfill existing sustainability and Aboriginal participation commitments.

The Four Host First Nations brand

Unique Aboriginal products, services or experiences build cultural awareness and mutual understanding.

The FHFN brand helps to personalize the Aboriginal perspective and tell the story of the origins of the products and services being purchased.

- › **Who we are.** We are a living, thriving and evolving indigenous culture; industrious, creative and welcoming to all.
- › **What we do.** We offer products, services and experiences that help people connect to traditional and contemporary indigenous cultures.
- › **What you get.** A unique product, service and experience that is positively memorable.



(Left) Chief Ernest Campbell, Musqueam Nation, (Center) The Honourable Gordon Campbell, Premier, Province of British Columbia, (Right) Jack Poole, Chairman, Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games

Aboriginal tourism: Welcoming the world

Thousands of visitors from around the world will come to Vancouver and Whistler to be a part of the 2010 Winter Games. This means great opportunities for Aboriginal tourism.

If you have an Aboriginal tourism business, now is the time to plan and find out how you can benefit from the opportunities the Games bring. For more information, visit the Aboriginal Tourism Association of British Columbia (ATBC) website at www.aboriginalbc.com.

Learn from experience

Lesson #12: Use your business network – think of who you know

When Tim Redpath and Charmis DeBoer attended different 2010 Business Opportunities Workshops at the 2010 Commerce Centre to learn how their companies could benefit from the 2010 Winter Games, they had no idea they would end up as partners on a winning bid.

DeBoer, director of business development for Innovation Networks, wanted to explore the opportunity to provide computer support, maintenance and other IT services to the Games. Established in 1997, Innovation Networks is a company with 56 per cent Aboriginal ownership. It is committed to sustainable business practices and has a strong track record. “I walked away thinking we weren’t going to be big enough to get a contract on our own, but it was still attainable if we looked for partners,” DeBoer remembers.

Redpath, manager of the Coquitlam-based commercial division of Williams Moving & Storage, was inspired by the workshop to look for opportunities in areas he had not considered before.

When Redpath responded to an advertisement for a company that could move VANOC’s headquarters – including the computer system – his business network became invaluable.

Innovation Networks had been providing computer support and maintenance for nearly a decade to the 77-year-old, family-owned moving company. “Our movers aren’t trained to disconnect, move and reconnect

computers,” Redpath said. “But we had a relationship with Innovation Networks, and I knew they had the ability and trained staff we needed.”

Innovation Networks was added to his bid. Williams won the bid, and the two companies completed the move last spring. In fact, the partnership was so successful that the two companies plan to work together in the future.



© Squamish Nation Communications

Opportunity #7: How to be a supplier to other major events

Run-up events: Early-bird bonanza

Leading up to 2010, British Columbia 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 résumé for a bid on a VANOC contract. Contact event organizers for procurement needs and schedules.

Learn from experience Lesson #13: Consider smaller opportunities

The 2010 Winter Games is a huge event, but it is not the only opportunity for businesses interested in bidding for supplier contracts in the next few years.

In 2009, Vancouver will host the World Police & Fire Games. For two weeks, 14,000 athletes from 70 countries will compete in a variety of events across the Lower Mainland as well as in Whistler. That means thousands of athletes and officials to feed and uniform, souvenirs to offer and countless items to find by July 2009.

“There are lots of opportunities for contracts,” said Stuart Ballantyne, CEO

of the 2009 World Police & Fire Games, which is open to athletes who are professional firefighters and officers in law enforcement, corrections and border services. The event runs July 31 to August 9, 2009. With 40 different venues and 68 different sporting events, there will be opportunities to supply a huge range of goods and services, including tents, security, administrative staff, catering and sports equipment. Requests for Proposals for the various contracts are posted on the BC Bid and 2010 Commerce Centre websites,” said Ballantyne.

“We’ll spend about \$15 million to produce the Games,” he said. “It’s a fraction of the budget for the 2010 Winter Games, but there are many opportunities.”

Although anyone can bid for the work, local companies are often preferable because they can react more quickly to changes, such as providing more shelters if the weather turns nasty, Ballantyne said. “We need to have suppliers that can react. We also want good price and good quality, and sometimes we might need more than one supplier.” Ballantyne encourages companies to consider seeking contracts with the other events that will be hosted in British Columbia, such as the 2008 North American Indigenous Games, various national championships and even annual events such as Bard on the Beach.

“It doesn’t have to be the Olympic and Paralympic Games — everybody needs fencing and portable toilets,” he said. “People are looking at 2010 and they might think it’s too overwhelming. But there are a lot of little Games too, and lots of partnership opportunities for the smaller companies.”



Opportunity #8: Canada loves competition

Upcoming sporting events

Major events featuring the sports that are part of the Vancouver 2010 Olympic and Paralympic Winter Games, and other sports, will be held in BC and elsewhere in Canada prior to 2010. See the table below for some upcoming events in BC. For more updates visit www.vancouver2010.com. You can also contact Sport Canada or your provincial sports agency.

2008–2009	Olympic and Paralympic Training and Sport Events (Lower Mainland and Whistler)
2008	North American Indigenous Games (Cowichan Valley)
2008	Women's Field Hockey Olympic Qualifier (Vancouver)
2008	ITU Triathlon World Championships (Vancouver)
2009	World Police & Fire Games (Burnaby)
2011	Western Canada Summer Games (Kamloops)

Ignite the passion, ignite the spirit: Welcome the Torch Relay

Kindled by the sun's rays in Olympia, the Olympic Flame will travel around Greece for a week before arriving in Canada and, ultimately, Vancouver.

Passed from hand to hand, the Olympic Flame will be transported by a variety of means, including dogsled, hot air balloon, bicycle, horse, train, canoe and even dragon boat. The flame represents peace, brotherhood and enlightenment while acting as a summons to the Games.

In 2000, the Olympic Flame passed within reach of 85 per cent of the Australian population. In Athens in 2004, 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 organizers say they helped make 3,600 business introductions at 10 receptions during the relay. Business opportunities included hosting visiting officials and guests, catering, supplying special events, providing signage and managing events and city beautification projects.

The 2010 Olympic and Paralympic Torch Relays will transcend all others. They will unify and inspire Canadians from coast to coast to coast, generating tremendous pride in our nation while truly celebrating the arrival of the Games. The 2010 Olympic Torch Relay will take place over 100 days, travel through 13 provinces and territories and involve 12,000 torchbearers. The 2010 Paralympic Torch Relay will begin after the Olympic Villages close. It will play a critical role in promoting and generating excitement across Canada for the 2010 Paralympic Winter Games.

The 2010 Olympic Torch Relay is presented by the Coca-Cola Company and RBC. Both organizations have provided the necessary resources to ensure that every Canadian will have the chance to be inspired by the Olympic Flame.

Watch for key torch relay announcements in the fall of 2008, including details about the relay route, torch design and torchbearer application process. Visit www.vancouver2010.com for additional information.

Opportunity #9: How to sell to 2010 Winter Games visitors

Make sure you are ready for action

Thousands of visitors from all over the world will come to Vancouver and Whistler to watch the 2010 Winter Games. They need places to eat and sleep. They want to experience 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 beautiful country that hosted them.

What we know about 2010 Winter Games visitors

Olympic and Paralympic Winter Games visitors certainly are not your average tourists. Consider this research, based on information gathered at three Olympic and Paralympic Games and compiled by Professor Lisa Delpy Neirotti of George Washington University:

- ▶ Visitors were split almost evenly between men and women, married and unmarried, and 55 per cent were between the ages of 25 and 44.
- ▶ More than half had completed a post-secondary degree, and a quarter of these had post-graduate degrees.
- ▶ More than half (55 per cent) lived in households with an annual income of more than \$65,000 US.
- ▶ In addition to Olympic and Paralympic Winter Games tourists, visitors will include athletes, officials, country

delegates, Olympic and Paralympic Winter Games partners and many others associated with the event.

How much did they spend?

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

A Visa study of credit card purchases in Utah indicates that the Olympic and Paralympic Games loosened purse strings considerably, with consumers charging 31 per cent more to their cards in February 2002 than in February 2001. Other observations from the Visa study are:

- ▶ Daily spending averaged \$917,000 US — up 10 per cent from figures for the Sydney 2000 Summer Games.
- ▶ The biggest beneficiaries were specialty and clothing outlets, with sales up 77 per cent over the same month in 2001.
- ▶ Restaurant sales were up 57 per cent.
- ▶ Across the board, 54 per cent of downtown businesses in Salt Lake City experienced higher sales — 14 per cent of them saw their sales more than double.



What works

The following is a selection of strategies that worked for local businesses in previous Olympic and Paralympic Games Host Cities:

- › **Look for successful retail locations.** Focus on main streets, airports, other transportation hubs near Games venues and gathering places for Olympic and Paralympic Games visitors.
- › **Extend your hours.** Visitors come to see the Games, so let them shop and eat before and afterward.
- › **Identify a target audience.** Your audience could include travel agents, hotels, tour operators, or specific country delegations or teams, for example. Inform them of your multilingual capabilities. Be sure to make your marketing and business decisions with them in mind.
- › **Work with others.** Look for cross-promotional opportunities with other businesses. Work as a community to offer cultural activities or special deals for visitors (free parking, deals on dining or entertainment, maps of local activities and facilities). Some of these community initiatives could have a lasting impact beyond the 2010 Winter Games.
- › **Be accessible.** The Vancouver 2010 Paralympic Winter Games will also present many business opportunities, so make sure your store is easily accessible, with ease of movement for visitors and appropriate restrooms and other facilities.
- › **Be media-friendly.** The media will arrive before the Games begin. If your products or business have an interesting angle, let the media

know. You may gain valuable worldwide exposure.

- › **Focus on high quality, easy-to-transport products.** Vests, hats, mitts, toques, pins and other items bearing the 2010 Winter Games logos are easy to take back home. Higher quality is always a winner when people are looking for a lasting memento.

What does not work

Here are some strategies that did not work for local businesses:

- › **Failing to recognize the occasion.** Crafts with no special appeal to the Olympic and Paralympic Games or the regional culture do not fare well.
- › **High prices, low quality.** People will just go somewhere else or buy something that offers better value.
- › **Unimaginative merchandise.** Aim for a difference.
- › **Waiting for business to come to you.** The Games are not a get-rich-quick

endeavour. You need to proactively plan how you are going to attract customers.

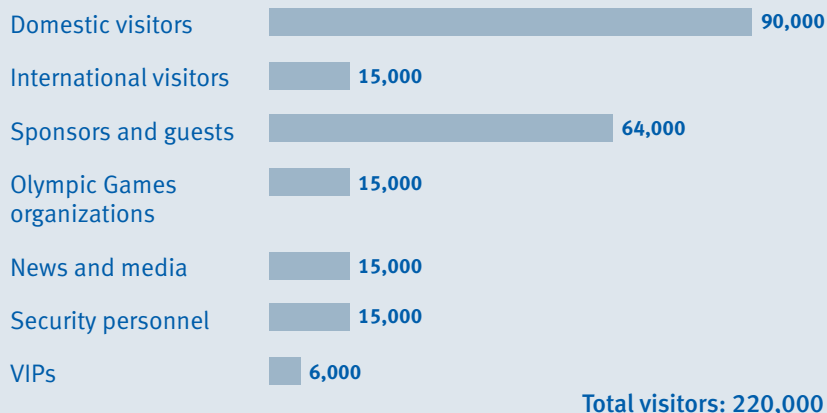
- › **Changing your existing business plan.** Your 2010 Winter Games strategy should have a targeted goal and fit with your brand and existing business strategy.

Prepare to host the world

Great service is often the backbone of retail business success, and proper staff training is an excellent way to ensure this. Appropriate training can help your staff understand the expectations of international customers and create memorable experiences for them. In turn, this culture of service excellence can help your business get noticed as a shopping destination.

Members of the extended Olympic and Paralympic family are already making trips to British Columbia, so there is no time like the present to ensure that your standards of service are at the world-class level.

Who was in the crowd at Salt Lake City?



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

Section 2: The opportunities

For information on training courses that can help your staff develop their skills, visit Retail BC at www.retailbc.org or e-mail superhost@tourismbc.com.

Maintain current customer connections

While your 2010 Winter Games participation may require much of your time, talent and resources, it is important to ensure that you also maintain a good relationship with your existing customers. If your participation in the 2010 Winter Games requires you to scale back your services to existing customers, consider a customer appreciation event or gesture to let them know you will continue to value their business after the Games are over.

If it is business as usual for you during the 2010 Winter Games, make sure your customers know this. They may assume your services or hours of operation have changed, which could result in less business than you expected instead of more.

Consider Vancouver 2010 products for your store

Visitors to Vancouver will be purchasing many different products during the 2010 Winter Games, but Vancouver 2010 licensed merchandise will be at the top of many lists. If there is appropriate Vancouver 2010 merchandise that fits with your customer market, incorporating it into your store inventory in advance of the 2010 Winter Games could be a profitable venture.

Merchandise is available from a number of different licensees. You may even have an existing relationship with a licensee that you can leverage to get the merchandise you need and gain support in promoting it.



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Visit www.vancouver2010.com for a complete list of Vancouver 2010 Official Licensees.

Learn from experience

Lesson #14: Give visitors what they want

A trip to the Olympic and Paralympic Games is a highlight of anyone's life. What do visitors really want? While they are 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 City 2002 Winter Games fulfilled this formula perfectly. Soldier Hollow, located about 70 kilometres southeast of Salt Lake City, was home to Olympic cross-country skiing, biathlon and Nordic combined events, as well as the Paralympic biathlon and cross-country skiing events. Local organizer Tom Whitaker was asked to recreate an Old West experience he had once arranged for a World Cup ski event.

His re-creation included 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.

At a local high school, the community staged an elaborate Wild West show. "We sold out an 1,100-seat auditorium 12 nights in a row," said Whitaker proudly. "People began clamouring 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 said, recalling that he saw many athletes and visitors with handfuls of souvenirs.

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

Opportunity #10: Bringing culture and creativity to the world

The original Olympic Games of ancient Greece brought together sculptors, poets, writers, orators and athletes, not only 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 and Paralympic Games invite artists to dazzle the world with their works, and the 2010 Winter Games will celebrate the contemporary imagination through a number of events in many ways.

With an overall budget of \$96 million for the 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.

Here is an overview of how Vancouver 2010 will showcase the culture and creativity of Canada and the world.

Cultural Olympiad 2008

This dynamic artistic event took place between February 1 and March 21, 2008, with 300 performances and 10 exhibitions at more than 40 venues in the Metro Vancouver and Whistler areas. Cultural Olympiad 2008 was presented in partnership with 60 different arts and cultural organizations, and showcased music, dance, visual art, theatre

and multimedia presentations from local, national and international artists. More than 140,000 tickets were available for these events, in addition to the many free events that took place.

Cultural Olympiad 2009

This exciting event will take place between February 1 and March 21, 2009, in Metro Vancouver and Whistler. It will expand upon the previous year's programming to focus on touring groups and artists from other provinces and territories of Canada, as well as an exceptional selection of international artists.

Olympic Arts Festival and Paralympic Arts Festival

These festivals coincide with the Vancouver 2010 Olympic and Paralympic Winter Games. The Olympic Arts Festival will run from January 22 to February 28, 2010, followed by the Paralympic Arts Festival from March 12 to March 21, 2010. In addition to showcasing BC's cultural diversity, the festivals will feature a number of outstanding national and international artists and groups.



© Aboriginal Tourism Association of British Columbia

Traditional and contemporary events will take place wherever 2010 Winter Games visitors gather — at existing fine arts and cultural venues; outdoors on sidewalks, streets and civic plazas; and in sports venues and the Olympic and Paralympic Villages.

Olympic and Paralympic Opening and Closing Ceremonies

For the first time in Olympic Games history, the Olympic and Paralympic Opening and Closing Ceremonies will

Section 2: The opportunities

be staged in the comfort of an indoor venue. The 60,000-seat BC Place Stadium in Vancouver will host the Opening Ceremony on February 12, 2010, and the Closing Ceremony on February 28, 2010.

The Paralympic Games Opening Ceremony will take place at BC Place Stadium on March 12, 2010, followed by the Closing Ceremony in Whistler on March 21, 2010.

These Opening and Closing Ceremonies will feature thousands of performers and artists and a multitude of special effects. David Atkins Enterprises (DAE) of Australia has been chosen as executive producer of the ceremonies. DAE was producer of the Opening and Closing Ceremonies for the Sydney 2000 Summer Games and the 15th Asian Games in Doha, Qatar in 2006. DAE will collaborate with a world-class team drawn from Canada's music, creative and events industries to tell the unique story of Canada through the ceremonies.

Olympic and Paralympic Victory Ceremonies

Following the Olympic Opening Ceremony on February 12, 2010, BC Place Stadium will be transformed overnight into the site for the Olympic medal presentations known as the Victory Ceremonies.

Ceremonies for medals won in Metro Vancouver will be held at BC Place Stadium every night from February 13 to February 27 in front of 40,000 spectators, 5,000 Olympic team members and millions more watching at home. The ceremonies will be followed each night by a concert presented by some of Canada's best-known and most dynamic performers.

Whistler will also share in the celebrations, with a temporary venue for Victory Ceremonies holding about 8,000 spectators. Medals won in Whistler will be presented here, followed by nightly performances from top-ranked Canadian artists.

The two venues will be linked via direct television feed so that all the nightly ceremonies can be viewed in both locations.

The Paralympic Victory Ceremonies will take place at the venues for each of the sport competitions in both Whistler and Vancouver. Medal recognition events will be held throughout the Paralympic Winter Games at Whistler's Celebration Plaza to celebrate the daily winners in the alpine and Nordic events.

Visit www.vancouver2010.com for an up-to-date schedule of events.

2010 Olympic and Paralympic Winter Games cultural programs

- › Torch Relay
- › IOC welcoming ceremonies
- › Team welcoming ceremonies
- › Opening and Closing Ceremonies
- › Victory Ceremonies and celebrations
- › 2010 Winter Games Arts Festival
- › Cultural Olympiad
- › Education and youth programs

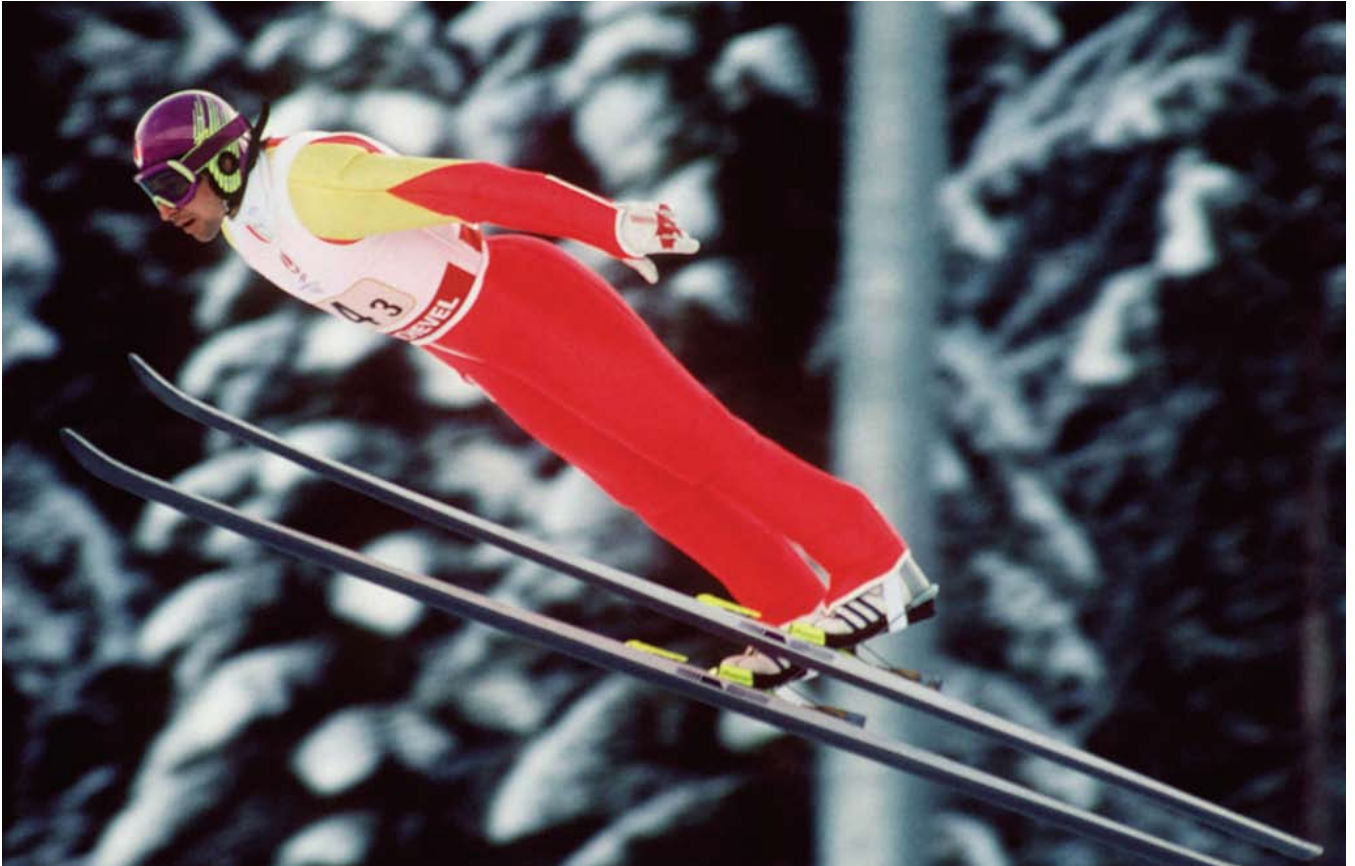
What is required to stage the Opening and Closing Ceremonies

Between 5,000 and 8,000 performers will be needed for the Opening and Closing Ceremonies. They will be supported by some 10,000 volunteers.

Productions of this scale require a number of goods and services that VANOC will need to procure from a variety of suppliers. These include:

- › Costumes
- › Refreshments
- › Staging
- › Scenic elements (backdrops)
- › Special effects equipment
- › Lighting
- › Audio
- › Storage facilities

The procurement of these items will take place primarily during the last quarter of 2008 and the first quarter of 2009.



© CP/COC/Scott Grant

Learn from experience

Lesson #15: There's room for creativity

If you see any towering inukshuks or giant-sized downhill skiers during the 2010 Winter Games, John Mallory hopes you'll be looking at his creations.

As co-owner of 3D Custom Foam Inc., Mallory has carved out a niche market for sculpted foam products and hopes the 2010 Games will send a lot of business his way.

As a subcontractor to a production company, 3D Custom Foam created components of a giant book and a tree used during the ceremony to unveil the official mascots for the 2010 Olympic and Paralympic Winter Games.

"When it came time to build it, they came to us," he said. "We do oversized props, so we were a good choice."

The innovative company, owned by Mallory and Cam Stewart, supplies sets and props for the movie, TV and advertising industries and gets its work through word of mouth. The two partners can replicate any object by 3D laser scanning or 3D computer modeling and have a machine recreate it at any size.

In addition to creating part of the set for the mascot ceremony, Mallory lent the company's Burnaby warehouse free of charge as a thank you to the production company for choosing 3D Custom Foam to assist with the project.

Mallory says that because 3D Custom Foam is a small company it is very important that they are diligent and closely evaluate potential opportunities. He highlights that RBC helped to review their business plan and advised how best to focus on a 2010 Winter Games strategy.

"We're very proud to be involved and proud to be a part of the 2010 Games," he said.



Critical considerations

When you begin to seriously consider taking your company and its products to the 2010 Winter Games, one step is critical: You must plan and prepare for the opportunities and challenges ahead.

By planning for success, both before and after the 2010 Winter Games, you will be in an excellent position to meet your customers' expectations and continue your growth in the future.

An important first step in this planning is to assess whether the 2010 Winter Games opportunity is a good fit for your business. That is where the need for a business plan comes in.

Foundation for success: A business plan

While the 2010 Winter Games are an exciting prospect from a business perspective, it is important to treat your potential involvement like any new venture or opportunity. You will need to assess how your participation in the Games fits in with the plan for your company's overall growth leading up to 2010 and beyond.

Just as athletes need a plan to win gold, businesses that want to win in

2010 and beyond also need a formal plan. Your business plan can help explain to potential buyers and partners what your business does and how it can meet their needs. However, ultimately your business plan is for you. It forces you to answer some tough but necessary questions and to fine-tune your ideas.

If you already have a business plan, you will need to assess how the business opportunities presented by the 2010 Winter Games fit into your long-term future growth plans. Depending on the type of opportunity, this may mean refining your current plan or creating a mini-plan to reflect your 2010 Winter Games participation. You will then be able to assess your progress against your plan and make any minor alterations necessary to meet your targets.

A successful business plan covers a number of essential issues. If you do not have a business plan, or if you

wish to create an improved business plan, the following describes the key elements that can make your plan effective:

Your executive summary

An executive summary captures, in a few succinct statements, what your business is about and why it will be successful. It describes your business concept, the sector you will be operating in and the market you will serve. It highlights how you will differentiate yourself and identifies your particular competitive advantage. In the context of the 2010 Winter Games, it will describe how your participation will make the Games — and your company — even better.

Description of your team

You should provide a detailed description of your team. Experience is critical to business success, so highlight your particular experience

or that of your team. Your team may consist of existing employees, or it may be “virtual” and consist of outside business mentors or partners. Consider the unique skills you or your team can provide to the 2010 Winter Games — perhaps your connections in the local marketplace, your access to resources or your strategic alliances.

Overview of your business environment

Many businesses are successful because they find a part in an industry that they can call their own — their niche. Describe some of the trends in your particular industry. Highlight what makes your company distinct and how your expertise can benefit the 2010 Winter Games.

Your marketing plan

Your marketing plan should include everything you do to get customers to buy your product or service. Describe what sets your product or service apart and how this benefits your customers. Show that you understand your competition and the trends that are affecting your particular industry.

How you operate

Your plan needs to address the day-to-day running of your business. Indicate where your company is in its development stage — is your product or service already in production or operation, or are you still working on product development or your marketing strategy? Show that you understand the process of delivering your product or service and how your operational strengths can help the 2010 Winter Games.

Your financial plan

A detailed financial plan will help determine the financial viability of

your business. It will also act as a benchmark for gauging your original projections and help you assess opportunities to pursue based on your cash flow.

Risk management

Outline possible risks to your company. This exercise will ensure you understand the potential downsides of your venture and help you develop plans to mitigate risks where possible. Demonstrate that you understand the potential impact the 2010 Winter Games might have on your business and explain how you are preparing to meet customer expectations.

Visit www.rbcroyalbank.com/olympicbusiness for more detailed information on how to create or improve your business plan. Find practical information on how to write a plan, as well as sample plans to review.

RBC also offers a series of free business guides that provide concise and practical information for all stages of your business. Order these guides by visiting our website or pick up copies at RBC Business Banking Centres and at many branches.

Learn from experience

Lesson #16: Prepare for growth

Susan Braverman is planning ahead and has been planning since Vancouver was named Host City.

Braverman, general manager of The Flag Shop in Vancouver, said the company has been printing flags and banners for VANOC since the beginning and is preparing for future opportunities as a result of the 2010 Winter Games.

“We decided early that we wanted to be prepared before any contracts came

out,” Braverman said. “We wanted to be ready with a plan.”

The company’s three-year plan includes purchasing new digital equipment to print high-quality images on flag fabric that this industry demands. They wanted to be on top of their game to be able to respond to all types of requests. Part of this planning included working with RBC who helped advise on how to focus on their 2010 Winter Games strategy.

Whether it’s flags and banners for major sporting events that will be taking place leading up to 2010 or a large Olympic contract, Braverman is prepared. Partnerships are key and through her various connections — from fabric manufacturers around the country to producers of flag poles — she is ready to respond.

While the company has developed clear plans to pursue 2010 Games-related businesses, Braverman is also looking beyond the closing ceremonies. “There are sponsors and so many companies involved in the Olympics that could potentially be our clients — the opportunities are huge.”





© CP/AP Alessandro Trovati

A closing ceremony

The Olympic and Paralympic Games are the pinnacle of athletic performance. That is what makes them an unparalleled business opportunity. Being involved with the Games at any level reflects on your capabilities and your brand.

While the Games themselves run for only two weeks in February and another 10 days in March, the benefits to your company of your contract, sponsorship or licence can go far beyond 2010. You may make international connections that will take you to new markets and new heights of performance. The 2010 Business Network and the BC-Canada Pavilion, hosted by the Province of British Columbia, will increase your network of contacts. You may also realize unprecedented sales by retailing official Olympic and Paralympic Games-branded merchandise.

We want to help your business thrive — before, during and after the 2010 Winter Games

The reputation you establish as a supplier, supporter and business participant with the 2010 Winter Games will be something that remains with you. The knowledge, experience and international contacts you accumulate can last long after the Games are over.

By inviting you to participate in Games-related growth, we hope this guide has offered some ideas that will enable

you to seize a truly unprecedented opportunity to broaden your company's horizons.

Together, Canadian businesses of all sizes can contribute to the best Olympic and Paralympic Winter Games the world has ever seen, while building a better future for themselves and our country.

The top ten things you can do now

- 1 Identify the opportunity for your company early. Carefully assess the costs and benefits as you would with any other business opportunity.
- 2 Learn from previous Olympic and Paralympic Games. Talk to firms that have been involved in Games and other major events before. Take a look at the different company stories throughout this guide and read more on the 2010 Commerce Centre website (www.2010CommerceCentre.com).
- 3 Register your company at www.2010CommerceCentre.com for e-mail notification of Games-related business opportunities and join the 2010 Business Network database. Sign up for their free electronic newsletter.
- 4 Use the resources available. Attend a 2010 Business Opportunities Workshop and RBC's Demystifying the RFP Bid Process Workshop. Visit www.2010CommerceCentre.com for a calendar of events and workshops.
- 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. Visit www.2010CommerceCentre.com for a list of 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 BC Secretariat, Four Host First Nations and Olympic and Paralympic Games Partners such as RBC.
- 7 Incorporate Vancouver 2010 into your business plan as one step 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 bid.
- 9 Remember 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 2010 Winter Games.
- 10 Years of sponsorship experience have given RBC insight into the variety of opportunities that come with the Olympic and Paralympic Winter Games. RBC welcomes any business that wants to discuss their ideas for seizing opportunities related to the 2010 Winter Games. Visit our website at www.rbcroyalbank.com/olympicbusiness, or call 1-800-ROYAL® 2-0 (769-2520).

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