

**Deloitte.**

Deloitte and Team USA  
Leading the way, together



# Deloitte and the United States Olympic Committee

“As a partner and a trusted advisor, Deloitte has worked tirelessly to help us set long-term strategy, operate more efficiently, and aid us in our mission of best serving Team USA athletes. I am confident the best is yet to come from this partnership.”

Scott Blackmun  
Chief Executive Officer, USOC

Deloitte sees every client relationship as an opportunity to deliver measurable value. We approach our sponsorship of the U.S. Olympic Committee (USOC) with the same mind-set. As one of the premier National Olympic Committees and National Paralympic Committees in the world, the USOC works each day to promote sport and develop champions. To accomplish this goal, it has grown into a complex organization that handles everything from athlete services and sport competitions to marketing, fund-raising, and international relations. Since 2009, Deloitte has worked as a trusted advisor with the USOC, to shape its long-term strategy, improve operational efficiency, and support its core mission of serving Team USA’s athletes.



Deloitte was drawn to the USOC because our organizations embrace the same values: leadership, integrity, strength through diversity, a commitment to teaming, and a global perspective. Through our sponsorship, we provide support to help the USOC and Team USA operate efficiently and successfully throughout their journey to the Olympic and Paralympic Games. The impact of our work can be measured in very human terms: not just in the number of champions, but also in the USOC’s ability to promote sport and competition to future generations.

This document includes case studies that are representative of our work with the USOC and our commitment to supporting its mission.

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“Deloitte’s work with the USOC enables us to contribute our leadership and the unique capabilities we’ve honed in the business community while generating immense pride among our colleagues.”

Jon Eisele  
Partner  
Deloitte LLP  
USOC Lead Client Service Partner

## Case study

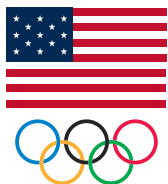
# USOC launches new “Green Ring” Sustainability Program



## Improving sustainability performance with the help of key partners

### Background

As an increasing number of companies have recognized, sustainability initiatives can have a significant impact on their bottom line and deliver a competitive advantage. The USOC understood the benefits in more human terms: the organization was inspired by athletes whose connections to the environment make them among the most passionate supporters of green efforts. A network of high-profile global sponsors offered a powerful platform to enhance the USOC’s brand and promote the impact of sustainability initiatives. However, the leadership needed someone with the strategic expertise and knowledge of sustainability to translate its vision into action. Deloitte was a natural choice.



### Deloitte’s work

Some of the USOC’s partners had already made a significant commitment to sustainable practices; the challenge was determining how to harness this network most effectively. The solution was the Green Ring, an initiative created to provide U.S. athletes with environmentally friendly training environments and increase awareness about sustainability among the USOC’s stakeholders.

As a first step, Deloitte conducted a comprehensive assessment of the USOC’s programs and identified ways to align its operations with promising sustainability opportunities. Deloitte also pinpointed ways that sustainability projects could yield both financial and environmental savings for the USOC and its partners, with an emphasis on four categories: energy,

GHG emissions, water, and waste. In January 2012, the Deloitte team moderated a USOC sponsor summit where sustainability experts from BMW, BP, and GE validated the mission statement for the Green Ring and helped identify ways to collaborate with the USOC.

### Impact

Deloitte’s in-depth analysis and recommendations helped lay the foundation for the USOC’s successful launch of the Green Ring. Initiatives ultimately proposed by and launched with USOC’s partners included carbon-neutral travel and accommodations for all Team USA members at the 2012 London Olympic and Paralympic Games. At U.S. Olympic Training Centers, the USOC has implemented a number of programs such as an energy-efficient vehicle fleet and sustainable construction materials, water-saving technologies, and a new fuel station with fuels that are completely offset by carbon credits.

During the rapid assessment, Deloitte also focused on creating awareness about sustainability both within the USOC and among external stakeholders — a critical element in building momentum for future projects. As a result, the USOC is well positioned to expand the Green Ring to additional sponsors in the coming years. Future projects might include a food chain nutritional review, an investigation agro environmental process and a water management analysis.

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“Deloitte’s work helped open our eyes to the possibilities of what we could accomplish through our sustainability efforts — not just for our organization, but for all of our widespread constituents.”

Lisa Baird  
Chief Marketing Officer  
United States Olympic Committee

## Case study

# Expanding Paralympic sport programming for service members

**Even the most noble and worthy ideas require world-class strategy and execution to make a lasting impact.**

## Background

The ranks of wounded service members have swelled over the past decade. To support their rehabilitation and recovery, the U.S. Department of Defense approached U.S. Paralympics, a division of the USOC, to expand sport programs for wounded service members. U.S. Paralympics sought to address the challenge on two levels: create the Warrior Games, a multiday event that would promote sport competition, increase camaraderie, and showcase the abilities of wounded, ill, and injured service members and veterans; and harness the interest, energy, and passion in the Warrior Games to significantly expand the availability of community-based programs for service members with physical disabilities.

Pursuing these efforts required a broad range of skills including strategic planning, coordination, and grant management. Multiple stakeholders would be involved, from the federal government — Department of Defense and U.S. Department of Veterans Affairs — and the United Service Organization and foundations to local and regional members of the Paralympic sport community. U.S. Paralympics recognized that it needed help and professional support and engaged Deloitte in the early stages of planning.



## Deloitte's work

Deloitte's experience in working with federal government organizations such as the Veteran's Administration, as well as its relationship with the USOC, made it a natural choice. Upon recognizing the significant potential of the Warrior Games, Deloitte became the presenting sponsor of the event, contributing its capabilities on marketing, promotions, and coordination, as well as vital funding to support the competition. One of Deloitte's top priorities was to lay the groundwork for the Warrior Games so that it would thrive as an annual event.



Deloitte also helped the USOC and its network of Paralympic Sport Clubs, community-based sport programs, to ensure they had the capabilities and programming to handle increased demand. The team worked with administrators to improve grant writing abilities, identify additional funding streams, and define the goals and strategy of their organizations.

## Impact

In 2010, more than 200 athletes competed in the inaugural Warrior Games in Colorado Springs before enthusiastic crowds of family, friends, community and government leaders, fellow service members and veterans. Deloitte helped U.S. Paralympics establish a solid foundation to expand the event and increase its impact on service members. This year marked the fourth Warrior Games, which has become a springboard for many service members and veterans to participate in sports programs in their communities after the event. More important, the event helped to increase the participation in sport programs by wounded, ill, and injured service members by more than 20 percent.

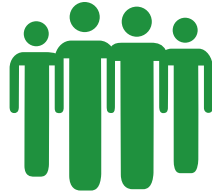


**“This exceeded my wildest expectations. I didn't know that we'd have that kind of emotion and the size of the crowds that are here.”**

Army Brig. Gen. Gary H. Cheek  
Commanding General of the  
Army's Warrior Transition Command  
2010 Warrior Games

# About the Games

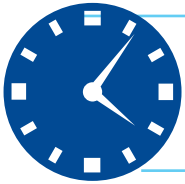
More than **120** Deloitte practitioners delivered **5000+** hours of client service projects to the USOC



**8.8million** tickets sold for the London 2012 Olympic Games



**2.7million** tickets sold for the London 2012 Paralympic Games



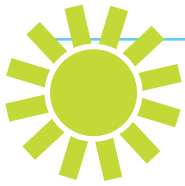
**4** Number of Olympic Games being planned at any point in time

**4200:20:471**

More than 4,200 Paralympic athletes competed in 471 events across 20 sports at the 2012 Paralympic Games

**6,435,100**

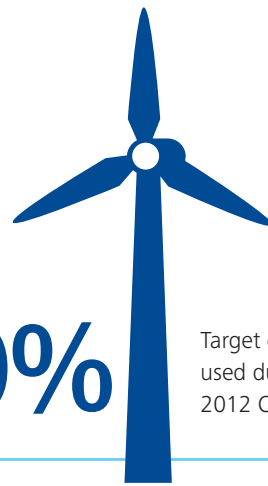
Miles flown before, during and after the U.S. enjoyed a successful London Games



**11** Number of athletes that have won both Summer and Winter Olympic or Paralympic medals

**10,500:300:26**

The Olympic Games hosted 10,500 athletes competing in 300 events across 26 sports



**20%**

Target of renewable energy used during the London 2012 Olympic Games



**2.7million** Square feet of living space in the London 2012 Athlete Village

**60thousand** Meals served within the London 2012 Athlete Village



**18** Wounded military service members and veterans competed at the London 2012 Paralympic Games

**260** Athletes competed in the 2013 Warrior Games



**26,513**

Total number of Olympic medalists between 1896 - 2010



**20,000**

Number of members of the media that covered the London 2012 Olympic Games



**6+1**

The number of military teams represented in the 2013 Warrior Games: The United States Army, Marine Corps, Navy, Coast Guard, Air Force, and Special Operations are joined by the UK's Battle Back Program.

# Our team



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“It is an honor to be able to participate in the storied Olympic tradition, both from the sidelines as fans and side-by-side as a sponsor providing professional services to the USOC and supporting its athletes.”

Bruce Westbrook  
Principal  
Deloitte Consulting LLP  
USOC Lead Consulting Principal



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