



# **UNITED STATES OLYMPIC COMMITTEE**

High Performance Centers – Future & Sustainability

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

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## 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

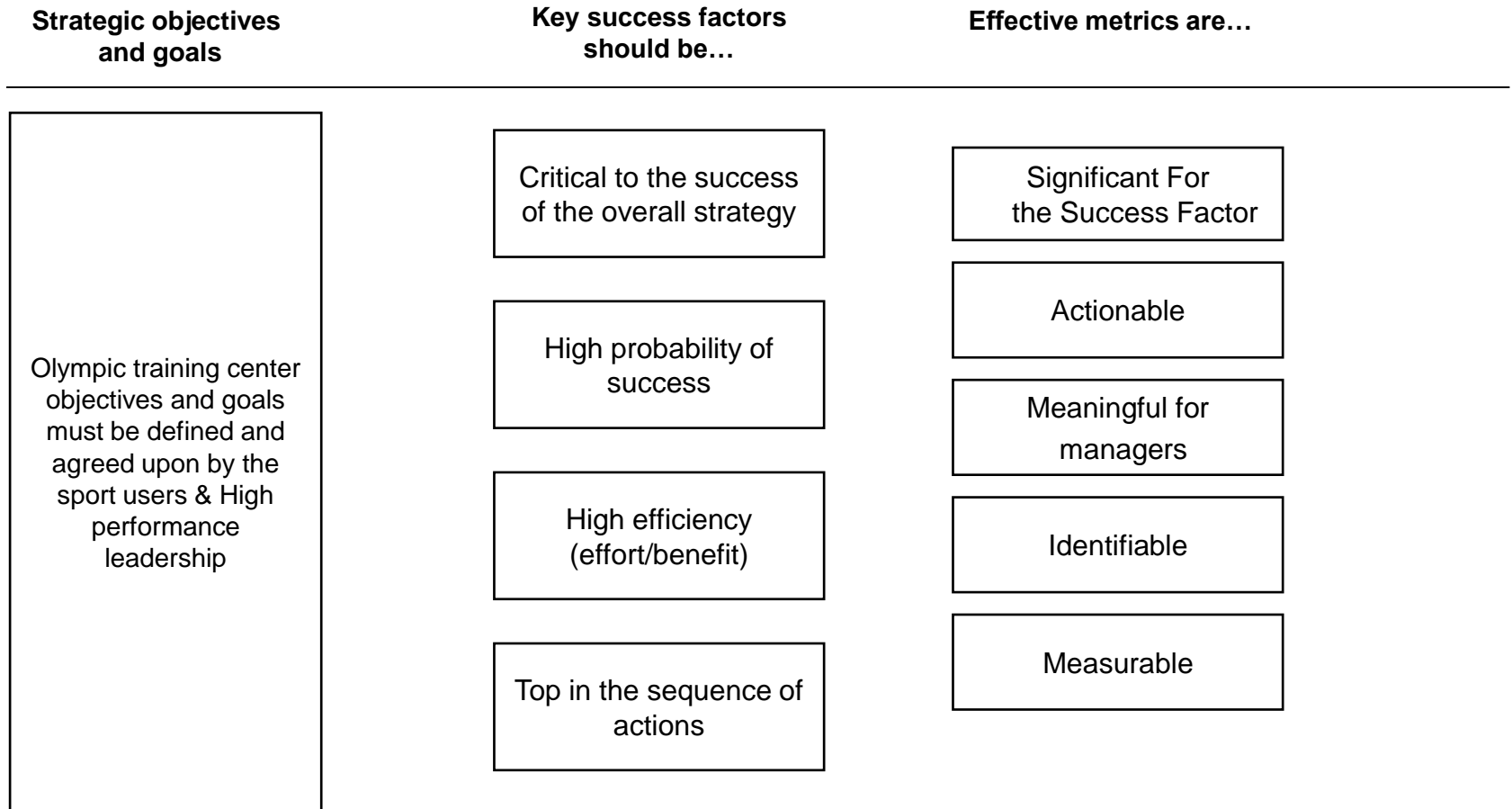
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## HPC's seek to deliver value to many Stakeholders

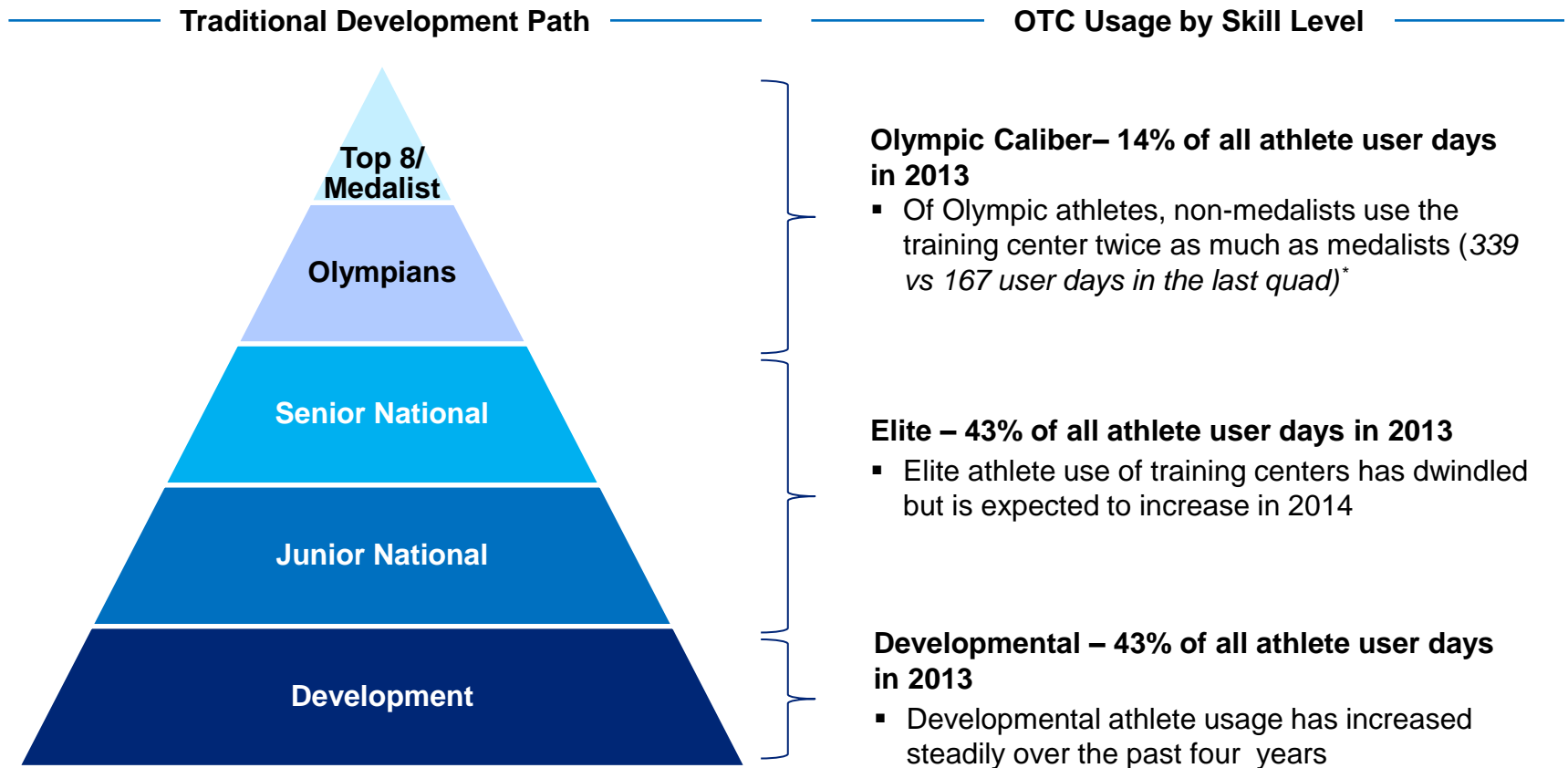
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- Stakeholders should widely agree that the HPC delivers value to sport.
- Access to a centralized facilities and shared sport performance services is a cost effective way to support a broad range of athletes for a numbers of sports.
- Prime access 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



# 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

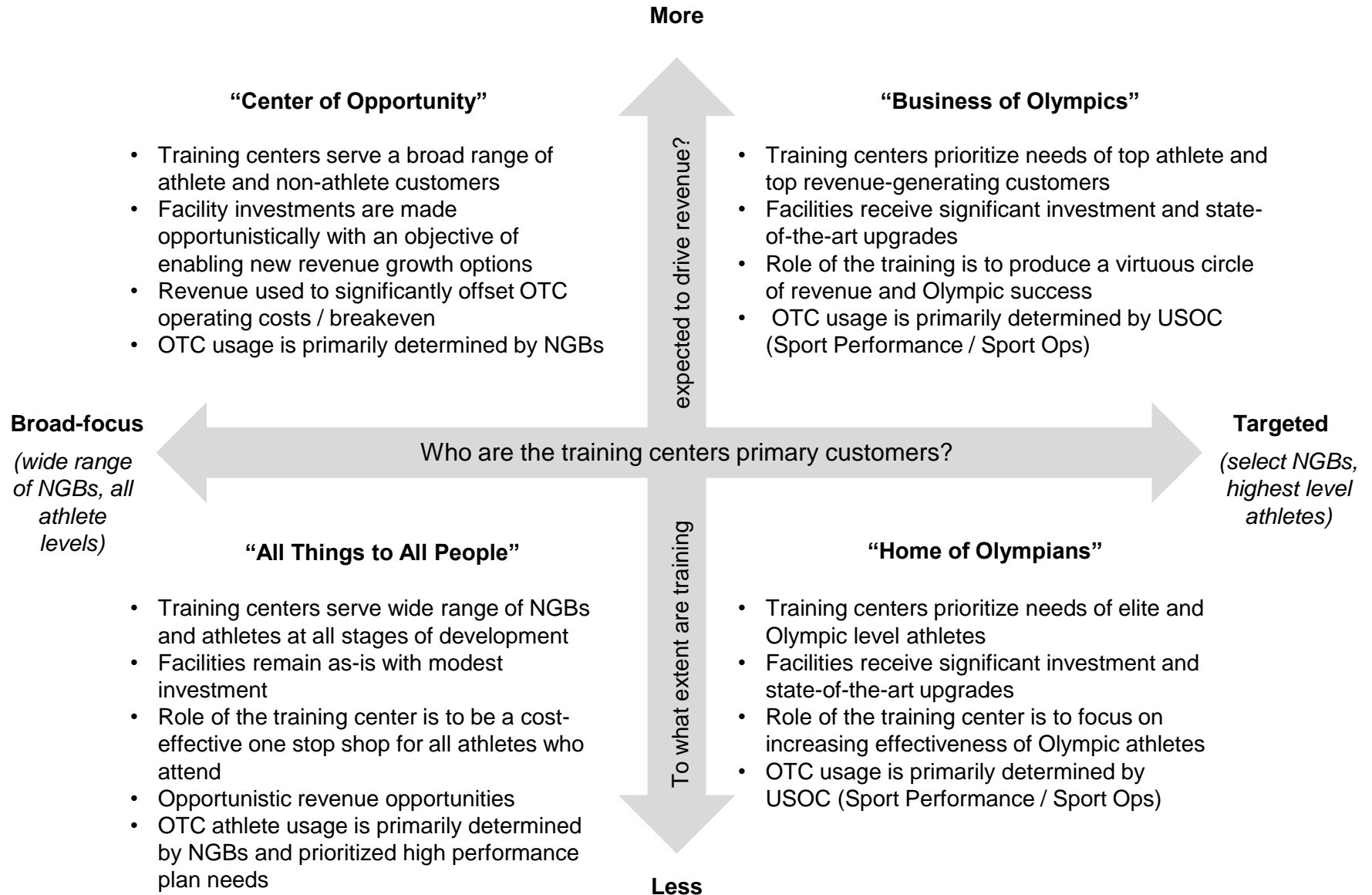
Network of training sites is expanding as a training option for Sport teams grow and develop.



# 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
<p><b>“All Things to All People”</b></p>	<ul style="list-style-type: none"> <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 style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Athlete Development</li> <li>• Service quality</li> <li>• OTC Utilization</li> <li>• Financial</li> </ul>	 <ul style="list-style-type: none"> <li>• Cost-effectiveness</li> </ul>
<p><b>“Center of Opportunity”</b></p>	<ul style="list-style-type: none"> <li>• Revenue growth (to break-even)</li> <li>• Balancing sport performance and financial goals</li> </ul>	<ul style="list-style-type: none"> <li>• Athlete Progression</li> <li>• Cost / Medal</li> <li>• OTC Facility Revenue</li> </ul>	 <ul style="list-style-type: none"> <li>• Break-even</li> </ul>
<p><b>“Home of Olympians”</b></p>	<ul style="list-style-type: none"> <li>• Performance of Olympic athletes</li> <li>• NGB accountability to performance goals</li> </ul>	<ul style="list-style-type: none"> <li>• Medal Count</li> <li>• Athlete Progression</li> <li>• Cost / Medal</li> </ul>	 <ul style="list-style-type: none"> <li>• Medal-production</li> </ul>
<p><b>“Business of Olympics”</b></p>	<ul style="list-style-type: none"> <li>• Performance of Olympic athletes</li> <li>• Revenue growth</li> <li>• Corporate sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Medal Count</li> <li>• Profit Margin</li> <li>• Revenue / Cost growth</li> <li>• OTC Facility Revenue</li> </ul>	 <ul style="list-style-type: none"> <li>• Profit</li> </ul>

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





# High Performance Center Metrics Recommendations Summary

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- 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