



CabinetOffice

Strategic Communication

Supplying to UK Public Sector - G-Cloud Digital Marketplace

ENTERPRISE IRELAND

Stephen Allott, Crown Representative for Small and Medium Enterprises

19 May 2015

TWEETS 780 FOLLOWING 224 FOLLOWERS 1,722 FAVORITES 210

Stephen Allott retweeted



cloud-channel.tv @cloudchantv · May 8

.@SMECrownRep SME Crown Representative @cabinetofficeuk "#SMEs in #GCloud are getting enquiries from abroad" ow.ly/KHJp0

WISTIA



2 2

Stephen Allott retweeted



mark thompson @markthompson1 · May 7

@SMECrownRep Stephen - please see Stephen Kelly SME growth: [news.sky.com/video/1478748/...](https://news.sky.com/video/1478748/)

1 1

[View summary](#)



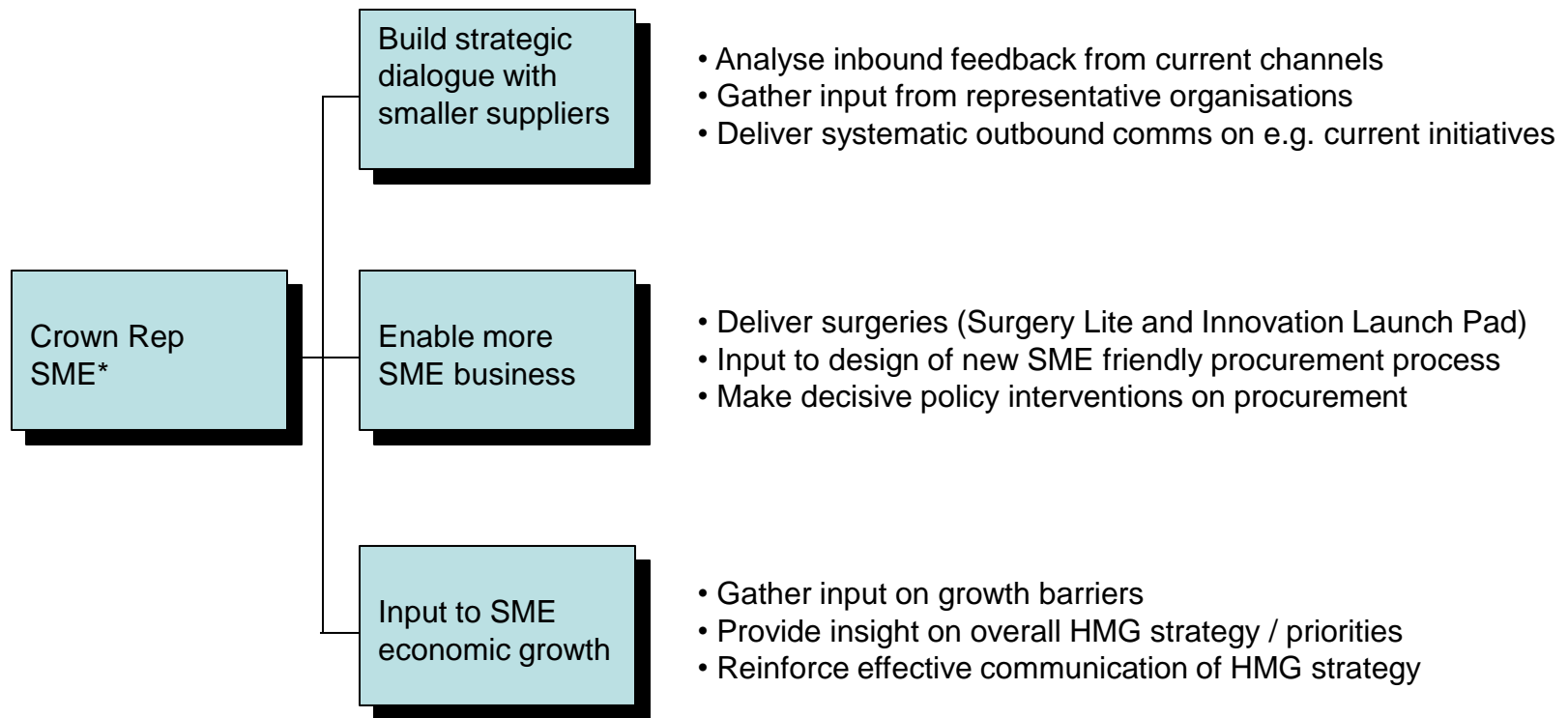
Stephen Allott @SMECrownRep · May 8

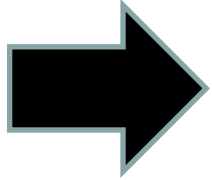
Visited Triumph Motorcycles today in Nuneaton. Already have a full licence. Fancy a Bonny



Crown Representative for SME: who am I?

"His task will be to build a more strategic dialogue between HM Government and smaller suppliers – giving those suppliers a **strong voice** at the top table."
press release 11 February 2011





**THE SME POLICY WAS LAUNCHED ON 11
FEBRUARY 2011**

G-CLOUD IS THE STAND OUT SUCCESS

WIN BUSINESS BY HELPING NOT “SELLING”

The Prime Minister's speech 11 Feb 2011

“Today, we are announcing big changes to the way government does business.”

“No one should doubt how **important** this is.”

“It’s important for getting to grips with our deficit – as it will help us tackle waste **and control public spending.**”

“...the system doesn’t encourage **small and medium-sized businesses**, charities and social enterprises to compete for contracts...

...the very firms who can provide the competitive pressure to **drive down costs.**”

“.... wherever **possible**, we’re going to **break up large contracts into smaller elements, so that SMEs can make a bid** and get involved”

<https://www.gov.uk/government/speeches/pms-speech-at-the-strategic-supplier-summit>



What is a SME?

	Staff	Turnover, €m
Micro	<10	<2
Small	10 to 49	2 to 10
Medium	50 to 249	<50

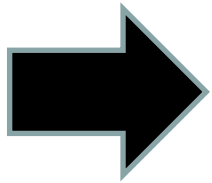
SMEs must be “autonomous”. There is a complicated definition of autonomy but it means not owned nor controlled by another enterprise

What do public procurers see as SME strengths?

1. More flexible
2. Quicker to react
3. Offer better prices than larger suppliers

Source: Evaluation of SMEs' access to public procurement

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G-CLOUD IS THE STAND OUT SUCCESS

WIN BUSINESS BY HELPING NOT “SELLING”

G Cloud customers are voting with their wallets ...

£ M, quarterly spend, financial years

G 6 went live 2 Feb 15

49% of spend goes to SMEs

50% savings are typical*

1,852 suppliers

19,996 cloud services

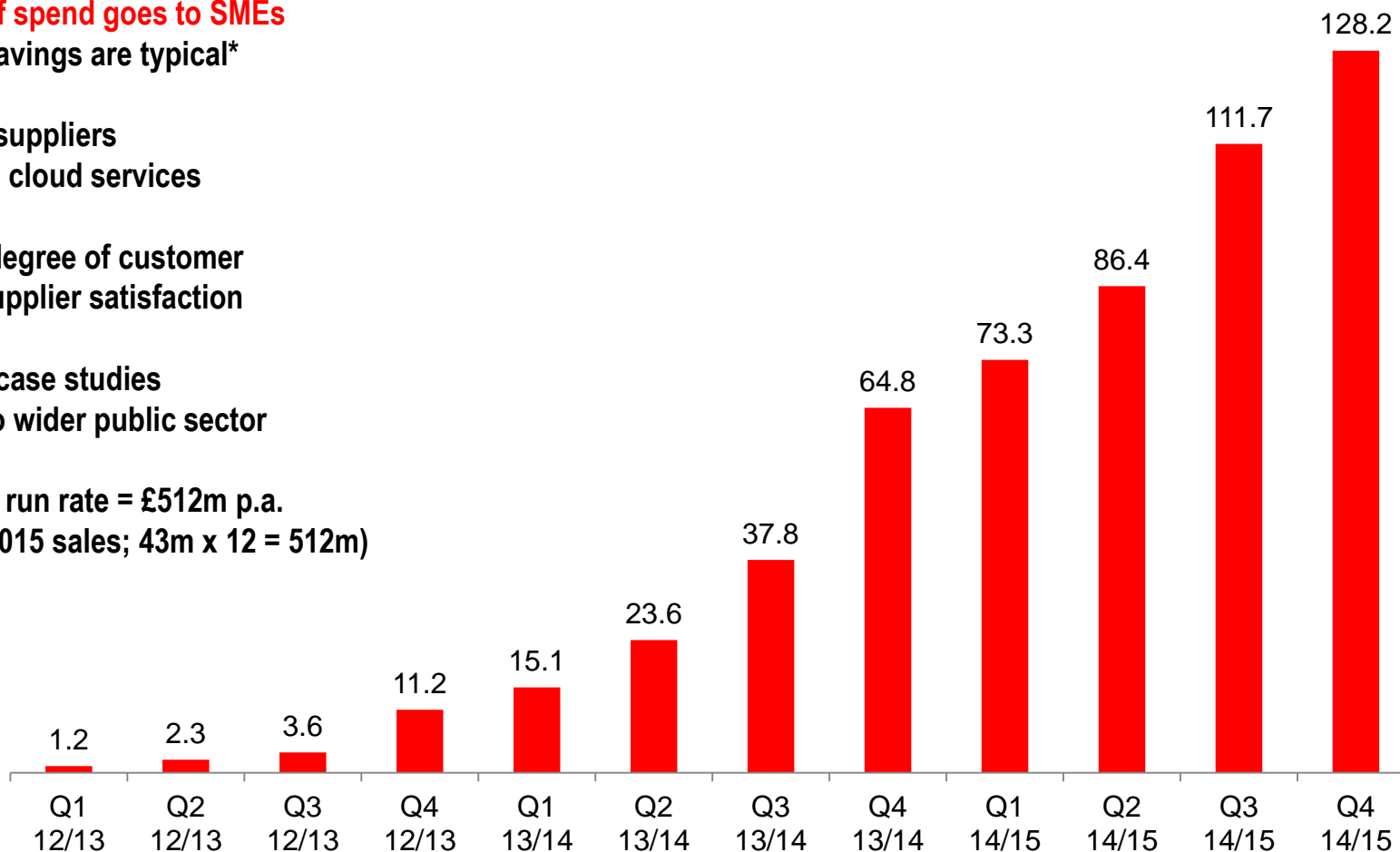
High degree of customer
and supplier satisfaction

Many case studies

23% to wider public sector

Latest run rate = £512m p.a.

(Mar 2015 sales; 43m x 12 = 512m)

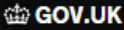


* Source: GDS research



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... because G Cloud solves a valuable problem elegantly



Digital Marketplace
[Home](#) [Log in](#) [Create account](#)

BETA This is a [beta service](#) – please send your feedback to enquiries@digitalmarketplace.service.gov.uk

Digital Marketplace

A simpler way to buy and sell digital services in the public sector

The Digital Marketplace can help you find and compare cloud services for your next technology project. Once you've compiled a list of requirements, you can tailor your search to find the right fit for your organisation. Read the [buyers' guide](#) or the [suppliers' guide](#) if you'd like to know more.

Find services using your requirements

Add keywords, eg 'email' or 'accounting'

Browse cloud services

Infrastructure as a Service

Infrastructure is the hardware that makes software work. It's the networks, hosting facilities and servers on which platforms and software depend. Infrastructure as a Service (IaaS) is infrastructure you can order and run entirely over the internet, without having to pay for your own hardware.

[Compute](#), [Content Delivery Network \(CDN\)](#), [Other](#), [Storage](#)

Software as a Service

Software as a Service (SaaS) is an application or service that can be run over the internet or in the cloud. Examples of SaaS include web-based email services, customer relationship management (CRM) software and analytics tools.

[Accessibility](#), [Agile Tools](#), [Analytics](#), [Antispam](#) / [CAPTCHA](#), [Asset Management](#), [more...](#)

Platform as a Service

Platform as a Service (PaaS) technologies are software platforms that provide a basis for building other services and applications. With PaaS, you can set up, order, pay for and manage platforms in the cloud.

[Application Deployment](#), [Components](#)

Specialist Cloud Services

Specialist Cloud Services (SCS) support your transition to SaaS, PaaS and IaaS. Examples of SCS include cloud strategy, data transfer between providers or day-to-day support of cloud-based services.

[Information Management and Digital Continuity](#), [Service Integration and Management Services \(SIAM\)](#), [Specialist Cloud Services](#)

G Cloud offers buyers:

1. Fast, simple, easy
2. Compliant by Default
3. Best VFM suppliers of
4. Digital Government components

a week or two rather than 6 months

which happens in background

radically opening up to new suppliers who have an easy journey

so you have all you need to build digital services

All spend is published on Govspend ; both by buyer

	Customer	SME %	IaaS Lot 1	PaaS Lot 2	SaaS Lot 3	SCS Lot 4	Total
1	Home Office	41%	£2,480,294	£483,698	£5,269,593	£83,877,721	£92,111,308
2	Cabinet Office	55%	£1,690,795	£206,581	£1,841,709	£27,279,043	£31,018,129
3	Ministry of Justice	64%	£424,116	£197,881	£2,203,525	£27,630,797	£30,456,320
4	Driver and Vehicle Standards Agency	4%	£2,748	£0	£182,762	£24,318,376	£24,503,888
5	HM Revenue and Customs	93%	£2,345,907	£162,360	£1,700,169	£16,561,725	£20,770,161
6	Health and Social Care Information Centre	45%	£6,889,183	£473,750	£5,555,498	£6,206,169	£19,124,601
7	Department of Health	10%	£122,000	£102,692	£334,617	£18,329,591	£18,888,901
8	Department for Education	82%	£5,393,768	£0	£252,643	£12,911,061	£18,557,473
9	Financial Conduct Authority	82%	£0	£59,928	£1,141,307	£12,722,826	£13,924,061
10	Foreign And Commonwealth Office	13%	£28,429	£0	£147,207	£13,285,513	£13,461,151
11	Chief Executive of Skills Funding	40%	£3,226,590	£0	£248,258	£9,032,539	£12,507,388
12	Driver and Vehicle Licensing Agency	60%	£1,883,993	£0	£432,484	£10,152,566	£12,469,043
13	Office for National Statistics	60%	£121,902	£6,055	£60,220	£11,050,842	£11,239,020
14	Department for Environment Food And Rural Affairs	35%	£633,489	£1,264,307	£1,128,745	£7,088,238	£10,114,781
15	Care Quality Commission	49%	£4,354,869	£56,580	£182,121	£4,620,136	£9,213,707
16	Department For Business Innovation And Skills	70%	£82,601	£1,716,786	£1,777,853	£4,679,557	£8,256,798
17	Student Loans Company Limited	56%	£0	£0	£64,992	£7,309,026	£7,374,018
18	Bristol City Council	86%	£12,650	£0	£106,988	£7,232,515	£7,352,153
19	Maritime and Coastguard Agency	38%	£0	£0	£0	£7,031,960	£7,031,960
20	Department for Work And Pensions	27%	£135,800	£0	£78,964	£6,717,759	£6,932,524
21	Health Research Authority	5%	£0	£96,806	£2,300	£6,775,763	£6,874,870
22	Defence Equipment and Support DEandS	100%	£0	£0	£4,708,965	£0	£4,708,965
23	Department Of Energy And Climate Change	92%	£304,128	£22,917	£627,700	£3,686,869	£4,641,616
24	Navy Command	32%	£0	£0	£43,867	£4,566,115	£4,609,982
25	London Borough of Hounslow Council	20%	£21,708	£0	£904,850	£3,532,318	£4,458,877

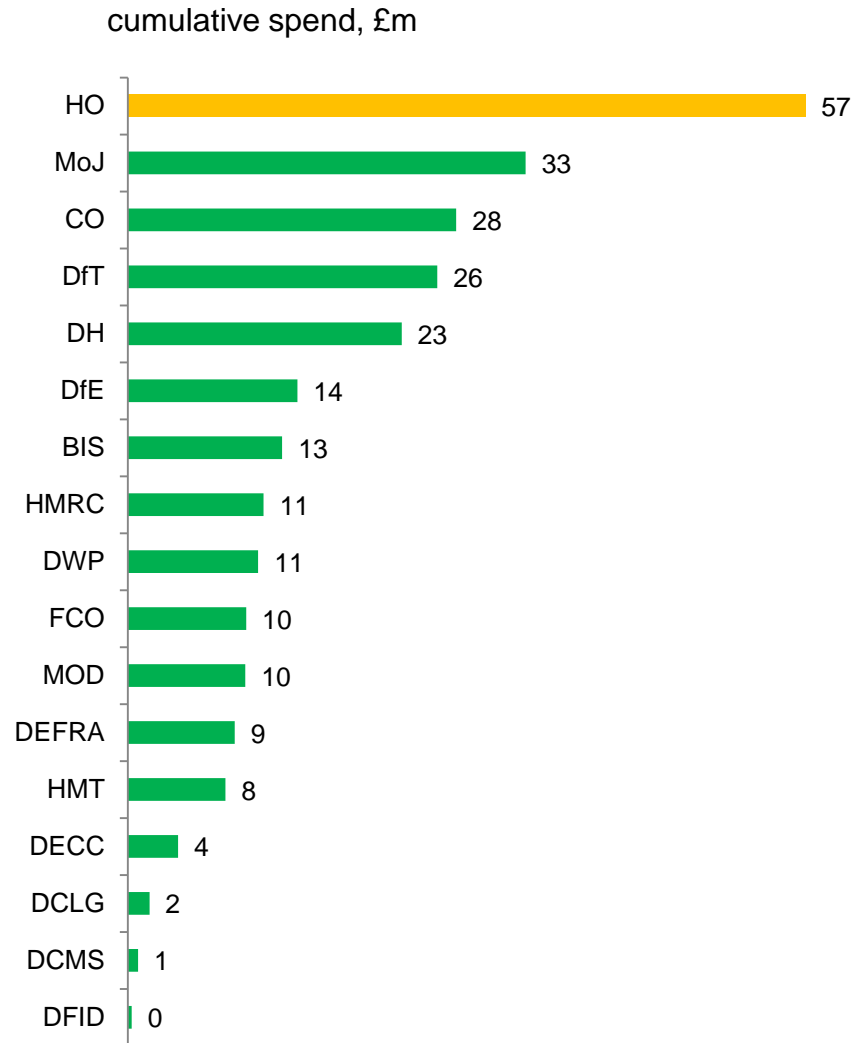


All spend is published on Govspend ; and by supplier

	Supplier	SME %	IaaS Lot 1	PaaS Lot 2	SaaS Lot 3	SCS Lot 4	Total
1	BJSS LTD	0%	£0	£0	£0	£23,751,034	£23,751,034
2	Valtech Ltd	0%	£0	£0	£0	£21,986,019	£21,986,019
3	Methods Advisory Ltd	0%	£32,250	£0	£54,938	£18,831,919	£18,919,107
4	Equal Experts	100%	£0	£0	£0	£16,167,437	£16,167,437
5	IBM United Kingdom Ltd	0%	£0	£0	£0	£15,135,694	£15,135,694
6	Mastek UK Ltd	0%	£0	£0	£0	£14,319,157	£14,319,157
7	PA Consulting Services Ltd	0%	£0	£0	£0	£13,721,134	£13,721,134
8	Kainos Software Ltd	0%	£65,644	£0	£0	£12,977,672	£13,043,316
9	SKYSCAPE CLOUD SERVICES LTD	100%	£11,373,173	£0	£9,947	£0	£11,383,120
10	Innoveer Solutions	100%	£0	£0	£0	£10,275,179	£10,275,179
11	THOUGHTWORKS LTD	0%	£0	£0	£0	£9,911,806	£9,911,806
12	Alpine Resourcing Limited	100%	£0	£0	£0	£8,888,387	£8,888,387
13	Capgemini Uk Plc	0%	£0	£0	£35,090	£8,748,881	£8,783,971
14	The Engine Group	0%	£0	£0	£0	£8,130,757	£8,130,757
15	LA International Computer Consultants Ltd	0%	£0	£0	£0	£8,128,319	£8,128,319
16	INTECHNOLOGY PLC	100%	£6,889,183	£473,750	£631,585	£0	£7,994,518
17	Sopra Group Ltd	0%	£0	£0	£0	£7,901,633	£7,901,633
18	BAE Systems Applied Intelligence Ltd	0%	£0	£0	£0	£7,874,259	£7,874,259
19	EMERGN LTD	100%	£0	£0	£0	£7,710,275	£7,710,275
20	Parity Group PLC	100%	£0	£0	£0	£7,283,661	£7,283,661
21	Eduserv	100%	£5,422,360	£0	£0	£1,666,928	£7,089,289



Home Office started it off in March 2012



Home Office and GDS have built their ideal procurement tool.... (like SBRI)

It works so well that in fact it's a model for others ...

And they have used their Digital by Default skills to make it great

So other people want to use it.

See what DVLA said:

<https://www.youtube.com/watch?v=s0Kh9fx3Rml&feature=youtu.be>

G Cloud is a world leader – builds on Digital by Default

“**Red Tape Buster**”: reduces procurement time from 227 days (2010) to a typical 2 to 4 weeks (and fastest in 3 minutes). Delivers procurement reform (faster, simpler access to best VFM)

Increases Government spend with SMEs directly and substantially. 48% of G Cloud spend goes directly to SMEs creating jobs. 90% of SMEs benefitting are UK based. SMEs have created 60% of jobs since 2010.

Saves money for the taxpayer: G Cloud saves 50% of spend on average.

Elegant use of EU regulations: Systems Up CEO : “G Cloud is transformational”

Helps economic **growth and exports** of technology

Is a British first: world leading design visible to citizens. “ **G Cloud is the model for Governments around the world**” Vivek Kundra, US CIO. Other Govts. copying.

Uses **transparency**, competition and **digital** to deliver results

G-Cloud is a commercial **revolution**

Award to all qualifying suppliers

No pre-qualification stage used for G-Cloud

Radically opens the market to SMEs

Rollover option for next procurement meaning no new documentation unless services change



Suppliers are in control of their catalogue entries at all times

Simple yes / no answers and simpler framework T&C's

Regular refresh of procurements every 6-9 months (G-Cloud & Digital Services)

Call offs on supplier's standard terms

Price and transaction transparency – one way ratchet



Long range vision: full “Digital by Default” commissioning

1. Extend functionality from public catalogue to full self service platform e.g.
 - One stop shop for digital project components
 - Click for reference customers and their contact details
 - Auto-document the award decision. “Compliant by default”
 - One click purchase full integration to purchase to pay and ERP systems
 - Detailed feedback to losers who can the improve their offering
 - Geographic and SME search capability
2. Achieve category range authority (it stocks all you need) through proactive best of breed curation of suppliers, who can join and leave the G Cloud dynamically
3. Extend customer base from central Government to LAs, Health and WPS. Contracting authorities let their own frameworks. G Cloud provides the front end.
4. Extend product categories as far as appropriate (strong interest from PSN, IT contractors, IT software and hardware, FM, Construction, Health, MOD Research Cloud, Home Office ESCMP and more)
5. Support export opportunities for “Best of British” suppliers.

My proposal for the Prime Minister's speech tbd May 2015

“Welcome to the 2015 **SME Innovation Launch Pad.**”

“On 11 February 2011, **the MCO and I** announced the first wave of SME procurement reforms.”

“Now we are announcing a **massive expansion in the G Cloud.** It's a commercial revolution.”

“G Cloud spend is running at a annual rate of £512m. **49% goes directly to SMEs** and typical **savings for the taxpayer are 50%**”

“...the G Cloud uses **small and medium-sized businesses** and transparency to increase the competitive pressure and drive down costs.....”

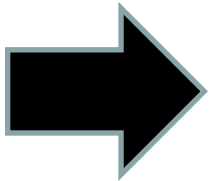
“.... **Digital by Default** and ICT contract right-sizing have now opened up the market ...”

“**G Cloud is our Amazon** showcasing the best of British technology. Much of the **entire wider public sector £178 billion UK public sector spend** will end up on G Cloud”



**THE SME POLICY WAS LAUNCHED ON 11
FEBRUARY 2011**

G-CLOUD IS THE STAND OUT SUCCESS



WIN BUSINESS BY HELPING NOT “SELLING”

Guidance

Doing business with government: guide for SMEs

From: Cabinet Office, Crown Commercial Service and Efficiency and Reform Group
 First published: 18 February 2013
 Last updated: 25 February 2015, see all updates
 Part of: Compliance with European Union laws and regulation, Business and enterprise and Government efficiency, transparency and accountability

This page provides support for small and medium sized enterprises (SMEs) on bidding for government contracts.

Contents

[Tips for SMEs bidding for government contracts](#)
[Mystery Shopper service](#)
[See more like this](#)


The government wants to buy from small and medium sized enterprises (SMEs) every time they are the best value for money. We have changed the way we buy goods and services to help more SMEs to bid for our contracts.

The government has made changes to help SMEs bid for public sector contracts. These include:

- requiring the entire public sector supply chain to be paid within 30 days
- buying in a simpler and quicker way eg abolishing pre-qualification questionnaires for low value public sector contracts
- requiring the public sector to publish its contracts on [Contracts Finder](#)

Too much detail?

See these quick guides

[Tendering for public sector contracts](#)

Find out [more about the government's procurement reforms](#) and see [Lord Young's report on small firms 2010 to 2015](#).

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Find out [more about the government's procurement reforms](#) and see [Lord Young's report on small firms 2010 to 2015](#).

Read more about [government buying from SMEs](#).

Contact the Crown Commercial Service (CCS) for any specific questions on doing business with government. Telephone the servicedesk on 0345 010 3503 or email supplier@ccs.qsi.gov.uk.

Tips for SMEs bidding for government contracts

Stephen Allott, Crown Representative for SMEs, gives his top tips on bidding for public sector business:

Build below the threshold

The quickest way to build up a government customer base is to start with low value procurements. To start with, aim for opportunities under £100,000 where government has abolished Pre-Qualification Questionnaires (PQQs). Building up your base this way is a great foundation for competing for bigger sales in the future.

Too much detail?

See these quick guides

[Tendering for public sector contracts](#)



How to win Central Government business

STEP	GENERAL	G-CLOUD	OJEU	FRAMEWORK
Get in the conversation	Inform prospects Don't "sell" Use seminars Drive referrals from base Look at Govspend pipelines	Research current buyers using Govspend Research competitors' offerings on the Digital Marketplace	Monitor Contracts Finder	Monitor Contracts Finder Get on the frameworks
Engage and shape the specifications	Pre-market engagement is now clear policy and best practice Give references	Respond to inquiries	Respond to PINS Engage pre-market	Engage pre-market
Bid and win	Get expert help Answer the question Give an example Give proof Use Mystery Shopper	Documents Interviews	Use clarifying questions Do great bids	Use clarifying questions Do great bids
Deliver a great result and service	Good work wins more work First timers take extra care	Wins are public	Wins are public	

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Pre-market engagement is expressly permitted

Preliminary market consultations

40.—(1) Before [commencing] a procurement procedure, contracting authorities may conduct market consultations with a view to preparing the procurement and informing economic operators of their procurement plans and requirements.

(2) For this purpose, contracting authorities may, for example, seek or accept advice from independent experts or authorities or from market participants.

The Prime Minister's speech 11 Feb 2011 – “right sizing”

“Today, we are announcing big changes to the way government does business.”

“No one should doubt how **important** this is.”

“It’s important for getting to grips with our deficit – as it will help us tackle waste **and control public spending.**”

“...the system doesn’t encourage **small and medium-sized businesses**, charities and social enterprises to compete for contracts...

...the very firms who can provide the competitive pressure to **drive down costs.**”

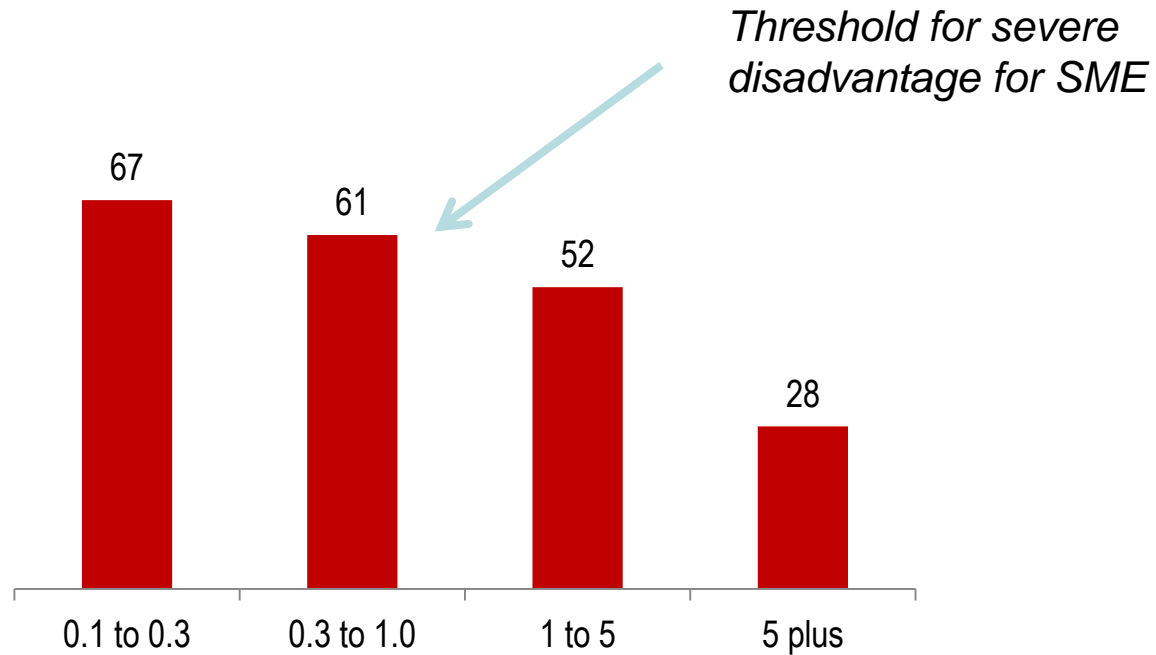
“.... wherever **possible**, we’re going to **break up large contracts into smaller elements, so that SMEs can make a bid** and get involved”

<https://www.gov.uk/government/speeches/pms-speech-at-the-strategic-supplier-summit>



Contract value correlates closely to SME share

€m, % by value won by SME, 2008



Contract size is the key variable for SME access

Division of contracts into lots

46.—(1) Contracting authorities may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots.

(2) Contracting authorities shall provide an indication of the main reasons for their decision not to subdivide into lots, which shall be included in the procurement documents or the report referred to in regulation 84(1).

(3) Contracting authorities shall indicate, in the contract notice or in the invitation to confirm interest, whether tenders may be submitted for one, for several or for all of the lots.

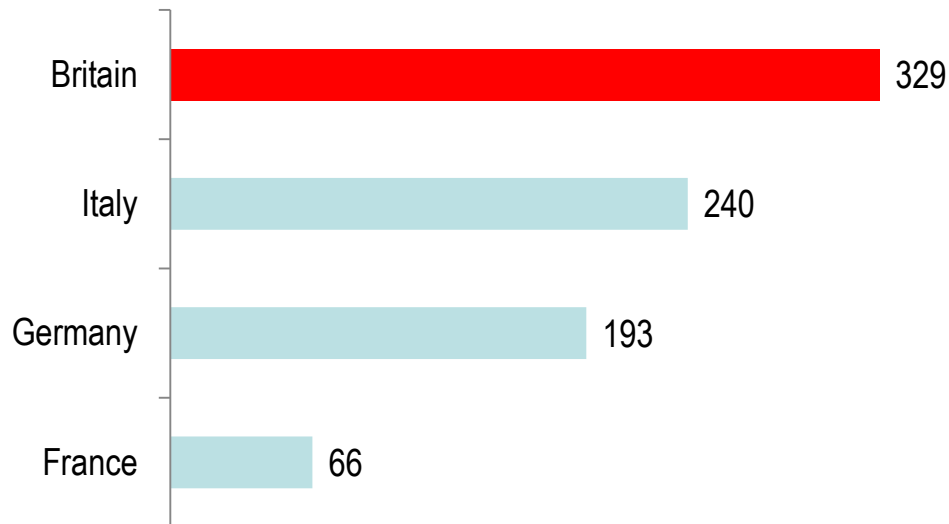
(4) Contracting authorities may, even where tenders may be submitted for several or all lots, limit the number of lots that may be awarded to one tenderer, provided that the maximum number of lots per tenderer is stated in the contract notice or in the invitation to confirm interest.

(5) Contracting authorities shall indicate in the procurement documents the objective and non-discriminatory criteria or rules they intend to apply for determining which lots will be awarded where the application of the award criteria would result in one tenderer being awarded more lots than the maximum number.

(6) Where more than one lot may be awarded to the same tenderer, contracting authorities may award contracts combining several or all lots where they have specified in the contract notice or in the invitation to confirm interest that they reserve the possibility of doing so and indicate the lots or groups of lots that may be combined.

Britain has large contract values relative to Europe

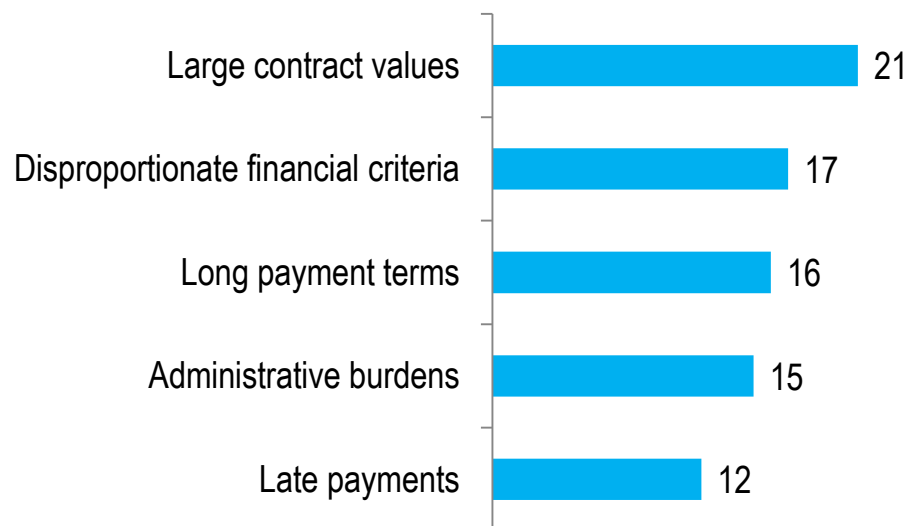
€k, average contract value, 2008



Britain's large contract values correlate to the low SME percentage

What do the SMEs say themselves about their problems?

Difference in problem assessment between micro and large suppliers, %



Large contract values are the biggest difference in factors between large and micro enterprises

The key findings and the answer to our question today

“The large size of contracts is widely seen as the most important barrier to SMEs accessing public procurement”

“Breaking down tenders into lots is commonly seen by stakeholders as one of the most important tools that help SMEs access public tenders”

“The results [of the regression analysis] confirm that the higher the contract value, the lesser the likelihood that an SME will win that contract”

Source: Evaluation of SMEs' access to public procurement

The PM said dis-aggregate but CCS decided to aggregate ...

Press release

New Whitehall central buying service to save more for taxpayers

From: Cabinet Office, Crown Commercial Service, The Rt Hon Francis Maude and Efficiency and Reform Group
First published: 24 July 2013
Part of: Government buying and Government efficiency, transparency and accountability

The new integrated commercial service will be established in autumn 2013, building on the evolution of [Government Procurement Service](#) over the last few years. It will deliver savings by ensuring that government acts as a true single customer. Specifically, the Crown Commercial Service will:

- centrally manage the purchase of common goods and services such as professional services and energy
- introduce a new Complex Transactions Team to work with departments on complex procurements, reducing the need for external advice
- enable departments to focus their commercial efforts on their own strategic requirements
- further strengthen the commercial leadership within government
- further strengthen the procurement profession and improve overall commercial ability across the Civil Service
- continue to work closely with the wider public sector to ensure that the benefits of aggregation and centralisation are shared across the public sector to maximise savings for the taxpayer

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Mystery Shopper service

The Mystery Shopper service allows government suppliers and potential government suppliers to raise concerns anonymously about unfair public sector procurement practice. The government can then investigate and resolve these concerns. It also conducts spot checks on government buyers.

To use the Mystery Shopper service, [read the terms](#) and email MysteryShopper@crowncommercial.gov.uk or telephone 0345 010 3503.

By February 2015, the Mystery Shopper service had investigated 818 cases: 4 out of 5 of these resulted in a positive outcome where changes are made to existing procurements or recommendations are accepted for future contracts. These outcomes included government changing current or planned procurements, or the supplier gaining a better understanding of the procurement process. Mystery Shopper also made 511 spot checks of procurement opportunities advertised on [Contracts Finder](#).

We publish the results of Mystery Shopper investigations: follow [@govmysteryshop](#) to stay up to date or see [Mystery Shopper results](#) for details.

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18 February 2013

Updated:

25 February 2015

[+ full page history](#)

From:

Cabinet Office

Crown Commercial Service

Efficiency and Reform Group

How to win Central Government business – what else is new?

1. Enrol in G Cloud 7 – watch the Digital Marketplace Blog for news of the OJEU date
2. Right-sizing now disciplined by sub-lot or explain in the new Directive. Factors:
 - a. Fixed spec production parts or tooling
 - b. Rate of change in the supply market
 - c. Economies of scale in manufacture and distribution
 - d. Balance of supplier and buyer power in the 4 box matrix
 - e. Need for supply base capacity development
 - f. Mission criticality
 - g. Supply base concentration
3. Aggregation by Default losing ground. Kraljic for tooling is a mistake
4. Lots of helpful Procurement Policy Notices such as no mechanistic turnover thresholds
5. Mystery Shopper growing in power and influence. Report all infractions please
6. Crown Commercial Service in transition and re-thinking their approach to frameworks. IT and Network frameworks will be re-thought. Consultancy, Contingent Labour and Civil Service Learning under review.
7. Digital Services Framework being re-designed from the ground up by the Digital Marketplace team
8. Contracts Finder 2.0 now in production advertising all new tender opportunities

8 key steps for Crown Commercial Service (when not using digital)

1. Understanding the goal is “Getting Full Value from SME suppliers” which is the official statement of SME policy - see Gov.UK

<https://www.gov.uk/government/publications/2010-to-2015-government-policy-government-buying/2010-to-2015-government-policy-government-buying#appendix-1-making-sure-government-gets-full-value-from-small-and-medium-sized-enterprises>

2. Buying the Right Thing: great pre-market engagement

3. Right sizing: knowing when Big is Beautiful and when Small is Beautiful

4. Designing Optimal Lotting structures for frameworks / tenders

5. Getting the Best Bidders Bidding (sufficient pre-market engagement)

6. Getting them to Do Good Bids (enabling bidder training)

7. Winning the hearts and minds of the customers

8. Ensuring first time SME suppliers and first time buyers from SMEs take extra care to make their first projects are successful

The next 5 years for SME – 33% of central Govt spend

We will cut red tape, boost start-ups and small businesses

This Government was the first in post-war history to reduce the burden of regulation. We will cut a further £10 billion of red tape over the next Parliament through our Red Tape Challenge and our One-In-Two-Out rule. This will support our aim to make Britain the best place in Europe, and one of the top five worldwide, to do business by 2020. We will also treble our successful Start Up Loans programme during the next Parliament so that 75,000 entrepreneurs get the chance to borrow money to set up their own business. We will raise the target for **SMEs**' share of central government procurement to one-third, strengthen the Prompt Payment Code and ensure that all major government suppliers sign up. We have already helped small businesses by increasing the Annual Investment Allowance, reducing the burden of employment law through our successful tribunal reforms and supporting 27,000 new business mentors. We will go further by establishing a new Small Business Conciliation service to mediate in disputes, especially over late payment.



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Stephen Allott retweeted
cloud-channel.tv @cloudchantv · May 8
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WISTIA



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Stephen Allott retweeted
mark thompson @markthompson1 · May 7
@SMECrownRep Stephen - please see Stephen Kelly SME growth: [news.sky.com/video/1478748/...](https://news.sky.com/video/1478748/)

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Visited Triumph Motorcycles today in Nuneaton. Already have a full licence. Fancy a Bonny

<https://www.gov.uk/doing-business-with-government-a-guide-for-smes#tips-for-smes-bidding-for-government-contracts>

**THE SME POLICY WAS LAUNCHED ON 11
FEBRUARY 2011**

G-CLOUD IS THE STAND OUT SUCCESS

WIN BUSINESS BY HELPING NOT “SELLING”



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Stephen Allott, Crown Representative for Small and Medium Enterprises

19 May 2015