

# UNITED STATES OLYMPIC COMMITTEE

**High Performance Centers – Future & Sustainability** 

# Key questions should be answered in evaluating the ROI on Training Centers Success.

Overarching question

• How should we measure a high performance training centers performance in order to secure funding and support this process into the future.

• Supporting questions

- What is the role of your training center today?
- Which sport teams and athletes access your training center
- What is the relationship between your training centers usage and performance



#### HPC's seek to deliver value to many Stakeholders

- Stakeholders should widely agree that the HPC delivers value to sport.
- Access to a centralized facilities and shared sport performance services is a cost effective way to support a broad range of athletes for a numbers of sports.
- Prime access to quality training facilities and support services such as World class training venues, nutritional support, Sports medicine, life skill education and housing support are important factors that athletes have indicated as key to their success on the field of play as well as in their pursuit for excellence in life.
- HPC's also have an intangible value; cross-sport collaboration, inspiration and a physical connection to the Olympic movement. A focus point to start the dreams of the next generation of Olympians.



### To derive consistent and relevant training center metrics, we must know the link to strategic objectives and key success factors

Strategic objectives and goals	Key success factors should be…	Effective metrics are
	Critical to the success of the overall strategy	Significant For the Success Factor
Olympic training center objectives and goals must be defined and agreed upon by the sport users & High performance leadership	High probability of success	Actionable Meaningful for managers
	High efficiency (effort/benefit)	Identifiable
	Top in the sequence of actions	Measurable

#### Which athletes train at the Olympic training centers?



Training centers have evolved to be a cost-effective one-stop training experience

Roles and objectives for the training centers have not been fully defined and communicated

Training centers are expected to shift towards prioritizing medal production

Gaps in data and analytics capabilities needed to rigorously measure many aspects of the training centers Providing centralized facilities (e.g. training, housing) and services (e.g. medicine, psychology) at a low-cost is the primary value proposition of the training centers Training centers also provide significant intangible value such as convenience, collaboration of athletes across disciplines, and inspiration

Sport's determine which athletes use the training centers, but do not have clear and consistent direction on how the training centers should be used.

Training centers are primarily measured on service and financial metrics

Network of training sites is expanding as a training option for Sport teams grow and develop.



# strategic objectives for the training centers will inform which metrics are most appropriate

Strategic vision for the High Performance Training Center	Strategic Priorities / Key Success Factors	Example Metrics	Focus areas
"All Things to All People"	<ul> <li>Cost-effective one stop shop for all training needs</li> <li>NGB-driven /decentralized governance</li> <li>Primarily non-Olympic athlete focus</li> </ul>	<ul> <li>Customer satisfaction</li> <li>Athlete Development</li> <li>Service quality</li> <li>OTC Utilization</li> <li>Financial</li> </ul>	Cost- effectiveness
"Center of Opportunity"	<ul> <li>Revenue growth (to break-even)</li> <li>Balancing sport performance and financial goals</li> </ul>	<ul> <li>Athlete Progression</li> <li>Cost / Medal</li> <li>OTC Facility Revenue</li> </ul>	• Break-even
"Home of Olympians"	<ul> <li>Performance of Olympic athletes</li> <li>NGB accountability to performance goals</li> </ul>	<ul> <li>Medal Count</li> <li>Athlete Progression</li> <li>Cost / Medal</li> </ul>	Medal- production
"Business of Olympics"	<ul> <li>Performance of Olympic athletes</li> <li>Revenue growth</li> <li>Corporate sponsorships</li> </ul>	<ul> <li>Medal Count</li> <li>Profit Margin</li> <li>Revenue / Cost growth</li> <li>OTC Facility Revenue</li> </ul>	Profit

## What is the desired future role of the HP training center?

More

	"Center of Opportunity"		"Business of Olympics"				
• •	Training centers serve a broad range of athlete and non-athlete customers Facility investments are made opportunistically with an objective of enabling new revenue growth options Revenue used to significantly offset OTC operating costs / breakeven OTC usage is primarily determined by NGBs	expected to drive revenue?	<ul> <li>Training centers prioritize needs of top athlet top revenue-generating customers</li> <li>Facilities receive significant investment and s of-the-art upgrades</li> <li>Role of the training is to produce a virtuous c of revenue and Olympic success</li> <li>OTC usage is primarily determined by USOC (Sport Performance / Sport Ops)</li> </ul>	state- sircle			
Broad-focus				Targeted			
(wide range of NGBs, all athlete	Who are the training centers primary customers?			(select NGBs, highest level athletes)			
levels) • •	"All Things to All People" Training centers serve wide range of NGBs and athletes at all stages of development Facilities remain as-is with modest investment Role of the training center is to be a cost- effective one stop shop for all athletes who attend Opportunistic revenue opportunities OTC athlete usage is primarily determined by NGBs and prioritized high performance plan needs	To what extent are training	<ul> <li>"Home of Olympians"</li> <li>Training centers prioritize needs of elite and Olympic level athletes</li> <li>Facilities receive significant investment and state-of-the-art upgrades</li> <li>Role of the training center is to focus on increasing effectiveness of Olympic athletes</li> <li>OTC usage is primarily determined by USOC (Sport Performance / Sport Ops)</li> </ul>				

## High Performance Center Metrics Recommendations Summary

- Socialize and gain internal alignment on primary and secondary OTC performance measures
- Begin measuring OTC performance using available data
- Establish OTC metric targets based on desired objectives and level of granularity (e.g., Overall OTC, by Center, by NGB, Para vs. non-Para)
- Capture & Build capabilities needed to measure and report desired future metrics (e.g., process, data, tools)
- Create process for reviewing, interpreting and acting upon OTC performance data cross-functionally
- Communicate with NGBs leaders the expectations and desired outcomes for the training

