



MERCHANDISE AND LICENSING

REQUEST FOR PROPOSAL

1. INTRODUCTION

Commonwealth Games Scotland (CGS) is seeking to partner with a high-calibre master licensee to elevate the Team Scotland brand across the 2025-26 Commonwealth Games cycle.

The chosen partner will deliver the merchandise and licensing strategy for Team Scotland from appointment until the end of 2026, with the possibility of extension to cover the 2030 Commonwealth Games cycle.

2. ABOUT US

CGS is responsible for selecting, preparing and leading Team Scotland at the Commonwealth Games and Commonwealth Youth Games. Team Scotland has attended, and won medals at, every Commonwealth Games since the first in 1930, enjoying best-ever performances in 2014, 2018 and 2022.

Our vision is for Team Scotland and the Commonwealth Games to inspire Scotland to be physically active and successful in the sporting arena. We are a member sports organisation comprising 29 sports, with our central focus on:

- Enabling athletes to perform to their potential.
- Recognising and celebrating the hard work and achievements which make the country proud and utilising this profile to benefit sport and Scotland.
- Achieving this in a fair and inclusive way.

Our values are:

- Athlete-centred: Athletes at the heart of what we do.
- Excellence: Aspire to deliver excellence in our actions.
- Leadership: Lead through a participative 'One Team Scotland' approach.
- Inspiration: Promote the achievements of team members to inspire others.
- Inclusion: People respected, engaged and valued as part of the Team Scotland community, regardless of their background, identity or circumstance.



3. ABOUT THE GLASGOW 2026 COMMONWEALTH GAMES

The Commonwealth Games are held every four years, attracting athletes from 74 nations, representing a third of the world's population, to compete across a variety of sports over an 11-day sporting schedule. It is the only multi-sport event in the world which operates a fully integrated para-sport competition. The Commonwealth Games is known as 'The Friendly Games' – a celebration of commonality and diversity as well as top class sport.

Following an historic performance at the Birmingham 2022 Commonwealth Games, all eyes will be on Team Scotland at the Glasgow 2026 Commonwealth Games, which will take place in July 2026.

4. OUR OBJECTIVES – MERCHANDISE AND LICENSING

Our aim is to maximise the opportunities available through merchandise and licensing to:

- Build the Team Scotland brand
- Develop our Team Scotland database
- Maximise revenues to support our work and Scottish sport in general

5. YOUR ROLE

We are looking for a partner who shares our values and passion for Scottish sport, and who wants to contribute to the success of Team Scotland at the Glasgow 2026 Commonwealth Games. Key requirements include:

- Design, source and sample an accessible and sustainable merchandise range
- Attract and manage valuable sub-licensees, particularly Scottish-based
- Design and operate an online store and ensure fulfilment to domestic and international customers
- Deliver a detailed business plan including mid and high-level revenue forecasts
- Provide infrastructure and staff to operate a pop-up retail unit at Glasgow 2026, likely to be accommodated within Team Scotland House



6. OUR POTENTIAL PRODUCT CATEGORIES

Potential product categories include:

- Leisurewear: adidas-branded leisurewear kit, including items issued to Team Scotland athletes and support staff. We have an existing agreement for provision of leisurewear through BE Uniforms and Specialist Sports, and our Master Licensee would be responsible for coming to agreement with them to supply our leisurewear for retail purposes.
- Competition wear: Our member sports are responsible for the production of competition wear for the Commonwealth Games. It may be possible to reproduce or stock replica competition wear items via agreement with the Sport Governing Body.
- Tartan: Team Scotland commission a bespoke tartan design for each Commonwealth Games, which can be incorporated into the design of merchandise assets.
- General Merchandise: A range of general Team Scotland items (e.g. clothing, accessories).
- Licensed Merchandise: A range of branded, licensed items using Team Scotland IP, potentially including sponsor items.
- Sports Range: A range of Team Scotland items with design personalisation based on sport (e.g. Team Scotland – Athletics, Team Scotland – Cycling, Team Scotland – Swimming)
- Athlete Range: A range of Team Scotland items with design personalisation based on athlete name, image or likeness (e.g. names and/or images on flags, t-shirts).
- Corporate gifts: Unique, differentiating items not available for sale (or in low/limited numbers) to be used as a brand tool.

7. OUR POTENTIAL RETAIL OUTLETS AND PARTNERS

Potential avenues for sales include, but not limited to:

- Team Scotland online shop
- Team Scotland physical shop, potentially located at Team Scotland House (location TBC, operational during Games Time).
- Supply agreement with the Glasgow 2026 Operating Company for selling Team Scotland ranges within their retail outlets.
- Supply agreement with Team Scotland commercial partners, including high-street retail partners if secured.



8. SOCIAL VALUE GENERATION

There should be opportunities to deliver social value through some or all of our merchandise and licensing activity, including:

- Team Scotland Youth Trust
- Member sports
- Individual athletes

9. OUR PROCESS

Our process schedule is as follows:

- Completed submission should be returned to Team Scotland by **midday on Monday 1st December**
- Shortlisted companies will be contacted by **Thursday 4th December**
- Shortlisted companies will be invited to present to CGS panel on **Monday 15th December** at the CGS Offices in Stirling
- It is anticipated a decision will be reached by **Thursday 18th December**

10. SUBMISSION REQUIREMENTS

Interested parties are invited to submit a proposal document detailing:

- Executive summary including detailed basic company information
- Portfolio of relevant previous work
- Strategic proposal for delivery of Team Scotland merchandise and licensing, including outline of suggested range of items, timeline of key milestones and retail outlet plans for Games-time
- A high-level commercial model including all relevant service and/or system fees and processing fees
- Digital systems overview including online store
- Expected team members to work on the account, and their respective experience
- Declarations of interest - please detail any existing relationships with employees, contractors or member organisations (see Appendix 1) of CGS, including details of work carried out by your company on their behalf
- Details of your organisation's sustainability policy and any sustainable/ethical accreditations or memberships



11. SUBMISSION DETAILS

The completed submission should be marked for the attention Colin Millar, Head of Marketing and Commercial Operations.

- colin.millar@teamsotland.scot or;
- Colin Millar, Commonwealth Games Scotland, Airthrey Castle, University of Stirling, Stirling, FK9 4LA

CGS may not consider any late submissions, or which does not meet any of the other requirements set out in this document.

CGS is not bound to accept any submissions.



APPENDIX 1 – CGS MEMBER ORGANISATIONS

Scottish Archery	Paddle Scotland
Scottish Athletics	RYA Scotland
Badminton Scotland	Scottish Rowing
basketballscotland	Scottish Rugby
Bowls Scotland	Scottish Target Shooting
Boxing Scotland	Scottish Squash
Cricket Scotland	Scottish Swimming
Scottish Cycling	Scottish Ten Pin Bowling Association
Scottish Disability Sport	Table Tennis Scotland
Scottish Fencing	Tennis Scotland
Scottish Golf	Triathlon Scotland
Scottish Gymnastics	Scottish Volleyball
Scottish Hockey	Weightlifting Scotland
Judo Scotland	Scottish Wrestling
Netball Scotland	

APPENDIX 2 – LOGO ASSETS

Team Scotland brand guidelines and logo assets can be found [HERE](#).

