

# Winning business.



**A step-by-step guide** to seizing the opportunities around the London 2012 Olympic and Paralympic Games.



 **BANK OF SCOTLAND**  
With you all the way

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## "A winning combination"



The London 2012 Olympic and Paralympic Games are about much more than 26 days of elite sporting competition. They present a unique opportunity for our country, people and businesses to demonstrate their finest qualities on a world stage, and they will leave a valuable legacy.

As official bank to the London 2012 Games and a national sponsor, Lloyds Banking Group (which Bank of Scotland is a part of) is integral to the successful delivery of these events. We will help companies across the UK make the most of the business opportunities generated nationwide, and in doing so they will become better businesses with a long-term and global outlook. We are also committed to actively supporting our communities and ensuring they benefit as much as possible, over the next three years and beyond.

We are proud of our involvement with the London 2012 Games. It's all about commitment and self-belief – qualities that all great athletes share and that drive success in every walk of life. Apply them to the business opportunities created by the London 2012 Games and the host of peripheral activities and related development projects, and you have a winning combination.

**Truett Tate, Group Executive Director,  
Wholesale Division, Lloyds Banking Group**



## “A national opportunity”



**D**elivering the London 2012 Games requires a huge range of goods, works and services from an equally wide variety of businesses – from construction, engineering and manufacturing to creative, merchandising and retail.

Just as we prepare to give the athletes the best possible chance of performing at their peak in 2012, we are also offering the whole of British industry a unique opportunity to be part of our journey and to create a lasting legacy of skilled businesses, fit and ready to compete on the global stage.

Throughout the LOCOG procurement process, we expect to award many millions of pounds worth of contracts. The London 2012 Games will provide business benefits across the UK. And any business involved in the events, even if in only a small way, will find the increase in staff morale, productivity and drive to be both invaluable and enduring.

**Gerry Walsh, Procurement Director, LOCOG**

## “Backing Britain for 2012”



**T**he London 2012 Games will be the biggest events the UK has ever seen. With their global exposure and a ripple effect throughout the economy, they are an inspiration to every Briton and every business as we emerge from a recession. As official bank to the London

2012 Games, Bank of Scotland is uniquely placed to support those businesses that are eager to make their own contribution.

The organisers have been clear: they want companies of all sizes and from all over the UK to be on the supplier roster. Bank of Scotland will help companies prepare to join that roster. We can offer a wealth of advice and knowledge about the London 2012 Games procurement programme.

As an introduction to the processes behind becoming a supplier, this guide is your first step to making the most of this fabulous opportunity for business and for Britain.

**Chris Daniels, Head of London 2012 Activation, Wholesale Division, Lloyds Banking Group**



# Getting started

Various tools and resources are available to help you to prepare for, identify and win business opportunities.

**T**wo agencies are primarily responsible for delivering the London 2012 Olympic and Paralympic Games:

**The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)** Responsible for preparing and staging the 2012 Games, LOCOG will award most of the contracts for services to achieve this. Major procurement started in 2009. LOCOG is also responsible for staging test events in the year prior to the Games; recruiting and training volunteers and overseeing the four-year Cultural Olympiad. Funding for LOCOG comes mainly from the private sector, with £2bn being raised from sources including sales of merchandise, broadcasting rights and sponsorship.

**The Olympic Delivery Authority (the ODA)** The public body responsible for developing and building new infrastructure and venues and planning their long-term use.

The ODA's major venue and infrastructure projects are being managed by a delivery partner. They, in turn, handle the 'tier one' contractors – companies that win tenders for each of the major construction projects.

Other important players include:  
**The London Development Agency (LDA)** Working with local boroughs and groups to boost skills, employment and volunteering.

## Watching out for you

As part of Lloyds Banking Group, Bank of Scotland is proud to be an official Partner of the Games. This makes us uniquely placed to support businesses as they bid for contracts. We are also supporting the communication of these opportunities by monitoring the contracts that are published, to ensure our business customers don't miss out.

## Key resources

London 2012 will directly buy and manage a comparatively small number of contracts with tier one suppliers or contracts. Most opportunities for SMEs are likely to come from further down the supply chains.

**The London 2012 Business Network at [www.london2012.com/business](http://www.london2012.com/business)** has been designed and set up to help companies get involved in the Games. You'll find news on procurement trends, opportunities and local events, and you can sign up for regular business e-alerts.

There is also a link to the contract-matching portal **CompeteFor** The ODA and LOCOG publish all substantial contracts to be tendered using this resource. (See our guide on page 6.)



# Where and when?

There are still many projects yet to be commissioned, but there's no time to lose in getting fit to tender.

In many cases, venues and facilities for the London 2012 Games will need to be ready for a year in advance to allow for test events and certification. But, while work on some sites is already advanced, there are numerous projects yet to be commissioned on large and small venues.

These won't be confined to London, as there will be venues used across the UK –

## Nationwide opportunities

The impact of the London 2012 Games will be felt by business and communities across the UK.

**The Nations and Regions Group** will ensure all regions of England, Scotland, Wales and Northern Ireland can get involved and benefit from the events.

**46%** of suppliers that have won work with the ODA so far are based outside of London.

(Source: LOCOG, Sept 09)

*"The business community in Scotland is benefiting from the London 2012 Games. To date 68 Scottish businesses have secured 90 Games-related contracts. This experience will be invaluable in the lead up to future national and international opportunities."*

Jillian Moffat, Scottish Enterprise.

from the sailing venue in Weymouth to the football ground at Hampden Park, Glasgow. Tenders for many of the smaller venues were issued in late 2009, and over the next two years the ODA and LDA will seek contractors to convert facilities for long-term use after the Games.

In the meantime, contracts are being awarded for work on a huge variety of facilities, services and peripheral development projects.

The range of opportunities will be huge and not confined to construction. Everything from seating and security to supplying 2,000 tonnes of sand for the

beach volleyball to producing licenced merchandise in over 70 categories will be required.

LOCOG's own requirements are now starting to ramp up and will rise rapidly closer to 2012, when facilities are being dressed for the events and related activities – such as marketing and support for athletes, officials and spectators – begin in earnest.

Visit **[www.london2012.com](http://www.london2012.com)** for a list of the work already commissioned by the ODA as well as upcoming tenders. Over the coming months, you'll also begin to see more LOCOG activity listed on the website.

## Don't delay

Most facilities need to be ready a year in advance. Businesses should act now to join the race for opportunities and ensure they are fit and ready to supply.



# Join the race

Register your business profile on CompeteFor and start searching for, and winning, new business opportunities.

The London 2012 Business Network [www.london2012.com/business](http://www.london2012.com/business) aims to ensure that work on the London 2012 Olympic and Paralympic Games is spread as widely as possible.

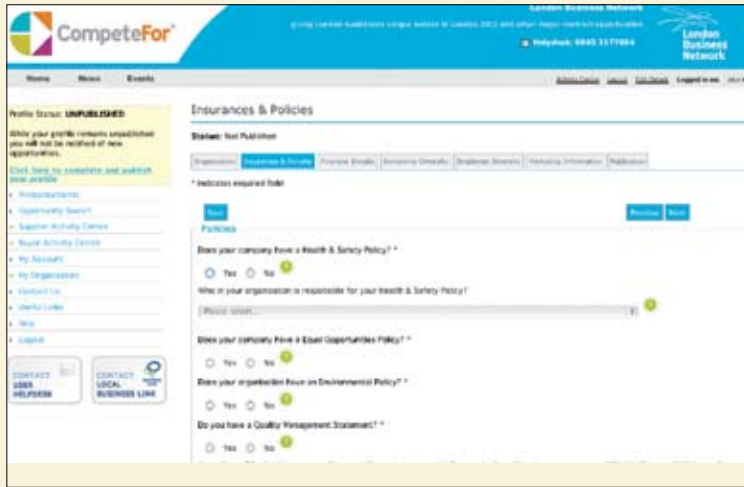
## What is CompeteFor?

Accessed through the London 2012 Business Network, CompeteFor enables contractors to advertise jobs and suppliers to highlight capabilities.

CompeteFor allows you to search for any contract that your business might be able to fulfil, even if you don't yet have a relationship with LOCOG or a main contractor. Think of it as a business dating agency: either side can specify the attributes they are seeking in a partner, and see companies and contracts that fit those specific criteria. It enables contractors to narrow down their search ahead of the formal tender process or to uncover new companies to work with. Suppliers, meanwhile, can search for available opportunities and ensure that they meet the requirements.

## HOW DOES COMPETEFOR WORK?

Register your business and complete a profile (see our 8-step guide)	
Do you meet the minimum requirements?	
Yes	No
Start searching for tenders	You will automatically be referred to your local business support provider for help
Apply for tenders	
The procurer selects a shortlist from an anonymous list of applicants	
Formal tendering begins	



## Using CompeteFor

Before you can start searching for opportunities, you need to register your business and complete a profile. Here's our guide.

**Before you start:** Compile a dossier on your company and have it to hand. You'll need data on staff numbers and turnover (with forecasts for the year ahead); information about big contracts you've won in the past; details such as your company number, VAT registration and business insurance policies; and a summary of skills and capabilities.

**1 Sign up**  
Visit CompeteFor and click on the 'register' tab to fill in basic contact and log-in details.

**2 Your profile**  
Once registered, click one of the links to 'complete and publish your full business profile'. Remember to hit the save button at each stage.

**3 Define yourself**  
The 'business categories' section is especially important, but can be confusing to use. There are hundreds of fixed categories, from which you can pick up to ten that apply to you. When you click on the link, a pop-up box lets you search for appropriate keywords. Tick those that apply to your business on the results page. Hit 'view selected' to see an updated list, then 'add to profile' to complete the process.

**4 Minimum requirements**  
Health and safety, quality management and equal opportunities policies are essential. If you can't say yes to all of the questions in this section – or you lack appropriate professional indemnity and public liability insurance – contact Bank of Scotland or your local Business Gateway. They can help you to draft policies, often using a standard template, to meet requirements. Business Gateway can also get you preferential rates for ISO 9001 quality certification. That may be helpful, especially if competitors are accredited. Rather than being

a box-ticking exercise, this is a great opportunity to improve your business' professionalism and competitiveness.

**TOP TIP** You will be asked for details about the sustainability of your supply chains and ethical trading policies. This is vital for the organisers to ensure that goods and services are procured in a way that achieves value for money on a whole-life basis, benefiting society and the economy with minimum damage to the environment.

# 68%

## of contracts awarded so far by the ODA have gone to SMEs

(Source: LOCOG, Sept 2009)

### 5 Your finances

Procurement rules mean you can only bid for a job if your turnover is at least four times the contract value. Be honest about your finances, but don't be shy about your forecast turnover.

Speak with Bank of Scotland about how you can firm this up and tighten up core financing arrangements. (See page 13 for more information about where to go for help.)

Has your business received payments by BACS? \*

Has your business had any County COURT Judgments made against it? \*

Do other banks view your financial performance? \*

What is the forecast turnover of your business for this financial year? \*

What percentage of your business is done in commission against the forecast? \*

Has your business had the services of building, facilities and/or security during the past year? \*

### 6 Diversity

You will be asked about the diversity of the people who own and work in your business, with questions covering sex, race, religion and sexual orientation.

There is an option you can select if your company doesn't track personnel details such as these. This information is confidential and used for statistical purposes.

### 7 Sell yourself

The section entitled Marketing Information is effectively your sales pitch, so it's important to get it right. You only have 255 characters to explain your core capabilities and another 600 characters for your marketing message.

**TOP TIP** Don't waffle. Give straightforward, concise descriptions and explanations throughout. Clearly list your unique selling points.

You can also upload up to three images to appear in your profile. They could, for example, show your offices, key equipment, recent jobs or work samples.

**TOP TIP** Pictures are vital. Your CompeteFor profile is like a corporate CV and should be polished and professional. For each image, you can add an 80-character 'alternative text' description, which could help to explain an aspect of your business.

### 8 Publish

CompeteFor will show you a summary page of your information and an assessment of whether your company is 'business ready.' If it isn't, your details will be passed to a local business support agency that can help. Bank of Scotland can help support businesses, so ask your relationship manager for advice on meeting requirements.

You can edit your profile at any time, should your details change. For example, your forecast turnover might rise or you may develop a sustainable procurement policy.

Profile Information

Company Name: [input field]

Company Description: [input field]

Company Address: [input field]

Company Phone: [input field]

Company Email: [input field]

Company Website: [input field]

Company Logo: [input field]

Company Services: [input field]

Company Turnover: [input field]

Company Employees: [input field]

Company Founded: [input field]

Company Status: [input field]

**TOP TIP** Look at your competitors' profiles, in particular those firms that have already won jobs with contractors you'd like to work with. There may be things you can learn to enhance your own profile.

**TOP TIP** Think outside the box. Many contracts have been awarded that are not directly related to the London 2012 Games.

### Don't make assumptions

Many companies wrongly assume that the majority of contracts around the London 2012 Games are already predetermined or go to the biggest companies. However, everyone has a chance to become part of the London 2012 Games legacy, regardless of size. The most important thing is to join the race.



# What next?

Don't just sit and wait! There may be much more you can do to maximise your chances of winning business.

Once your profile is complete and uploaded, you should start to receive emails or e-alerts about tenders that are relevant to your business. However, it pays to be proactive in seeking out opportunities and ensuring you are fully fit for business.

## Search for opportunities

An opportunity relevant to your business could slip through the e-alert net. For example, if a buyer has chosen an unusual category for their job, you may not be alerted to it. Do a regular search, as the window of opportunity on some contracts is very short.

## How?

Log on to CompeteFor and select 'opportunity search' from the left-hand menu. Search simply for relevant terms or use the advanced option to specify details such as contract values or start dates. Suitable contracts will be listed, each with a buyer, response deadline, start date and value. Click on a contract for more details. From there, you can

track the progress of a tender or submit a brief response. This will be sent to the contracting company along with your company profile.

## Get ready

If a major firm has won a large contract, it's likely that they will require subcontractors at some point. By keeping an eye on who is doing what, you can ensure you are ready to meet their needs.

## How?

CompeteFor can help you stay abreast of ongoing projects. Also visit [www.london2012.com](http://www.london2012.com) to monitor current and future opportunities with LOCOG and the ODA.

If you've done business with a company that has won a major contract, re-establish contact with them. Ensure that you have the capacity and finances in place to meet their needs when they arise. Your Bank of Scotland relationship manager can walk you through the financing options.

## Team up

If your business is unable to meet every aspect of a tender, consider getting together with other suppliers.

## How?

Select the opportunity type 'partnership' from the main menu. This informs suppliers that, while you may not have secured a contract, you want to work with partners to respond to a listed opportunity. Describe the opportunity and the additional capabilities you're seeking.

## Talk to us

With thousands of businesses seeking work on the London 2012 Olympic and Paralympic Games, it's likely that Bank of Scotland or other parts of Lloyds Banking Group are already talking to companies with whom you could partner. Your relationship manager might be able to put you in touch.



# Meeting expectations

As the deadlines are immovable, every part of the supply chain for facilities, events and services must be highly efficient.

**W**ith no margin for error, companies working on the London 2012 Olympic and Paralympic Games will need to carefully review their resources and capabilities to ensure they are able to deliver on time, whatever happens.

The finish date for most projects is fixed – in many cases at least a year before the London 2012 Games, to allow for test events.

As many of the projects and the supply chains involved are highly complex, companies working on them will need to demonstrate flexibility and forward planning. Excellent project management will be required in order to respond in a high-pressure environment and deploy

additional resources where necessary. For example, you might find that you require additional staff or staff with specific skills to cope with demand or need to update your invoicing capabilities.

Given the scale of ODA and LOCOG activities, the organisers need to be able to track spending precisely. It is important, therefore, that businesses working on the London 2012 Games can accept corporate procurement and purchasing cards and are equipped to support line item transactions. Even if you're only providing services during the events themselves, your payment systems should be fully up-to-date.

Bank of Scotland is already working with organisations to help them prepare for the London 2012 Games. (See page 13 for more information on the help and resources available.)

## Help at hand

Bank of Scotland has experts on hand in all of the areas in this checklist (right). Ask your relationship manager for advice.

## Fit to supply? – a checklist

- Can you issue e-invoices and accept e-payments?
- Do you have sufficient working capital to cope with big projects?
- Are your financial systems able to provide detailed management information?
- Do you have formal terms and conditions in employee contracts?
- Could you cope with the loss of key employees part-way through a job?
- Are your project management skills and processes fully up-to-date?
- Have you assessed staff skills and capabilities to deliver on the work?
- Have you sought advice from your bank on payment systems, cashflow and improving your financial stability?



# Green for go

The London 2012 Olympic and Paralympic Games aims to be the first sustainable Games. What role will you play?

**S**ustainability underpins the London 2012 Games bid, and the success of the events will be measured to a large extent by the ability to deliver a lasting legacy for the UK. The organisers are committed to ensuring that environmental impact, local economic development and social renewal are considered at every step of the way.

The London 2012 organisers and stakeholders are working together to minimise the carbon footprint of the London 2012 Games. This will be achieved by minimising the use of and specifying low-impact materials; efficient design; and specifying recycled products.

The organisers will need to ensure that goods and services are procured in a way that benefits society and the economy with minimum damage to the environment.

It is a great opportunity for UK businesses to demonstrate their ability to deliver a sustainable Games fit for the challenges of the 21st century.

## How does it affect you?

**Sourcing** – Suppliers must comply with the base code of the Ethical Trading Initiative ([www.ethicaltrade.org](http://www.ethicaltrade.org)), while contractors sourcing from overseas must ensure their suppliers comply with SEDEX ([www.sedex.org.uk](http://www.sedex.org.uk)).

**Materials** – Effective waste management, minimising packaging and recycling should be a priority for all contractors.

**Minimal impact** – Suppliers will be encouraged to limit their environmental impact and energy usage.

(Visit [www.london2012.com](http://www.london2012.com) for more information on London 2012 sustainability.)

## More help and support

Being more sustainable can save you money and position you for further growth.

**Carbon management: a practical guide for suppliers** is an easy-to-use, downloadable pdf that gives practical advice on measuring and managing

emissions in your business and supply chain. It aims to:

- Help suppliers being asked to meet carbon management requirements.
- Provide non-technical, practical guidance on measuring, managing and reducing their carbon emissions.
- Help procuring organisations to better engage their suppliers on carbon management.

The guide will help you to understand the main issues and work out what your business needs to do. To obtain a copy of the guide, visit [www.cpsl.cam.ac.uk](http://www.cpsl.cam.ac.uk)

**The Prince's May Day Network** is the biggest network of UK businesses committed to taking action on climate change. The Network's May Day Journey is a great online resource to help you gain business benefits from taking action and putting in place your own strategy. Follow the links to the May Day Network at [www.bitc.org.uk/environment](http://www.bitc.org.uk/environment)



# 2012 and beyond

Working on the London 2012 Olympic and Paralympic Games could have major, lasting benefits for your business.

**T**he impact of the London 2012 Games will be felt long after the Closing Ceremonies. Their lasting legacy was a key component of London's original bid to become host city – and that legacy applies as much to UK businesses as it does our culture of sport or our infrastructure.

- **Experience and exposure** – Preparing your business to tender will deliver concrete long-term benefits. Registering on CompeteFor exposes your company to a host of opportunities from private and public sector contractors (Local Authorities and government agencies are already extensive users) after 2012.
- **Proven fitness** – Working on the London 2012 Games shows potential clients that your company is fit to do business on complex and high-profile projects. Meeting supplier requirements for LOCOG and the ODA ensures your business can win work from government bodies.

Experience of working on these kinds of events will also be in demand on similar projects – for example, the 2014 Commonwealth Games in Glasgow. The Department for Business, Innovation and Skills and UK Trade and Investment see work on the major sporting events as a way to establish UK businesses on a global stage.

- **Investment** – After 2012, facilities used for training and events will need to be converted for long-term use. The Athlete's Village will become housing, for example. These future opportunities require innovative approaches from private companies.
- **Regeneration** – The London 2012 Games are part of a wider and longer-term re-development project. Meanwhile, nationwide, expansion and development of sites used during the events is likely to see investment and business opportunities. Contact your RDA for more information.

- **Motivation** – The excitement of being involved could have a positive and lasting effect on staff morale and productivity.
- **Community** – The buzz created will bring communities together, motivate and inspire them. This is also an opportunity for businesses to engage with local communities and work with them to make Britain a better place.

## Building bridges

Through its **Local Heroes initiative**, Bank of Scotland is already helping young sporting hopefuls to fulfil their potential, and building bridges with local communities. Bank of Scotland **National School Sport Week** ([www.schoolsportweek.org](http://www.schoolsportweek.org)), meanwhile, provides free materials to schools to help get them active.

## Bank of Scotland

### Products and services:

**Banking solutions** – A range of products from flexible current accounts with the functionality to support your everyday banking requirements, to longer-term lending and deposit products, all designed to meet your business needs and help you manage all aspects of your cashflow through the cycle.

**Payment, trade and card solutions** – A full range of payment, procurement and trade propositions to help you manage your domestic, international and trading requirements.

**eCommerce solutions** – Comprehensive online and integrated banking solutions to manage your day-to-day information and transaction banking needs.

**Deposits** – A range of bespoke deposit facilities are available (sterling or foreign currency), providing a secure return to meet your investment needs.

**Supplier finance** – Connects large buyers with smaller suppliers, which offers beneficial terms for both. Suppliers benefit from accelerated cashflows at favourable rates for 100% of the contract value.

**Hedging** – As many of the London 2012 Games opportunities are long-term, our financial markets experts can help you minimise the risks associated with interest rate and foreign exchange.

**Asset finance** – Lloyds TSB's suite of asset finance solutions includes confidential invoice discounting, loans against stock and cashflow finance. [www.ltsbcf.co.uk](http://www.ltsbcf.co.uk)

**Merchant Services** – The card payment processing business of Bank of Scotland provides advice, systems, payment terminals and integrated solutions to meet all payment needs.

## Useful links and resources

**London 2012** – The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), and the Olympic Delivery Authority (the ODA).  
[www.london2012.co.uk](http://www.london2012.co.uk)

**London Development Agency** – The LDA is working with the Olympic Delivery Authority on the delivery and legacy of the Olympic Park site.  
[www.lda.gov.uk](http://www.lda.gov.uk)

**London 2012 Business Network** – A focal point for businesses seeking work around the London 2012 Games. Find up-to-date information on procurement, past and future opportunities and news of events in your area.  
[www.london2012.com/business](http://www.london2012.com/business)

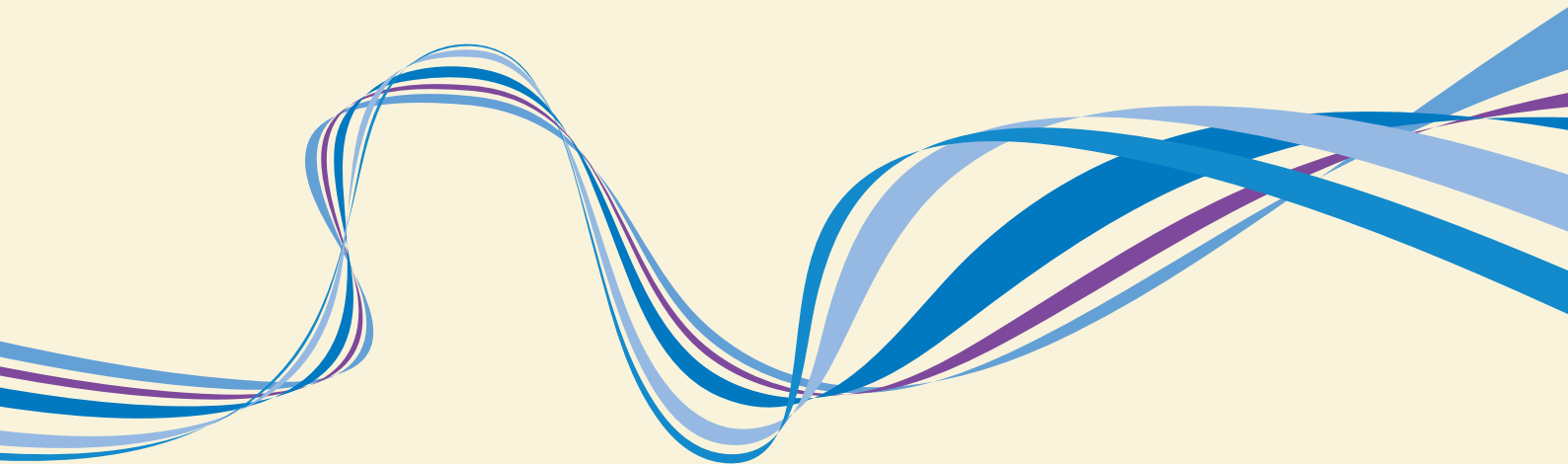
**Business Gateway** offers practical help, advice and support for new and growing businesses. The sales and marketing area of the site has 'how to' guides and templates to support those businesses on CompeteFor that are not business ready. [www.businessgateway.com](http://www.businessgateway.com)

**Nations and Regions Group** – Made up of 12 senior representatives from UK business and sport, this group will ensure the whole of the UK is involved in, and benefits from, the London 2012 Games. [www.london2012.com](http://www.london2012.com) (Go to 'About us', then 'The people delivering the Games'.)

**Scottish Enterprise and Highland & Island Enterprise** are working closely with the ODA and LOCOG to ensure that companies in Scotland are aware of the opportunities.  
[www.scottish-enterprise.com](http://www.scottish-enterprise.com)

**CompeteFor** – Online brokerage service between buyers and potential suppliers throughout the London 2012 supply chain.  
[www.competefor.com](http://www.competefor.com)

# London 2012 is a once in a lifetime opportunity. For athletes too.



The London 2012 Olympic and Paralympic Games are set to give an enormous boost to the UK economy. Of the thousands of UK businesses which stand to benefit, those that act soonest will gain most.

As part of the Lloyds Banking Group, Bank of Scotland is proud to be an official Partner of the London 2012 Olympic and Paralympic Games.

**To find out more, please talk to your  
Relationship Manager.**

 **BANK OF SCOTLAND**  
With you all the way



official banking and  
insurance partner

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[www.bankofscotland.co.uk/business](http://www.bankofscotland.co.uk/business)

Information is available in large print, audio and Braille on request.

You may contact us by Type Talk.

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We subscribe to The Lending Code; copies of the Code can be obtained from [www.lendingstandardsboard.org.uk](http://www.lendingstandardsboard.org.uk)

**Important information about compensation arrangements**

We are covered by the Financial Services Compensation Scheme (FSCS). The FSCS can pay compensation to depositors if a bank is unable to meet its financial obligations. Most depositors – including most individuals and small businesses – are covered by the scheme.

In respect of deposits, an eligible depositor is entitled to claim up to £50,000. For joint accounts each account holder is treated as having a claim in respect of their share so, for a joint account held by two eligible depositors, the maximum amount that could be claimed would be £50,000 each (making a total of £100,000). The £50,000 limit relates to the combined amount in all the eligible depositor's accounts with the bank including their share of any joint account, and not to each separate account.

For further information about the scheme (including the amounts covered and eligibility to claim) please ask at your local branch, refer to the FSCS website [www.FSCS.org.uk](http://www.FSCS.org.uk) or call **020 7892 7300** or **0800 678 1100**.

Telephone calls may be recorded for security purposes and monitored under our quality control procedures.

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