



## **UNITED STATES OLYMPIC COMMITTEE**

### **ORGANIZATIONAL ANALYSIS**

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## OVERVIEW

The United States Olympic Committee (USOC) is the most influential, most winning of the National Olympic Committees throughout the world. The success of the organization has much to do with the success of its athletes in the Olympic games. Moreover, this success would not be made possible without a well run, efficient, and effective organizational structure driven by a clear mission. This report provides an organizational analysis of the USOC, focusing on how well the organization follows and executes its mission statement. The examination of several factors including key organizational turning points in USOC history, its goals and objectives, its leadership and organizational structure, and its relationship to its parent company, the International Olympic Committee (IOC), will show that the USOC embodies elements of all four organizational frames, contributing to its successful mission. Subsequently, a SWOT analysis was conducted to determine how the USOC compares to the external factors, which can affect the continuing success of the USOC. Finally, a SMART Goal was created based on the internal and external factors examined.

## USOC HISTORY

The USOC is the nonprofit organization overseeing the United States' participation in the Olympic, Paralympic, Pan American and Parapan Games (About the USOC, 2014). With a history dating back to the early 20th century, it is one of the 204 National Olympic Committees (NOCs) under the umbrella of its parent organization, the IOC.

When the IOC was founded in 1894, the two constituent American members, James Edward Sullivan and William Milligan Sloane, formed a committee to organize the participation of U.S. athletes in the inaugural modern Olympic Games to be held two years later in Athens, Greece (Barney). The formal committee, initially named the American Olympic Association,



(AOA) was formed at a meeting in November 1921 at the New York Athletic Club (History, 2014).

In 1940, the AOA changed its name to the United States of America Sports Federation and, in 1945, changed it again to the United States Olympic Association, (USOA) (History, 2014). Public Law 805, which granted the USOA a federal charter, was enacted in 1950 and enabled the USOA to solicit tax-deductible contributions as a private, nonprofit corporation. In 1961, when major constitutional revisions were made, the name of the USOA was changed to its current designation – United States Olympic Committee (History, 2014).

In 1978, the passage of The Amateur Sports Act (now the Ted Stevens Olympic Amateur Sports Act – revised in 1998) as federal law appointed the USOC as the coordinating body for all Olympic-related athletic activity in the United States (Ted Stevens Olympic Amateur Sports Act of 1978). It specifically named the USOC for athletic activity in the United States directly relating to international competition, including the sports on the programs of the Olympic, Paralympic, Pan American and Parapan American Games (History, 2014). The USOC was also tasked with promoting and supporting physical fitness and public participation in athletic activities by encouraging developmental programs in its member organizations (History, 2014). Additionally, the act included provisions for recognizing National Governing Bodies (NGBs) for the sports on the Olympic, Paralympic, Pan American and Parapan American Games programs and gave the USOC the general authority, on a continuing basis, to review matters related to the recognition of NGBs in the act (Ted Stevens Olympic Amateur Sports Act of 1978). This public law protects the trademarks of the IOC and USOC as well as gives the USOC exclusive rights to the words "Olympic," "Olympiad," "Citius, Altius, Fortius," (the Olympic motto – faster, higher, stronger) and Olympic-related symbols in the United States (Olympic Movement, 2014).



Finally, the USOC is one of only four NOCs in the world that also serve as the National Paralympic Committee for their country, and unlike most other nations, the United States does not have a sports ministry (United States Olympic Committee 2012 Annual Report, 2012).

## **MISSION, GOALS & OBJECTIVES**

An organization's mission statement is arguably, the most important component of a successful organization. Having a clear mission for an organization creates direction and focus for all that the organization does. In great organizations, every aspect of the organization relates directly, or in some cases indirectly, to its overall mission. The USOC's mission is "To support U.S. Olympic and Paralympic athletes in achieving sustained competitive excellence while demonstrating the values of the Olympic Movement, thereby inspiring all Americans" (About the USOC, 2014). Along with the mission, the U.S. Olympic Movement is built on the following core values:

- Excellence: Giving one's best, on the field of play or in life
- Friendship: Building a peaceful and better world through solidarity, team spirit, joy and optimism in sport
- Respect: Respect for oneself and one's body, respect for one another, for the rules as well as the environment (About the USOC, 2014)

These values support the efforts of the mission. Specifically for the USOC, excellence, friendship, and respect all play towards keeping the integrity of the Olympic Movement as well as teaching the athletes to be the best people they can be, both as Olympic athletes, and as contributing members of their respective communities.

The USOC has set up several goals and objectives that further define how to drive the organization. One objective deals with the USOC teams. The USOC is responsible for training, entering, and funding U.S. Teams for the Olympic, Paralympic, Youth Olympic, Pan American,



and Parapan American Games (2014 Olympic Winter Games Team USA Media Guide, 2014). Another objective is that the USOC serves as a steward of the Olympic Movement throughout the U.S. (2014 Olympic Winter Games Team USA Media Guide, 2014). The USOC also oversees the bidding processes for U.S. cities to host the Olympic/Paralympic Games, the Youth Olympic Games or the Pan/Parapan American Games (2014 Olympic Winter Games Team USA Media Guide, 2014). Next, the USOC aids America's Olympic and Paralympic athletes through its National Governing Bodies (NGBs), including with financial support, customized, creative and impactful athlete support, and coaching education programs (2014 Olympic Winter Games Team USA Media Guide, 2014). Specifically, the USOC supplies direct funding, health insurance, tuition grants, media and marketing opportunities, career services, performance-based monetary rewards, performance services (sports medicine, strength and conditioning, and psychological, physiological and nutrition assistance), and performance technology (United States Olympic Committee 2012 Annual Report, 2012). Finally, the USOC approves U.S. trials sites and team selection procedures for the Olympic, Paralympic, Youth Olympic, Pan American, and Parapan American games (United States Olympic Committee 2012 Annual Report, 2012). It is clear that these defined objectives align with the mission of the organization, which contributes to its success as the most winning, most influential NOC in the world.

## **LEADERSHIP & ORGANIZATIONAL STRUCTURE**

In analyzing organizational structure, Bolman and Deal concede organizations are complex and that within an organization, "clear, well-understood goals, roles, and relations and adequate coordination are essential to performance" (Bolman & Deal, 2013, p. 44). The USOC is an extremely complex organization, which uses simple hierarchy, vertical and horizontal coordination, as well as machine bureaucracy and divisionalized form structures, in order to



achieve its high performance objectives, while maintaining its status as the premier NOC in the world.

In relation to the simple hierarchy, at the top of the USOC is the Board of Directors and the Executive Team who are responsible for vertically managing operational endeavors. Lateral coordination within the organization can be found in delegating and deferring to the various independent bodies under the Board of Directors and Executive Team's supervision, such as the Athletes Advisory Council (AAC), the National Governing Bodies Council (NGBC), the Multi-Sport Organization Council (MSOC), the Paralympic Advisory Committee (PAC), and Working Groups.

## **BOARD OF DIRECTORS**

The USOC is governed by a 16-member board of directors (United States Olympic Committee 2012 Annual Report, 2012). It consists of three constituent councils to serve as sources of opinion and advice to the board and USOC staff, including the Athletes' Advisory Council, National Governing Bodies Council, and the Multi-Sport Organizations Council, which allows for lateral coordination and fosters integration within the Board of Directors (Leadership, 2014). In a professional interview conducted with the USOC's Chief of Organizational Excellence (COE), Ms. Benita Fitzgerald Mosley, she described the role of the board as "providing input and advisory services for the USOC executive team in a manner that is constructive and useful to the growth of the organization, without overreaching" (B. F. Mosley, personal communication, April 18, 2014). *A complete list of the board of directors is included in the Appendix, Exhibit # 2.*

## **EXECUTIVE TEAM**

The executive team, which also governs and manages the USOC, is led by the Chief Executive Officer, Scott Blackmun, who has 9 direct reports (Executive Team, 2014). His team is responsible for the day-to-day operational management and program implementation within



the USOC (Executive Team, 2014). Blackmun sits on the USOC Board of Directors as an Ex Officio member (Board of Directors, 2014). As seen in the USOC organizational chart (*found in the Appendix, Exhibit #1*), the USOC uses a machine bureaucracy structure as defined by the Mintzberg models. "Members of the strategic apex [the USOC Executive Team] make the big decisions; managers and standardized procedures govern day-to-day operations...has large support staffs and a sizable techno structure" (Bolman & Deal, 2013, p. 77). This structure fits the USOC in enabling its key structural imperatives.

### **ATHLETES ADVISORY COUNCIL**

The AAC is comprised of one representative from each Olympic and Pan American sport, eight athletes representing the Paralympic Sport Organizations, and six athletes elected by the AAC to serve at-large, including a chair and two vice chairs (AAC, 2014). Within the AAC, three members are chosen to serve on the USOC board. (B. F. Mosley, personal communication, April 18, 2014). As previously mentioned the AAC is part of the lateral coordination established within the USOC. Within the AAC itself, it also uses lateral coordination to foster integration between all of the sports within the Olympic, Paralympic, and Pan American sports.

### **NATIONAL GOVERNING BOARD COUNCIL**

The mission of the NGBC is to assist the NGBs and Paralympic Sport Organizations as they strive to achieve sustained competitive excellence (NGBC, 2014). The NGBC represents the consensus views of the NGBs and the Paralympic Sports Organization (PSO), to the USOC board of directors, USOC staff and U.S. Olympic and Paralympic Assembly (NGBC, 2014). As with the AAC, the NGBC similarly places three members on the USOC board (Board of Directors, 2014). Similarly, the NGBC uses lateral coordination, within a vertically coordinated, simple hierarchy, and machine bureaucracy structure. The NGBC also deals with the divisionalized form of the



NGBs, since each NGB acts under its own scale of economies, has its own resources, and has a hand in controlling its own economic risks (Bolman & Deal, 2013, p. 81).

## **THE MULTI-SPORT ORGANIZATION COUNCIL**

The MSOC is a partnership between the United States Olympic Committee and a number of community-based organizations (MSOC, 2014). The council is comprised of one representative from each multi-sport organization, and each member is selected by their boards of directors or governing boards (MSOC, 2014). The purpose of the MSOC is to ensure effective communication between the MSOs and the USOC, and its goals are to develop national interest in sports, grow and sustain members and increase opportunities for participation in competition internationally, nationally and at the grassroots level (MSOC, 2014). Once again, the MSOC works under lateral coordination within the USOC.

## **PARALYMPIC ADVISORY COMMITTEE**

On March 15, 2011, the USOC board of directors created a Paralympic Advisory Committee to advise the board and management on enhancing Paralympic programming and resources (PAC, 2014). The PAC currently consists of 12 members, all of whom help provide vision and leadership to help develop and implement the USOC's long-term Paralympic strategic plan (PAC, 2014).

## **WORKING GROUPS**

In 2010, the U.S. Olympic Committee began using working groups to help tackle important issues within the organization (Working Groups, 2014). The working groups – comprised of both internal and external industry leaders and experts – convene during a six-month period (Working Groups, 2014). Members are recruited by the USOC and work together to compile a report of recommendations that is presented to the USOC's board of directors (Working Groups, 2014). To date, working groups have convened on the following topics: safe



training environments, diversity inclusion and athlete career, education and life skills (Working Groups, 2014).

The USOC is consistently measuring the effectiveness of its organizational structure, making adjustments, such as adding lateral coordination with working groups, to ensure it continues to meet its broader objectives. *A graphical representation of the USOC structure can be found in Appendix, Exhibits #1,2,3, and 6.*

## ORGANIZATIONAL FRAMES

### STRUCTURAL FRAME

According to Bolman and Deal, the structural frame focuses on the allocation of responsibilities across different units and roles, and additionally, the integration of diverse efforts in pursuit of a common goal (2013). For the USOC, those goals include providing resources to athletes from the United States to perform at peak levels during competition, supporting American cities in bidding for the Olympics or Pan Am games, in addition to its corporate social responsibility initiatives. Bolman and Deal contend that a significant amount of time and attention must be devoted to designing structures that allow people to do their best (2013, p. 48). The results generated by Olympic teams from the United States, reflect this structure. To date, the United States has won twice as many Olympic medals than any other country, and has produced the most decorated Olympian in history, Michael Phelps (Top Olympic Medal Winners, 2014).

Much of the work in organizations of every sport across the globe gets done in groups or teams, and if key responsibilities are not clearly assigned, important tasks fall through the cracks (Bolman & Deal, 2013, pp. 71, 103). The USOC is no different. It relies on a model similar to Mintzberg's divisionalized form, where the bulk of work is done in quasi-autonomous units or independent businesses units (Bolman & Deal, 2013, pp. 80-81). For example, the NGBs are



autonomous organizations, with independent management structures, yet they coalesce under the USOC for international competition.

Another example of the divisionalized form is the relationship between the USOC and its parent, the International Olympic Committee (IOC). The USOC is an autonomous National Olympic Committee, under the IOC umbrella (USOC Annual Report, 2012). *See Appendix, Exhibit #4 for the IOC organization structure.* The NGBs, at various times, have had disputes with the USOC over a variety of issues. For example, when the USOC laid out plans in 2011 to provide financial aid to NGBs on the basis of performance, the smaller NGBs like Team Handball and US Biathlon became uneasy about the strategy, believing it will benefit larger NGBs such as USA Track and Field and USA Skiing, who have stronger performance records (Mickle, USOC funding strategy worries small NGBs, 2011). The USOC, however, works closely with the NGBs to monitor and evaluate policy on an ongoing basis as a part of its review process. This helps to allay fears and inspire confidence, even when decisions are unpopular. US Biathlon President and CEO Max Cobb said that the USOC has been transparent about the potential cuts, and that's allowed NGBs to begin planning for them. He said his organization would turn to the USOC for support in enhancing its fundraising efforts and adding to its membership (Mickle, USOC funding strategy worries small NGBs, 2011). Bolman and Deal opine that designing a structure and satisfying every interested party is difficult and hazardous (2013, pp. 70-71). By shifting its approach, the USOC continued to provide services to the constituent NGB, while restructuring resource delivery for optimal impact.

Beyond the NGBs, another key component of the USOC organizational structure is its funding model. As a federal nonprofit, the USOC is almost entirely privately funded and relies on rights fees and sponsorships to implement its programs. In the quad revenue year between 2009-2012, the USOC received 84% of its revenue from two sources – broadcast rights and sponsorships. (United States Olympic Committee 2012 Annual Report, 2012). The sponsorship



dimension includes both cash and in kind services, and the partnerships have never been stronger. Within the context of the Olympic movement, the USOC has a two tiered sponsorship model, beginning with global The Olympic Partnership (TOP) program, instituted by the IOC, at the IOC levels. (SPONSORSHIP, 2014)

The TOP program is the highest level of Olympic sponsorship and provides partners with exclusive worldwide marketing rights to the Summer, Winter and Youth Olympic Games. TOP Partner companies are multinational organizations, which are able to provide direct support, sponsor services or expertise for the staging of the Games. In addition to supporting the IOC and the Organizing Committees, TOP Partners support National Olympic Committees and their Olympic teams, which includes the USOC. For the 1996 Olympic cycle, IBM was a worldwide partner for the Centennial games, and provided computer hardware, software and services for the games. Mr. Uyoe, a certified IBM network engineer and IBM employee at the time, was asked to provide technology training services for Olympic staff at all competition venues, as well as the main press center.

Domestically, the USOC has partnerships with 26 official sponsors, which include the official US Olympic team outfitters Nike, Oakley and Ralph Lauren, in addition to official broadcast partner NBC Universal (2014 Olympic Winter Games Team USA Media Guide, 2014).

## **HUMAN RESOURCES FRAME**

According to Bolman and Deal, "The human resource frame is built on core assumptions that highlight this linkage:

- Organizations exist to serve human needs rather than the converse.
- People and organizations need each other. Organizations need ideas, energy, and talent; people need careers, salaries, and opportunities.



- When the fit between individual and system is poor, one of both suffer. Individuals are exploited or exploit the organization - or both become victims.
- A good fit benefits both. Individuals find meaningful and satisfying work, and organizations get the talent and energy they need to succeed" (2013, p. 117).

Due to the nature of the Olympic Movement and its mission, the USOC strongly represents the human resource frame. There are two ways the USOC serves its athletes: benefits and development. According to the USOC Annual Report, USOC athletes receive several benefits including: direct athlete funding, health insurance, tuition grants, media and marketing opportunities, career services, and performance-based monetary rewards (2012). The USOC's development efforts are extremely broad. There are 15 U.S. Olympic Training Sites with 5 also serving as U.S. Paralympic Training Sites across 13 states (Training Centers & Sites, 2014). In 2012, it was reports that these facilities were utilized by nearly 600 U.S. national team athletes, including 109 Olympians and 64 Paralympians (United States Olympic Committee 2012 Annual Report, 2012). This shows how the USOC is using basic human resource principals to hire the right people, retain them, invest in them, and empower them (Bolman & Deal, 2013, p. 140).

## **POLITICAL FRAME**

Politics is the realistic process of making decisions and allocating resources in the context of scarcity and divergent interests (Bolman & Deal, 2013, pp. 183-184). They characterize organizations as political arenas and political agents within the context of the political frame. Though not privy to its internal organizational politics, the USOC has experienced the most public political turmoil of any sports entity in the United States.

Power, a core tenant of the political frame, is described by Pfeffer as “the potential ability to influence behavior, to change the course of events, to overcome resistance, and to get people to do what they would not otherwise do” (1992, p. 39). In 1980, US President Jimmy Carter



forced the USOC to support his call for an American led boycott of the 1980 Olympic games in Moscow, due to the 1979 Soviet invasion of Afghanistan. In *Boycott*, Caraccioli and Caraccioli provide considerable detail on the politics and coercive power applied by officials of the Carter administration (2008). Coercive power, according to Bolman and Deal, rests on the ability to constrain, block, interfere, or punish (2013, p. 197). Despite the fact the USOC is a private organization and does not receive federal funding, the Carter administration threatened to take “strong measures” to ensure the United States was not represented in Moscow. Possible punitive measures included revocation of US athlete’s American passports and/or withholding visas, changing the USOC’s tax exempt statutes, and changing the national sports statutes under which the USOC was formed (Caraccioli & Caraccioli, 2008, p. 86). Never before or since, has the President of the United States or the Federal government, been so politically involved with an American sports organization.

The political frame further sees organizations as coalitions of different interest groups, with members enduring differences in values, beliefs, information interests and perceptions of reality (Bolman & Deal, 2013, pp. 188-189). These conflicts of interest were clearly manifested in the failed attempt by the city of Chicago to hosts the 2016 Olympics, a bid fully endorsed and supported by the USOC. Baade and Sanderson-suggests that an ongoing revenue dispute between the USOC and IOC, in which the latter viewed the USOC as retaining a disproportionate amount of revenue from broadcast rights and sponsorships, was a key factor in diminishing the Chicago bid (2013). Additionally, the USOC without consulting with its parent IOC, unilaterally announced the formation of the US Olympic Television Network, USON, barely three months before the 2016 delegate vote, a move seen as a direct threat to the tightly controlled IOC broadcast distribution model. This was perceived by both the IOC and other NOCs, as an attempt by the USOC to further enhance its revenue base at the expense of there’s. These factors, coupled with inexperienced leadership within the USOC at the time in failing to



recognize the political implications of its maneuvering, resulted in Chicago's surprising, but not totally unexpected, elimination during the first round of balloting during the selection process. According to Bolman and Deal, the first task in building networks and coalitions is to figure out whose help you need. The second is to develop relationships so people will be there when you need them (2013, p. 213). In this case, the USOC did neither at sufficient levels to move the Chicago 2016 bid out of the first round.

Following Chicago's defeat, then CEO of the USOC, Stephanie Streeter, stepped down, replaced by current CEO Blackmun, who working alongside Probst has significantly improved the political culture and climate, both within the USOC and beyond. They scrapped plans for the USON, resolved financial differences with the IOC, and had a seat at the table when the new television deal between the IOC and its US broadcast partner, NBC Universal, was recently signed (Mickle, IOC Awards NBC Olympic Broadcast Rights In The U.S. Through '32 Games, 2014). Ms. Mosley stated that the USOC is in the best shape she's seen it during her 30-year association with the organization, first as an athlete, and now executive (B. F. Mosley, personal communication, April 18, 2014).

## **SYMBOLIC FRAME**

According to Bolman and Deal, "symbols carry powerful intellectual and emotional messages; they speak to both the mind and the heart" (2013, p. 243). Both the USOC and Olympic movement, in general, are heavy in symbolism, which manifests itself through the symbolic frame. By definition, many of the symbols the USOC uses stem from the IOC, as the USOC is the only body allowed to promote the IOC's Olympic. Symbols within the United States. Examples of Olympic symbolism include the Olympic Anthem, the release of doves, the theatrics of the opening & closing ceremonies, the rigid perfection of the medal ceremonies, the Olympic Rings, the Olympic Oath, the Olympic Motto, the Olympic Flame (and later, torch), and the



athlete uniforms. Each of these symbols represents a symbolic element of the mission of the USOC and the values of the Olympic movement. For example, the Olympic rings represent the union of the 5 continents and the meeting of athletes throughout the world at the Olympic Games (Olympic Movement, 2014). *See the Appendix Exhibit 7 for an image of the Olympic rings.*

Another example is the Olympic Oath:

In the name of all competitors, I promise that we shall take part in these Olympic Games, respecting and abiding by the rules that govern them, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams (IOC, 2014).

The Olympic Oath represents values and rituals within the Olympic Movement. "Values characterize what an organization stand for, qualities worthy of esteem or commitment. Unlike goals, values are intangible and define a unique distinguished character" (Bolman & Deal, 2013, p. 249). A single Olympian, usually from the host country, takes the Olympic Oath on behalf of all athletes during the opening ceremonies, creating a routine that connects an individual or group (Olympic athletes) to something mystical, more than words or rational thinking can capture (the Olympic Movement) (Bolman & Deal, 2013, p. 256)

Another example of the symbolic frame, are the ceremonies within the Olympics. Olympic ceremonies are symbolic because they create "order, clarity, and predictability" and ceremonies are episodic, grand, and elaborate (Bolman & Deal, 2013, p. 260). They are also very theatrical, which is typical in the symbolic frame.

## **INTERNATIONAL OLYMPIC COMMITTEE**

Re-established in 1894 during the International Sporting Congress in Paris, the IOC hosted its first games in Athens, Greece in 1896, and is the official steward of the Olympic movement (Gold & Gold, 2011, p. 23). From a legal standpoint, the IOC is an international non-



governmental non-profit organization, of unlimited duration, in the form of an association with the status of a legal person, recognized by the Swiss Federal Council (ruling of 17 September 1981). Its official languages are French and English. The administrative headquarters of the IOC were originally based in Paris, but, since 10 April 1915, they have been based in Lausanne, Switzerland.

## **INTERNATIONAL SPORTING FEDERATIONS (IFS)**

The International Sports Federations are international non-governmental organizations recognized by the IOC as administering one or more sports at world level. The national federations administering those sports are affiliated to them (IOC, 2014). The IFs also have the responsibility and duty to manage and monitor, the everyday running of the world's various sports disciplines, including for those on the competition program, and the practical organization of events during the Games (IOC, 2014).

## **THE NATIONAL OLYMPIC COMMITTEES (NOCs)**

More than 200 NOCs belonging to the Olympic family are essential “ambassadors” of the Olympic Movement in their respective countries, and the tasks assigned to them are clearly stipulated under Rule 27 of the Olympic Charter (IOC, 2014). The NOCs are responsible for sending participants to the Games and endorsing potential future Olympic host cities within their countries (IOC, 2014).

## **THE ORGANIZING COMMITTEE FOR THE OLYMPIC GAMES (OCOGs)**

The Organizing Committees for the Olympic Games (OCOGs) actually organizes the Olympics. The organization of the Olympic Games is entrusted by the IOC to the National Olympic Committee of the country of the host city as well as to the host city itself (IOC, 2014). The NOC forms, for that purpose, an OCOG, which, from the time it is constituted, communicates directly with the IOC, from which it receives instructions (IOC, 2014).



## SPONSORSHIP

Sponsorship accounts for over 45% of IOC revenue, and is provided through The Olympic Partner program (TOP), mentioned previously (SPONSORSHIP, 2014). Created by the IOC in 1985, The TOP program is the highest level of Olympic sponsorship, granting exclusive worldwide marketing rights to both the Winter and Summer Games (SPONSORSHIP, 2014). The program attracts some of the best-known multinational companies in the world and generates revenues that are distributed throughout the Olympic Movement, which ultimately supports the athletes. (IOC Marketing: MediaGuide London 2012 , 2012). *A complete list of TOP partners can be found in Appendix, Exhibit #5.*

## MEDIA & BROADCASTING

Broadcast fees account for 47% of accrued revenue to the IOC. (IOC, 2014). As the owner of the broadcast rights for the Olympic Games, the IOC is responsible for granting the television, radio, mobile and internet broadcasting rights to media companies around the world and ensuring that the Games have the widest possible global audience (IOC Marketing: MediaGuide London 2012 , 2012). In the United States, broadcast rights are held by NBC Universal (2014 Olympic Winter Games Team USA Media Guide, 2014).

The IOC structure employs what Bolman and Deal call the circle network (2013, pp. 101-102). This model works best when team members bring well developed communication skills, enjoy participation, tolerate ambiguity, embrace diversity and are able to manage conflict (Bolman & Deal, 2013, p. 102). *A graphic representation of the IOC structure can be found in Appendix, Exhibit #4.*



## SWOT ANALYSIS

### STRENGTHS

1. Exclusivity –As the single coordinating body for U.S. participation in Olympics, Paralympics, Pan Am and Parapan games, the USOC achieves significant brand differentiation.
2. The USOC brand is stable, authentic, and credible.
3. The USOC offers a platform for "non-revenue" American athletes to showcase talents and abilities on a global stage, invariably elevating the profile of the country.
4. The USOC attracts sponsorship from the most represented brands in the world.
5. The USOC has a very strong financial model of revenue derived from broadcast rights fees, sponsorships and donations.
6. The USOC provides athletes welfare packages to enable elite competitors to train and compete.
7. The USOC promotes the image of American bid city as a center for culture, tourism, commerce, and sports.
8. The USOC provides research on improving training methods as a strategic resources for its athletes.
9. The USOC promotes and drives improvements in business, transportation, and employment opportunities for people with disabilities.
10. Successful USOC bids provides infrastructural development and inner city rejuvenation for American cities.

### WEAKNESSES

1. The USOC has a reputation in Olympic circles of not being tough enough on doping.



2. Programs and funding structure is not designed to reach talented inner city youth who possess elite talent, but lack the resources to train.
3. Current selection procedures for the Olympic team, the Olympic trials, does not consider anomalies to accommodate the best American athletes.
4. Due to its dependencies on private funding, it may be difficult to sanction a sponsor who contravenes parts of the Olympic Code of Conduct.
5. The bidding process can drain a bid city of resources, irrespective of how nominal.
6. Agreements with sponsors for American athletes to wear "approved" apparel or gear has been perceived as negatively impacting athletic performance, as in the case of Under Armour at the 2014 Sochi Winter Olympics. Even where the apparel agreement was between the US Skating Federation and Under Armour, the perception was that this was a USOC orchestrated deal that negatively impacted American athletes.
7. Policies of the USOC leadership have been known to strain its relationship with the IOC, thereby adversely affecting previous US bids for the Olympic games.
8. Of the 106 members of the IOC, only 4 are from the USA (1 from Canada), meaning the US and USOC have limited influence in major Olympic decisions, despite the fact that the US contributes 60% of worldwide Olympic revenue.
9. Scandals and inadequate oversight within the NGBs could negatively impact the USOC brand, particularly in high profile sports such as gymnastics and swimming.
10. Perception of a disproportionate amount of USOC budget spent on administration and governing structure rather than athletic programs.

## OPPORTUNITIES

1. Private funding means athletes are not adversely impacted during economic downturn since tax payers are not asked to shoulder the burden of athlete funding.



2. Successful bid provides commerce opportunities for local business, and often enables regional infrastructural development.
3. New technology is making it easier to connect and engage with fans and viewers.
4. Sponsorship revenue continues to grow due to segmenting sponsorship packages and the new outlook to engage with target markets, not just get views.
5. International sports are growing in popularity and revenue.
6. New media platforms are being created through new TV networks and online portals.
7. Mobile technology now allows for viewing sports on the go, making it easier for fans to participate in their favorite sports.
8. The new IOC work groups will allow for international membership unity on solving issues within the IOC and its NOCs.
9. Suppliers are making more technologically advanced equipment that helps to increase athletic performance in training and at the Olympic games.
10. A positive trend of social good and corporate social responsibility gives the USOC more opportunity to connect with more funding partners.

## THREATS

1. The visible platform of the Olympic Games exposes American athletes to potential acts of terrorism, especially when games are held outside of the U.S.
2. U.S. foreign policy can impact decisions made within the organization, and how it is perceived by the IOC and other NOCs.
3. USOC and NGBs heavily compete with the major league sports for broadcast opportunities and attendance, with many of the Olympic teams falling short to the major league sports.



4. It is difficult for bid cities to become profitable due to high infrastructure and construction costs.
5. Ambush marketing decreases the value of the USOC and IOC sponsorships/partnerships.
6. Corruption within other NOCs could cause Team USA athletes to miss out on medals at the Olympic Games.
7. While drug testing is becoming more sophisticated, new drugs that are not yet detectable are always being produced, therefore making it hard to catch all of the athletes who are using PEDs.
8. Competition among other NOCs is increasing, especially with developing nations such as China, where new revenue can be utilized to fund athletes.
9. Instability in Russia/Ukraine, as well as the Middle East, could have affect future Olympic games.
10. Restrictions on sponsorships set by the IOC can limit activation, making it difficult for sponsors to fully leverage the value of an Olympic partnership.

## **SMART GOAL**

Talented youths across the United States are unable to fully develop their athletic skills due to lack of facilities, funding, and coaching, particularly in large urban areas and remote parts of the country. Having a SMART Goal to develop “Basic Olympic Training Centers” in large population centers, as well as rural areas, would offer more Americans the chance of training at sub elite levels, with the promising athletes graduating to the elite training centers already established and funded by the USOC.

As the steward of the Olympic and Paralympic Movements in the United States, the U.S. Olympic Committee is dedicated to supporting U.S. athletes in achieving sustained competitive



excellence. To fulfill this mission, the USOC recognizes the need to increase diversity and ensure the inclusion of all U.S. citizens. The objectives of its Diversity and Inclusion program are twofold: to increase performance and ensure long-term support for Team USA and National Governing Bodies by harnessing the synergy of many diverse talents into a high-performing team (Diversity and Inclusion, 2014). The basic Olympic training centers fit this SMART Goal criterion in the following ways:

## Specific

- What - To develop 4 regional ‘Basic’ Olympic Training Centers (BOTCs) in various parts of the country to supplement the 3 elite training centers under USOC staffing, management and supervision.
- Who - Work with partner companies and organizations, for either direct, or in kind sponsorship, to build, equip, and staff, the new BOTCs. This initiative may potentially create a new category of sponsorship for the USOC.
- Where - The facilities would be located in Atlanta, Chicago, Fargo and Seattle.
- When - Each facility would be fully operational by 2022.
- Which - The primary constraint would be funding, however, the USOC has previously acknowledged its desire to reach more constituents, particularly at the grass root levels. (Diversity and Inclusion, 2014).
- Why - Provides America’s talented youth, particularly those who cannot afford to hire coaches, access to much needed facilities, expertise, and guidance. This helps further the mission and objectives of the USOC.

## Measurable

- Success will be measured by:
  - Number of Olympians produced from these facilities



- Number of medals won by Olympians passing through these facilities

## Attainable

- The facilities will be developed in conjunction with:
  - Corporate partnerships providing most of the funding
  - Ancillary funding from regional, state and local partnerships/government. Part of the stated objectives of the 1978 Amateur Sports Act, under which the USOC operates, is “promoting and supporting physical fitness and public participation program” (Stevenson Act of 1978). The BOTCs would further this objective.

## Realistic

- The existing three Olympic Training Centers (OTCs) have been successful, but possibly insufficient in availability and reach. Adding the BOTCs will ease the pressure from the existing OTCs, while attracting a whole new subset of potential Olympians.

## Time Bound

- The goal is to have athletes, initially trained at these BOTC’s, competing in the 2024 Summer Olympics, likely to be held in the United States.
  - Athletes passing through these facilities will account for 40% of US medals won by 2028

According to CEO Blackmun, “Diversity and inclusion are core values at the USOC because they make us better as an organization, ensuring that we’re capable of solving our complex business needs and equipped to provide the kind of support America’s athletes need” (Diversity and Inclusion, 2014).

The USOC as an organization has always been willing to consider contributions which serves its mission. Outreach to new communities will have a long-term, positive impact on nurturing new talent and developing the athlete pipeline. (Diversity and Inclusion, 2014).



Achieving the SMART Goal of developing the Basic Olympic Training Centers merits further examination.

## CONCLUSION

The USOC is a 120-year old organization with strong roots and a promising future to remain the top NOC in the world. As it oversees American athletes' participation in major international competitions, such as the Olympics and Paralympics, the USOC also promotes the Olympic Movement within the U.S., including providing support for potential host cities bidding for the Olympic games. In order to fulfill its mission of supporting the athletes, while promoting the Olympic Movement and creating American pride, a strong organizational structure must be utilized in order for the USOC to continue its global success. The machine and divisionalized structures, combined with lateral movement, creates an effective organizational structure for achieving the USOC mission. The USOC also utilizes all four of the structural frames by providing a clear governing structure, supporting its athletes' welfare and needs in the context of Olympic values, serving the best interest of athletes in the United States in disputes with the parent IOC, or the NGBs, and using symbolism to grow the Olympic movement in America, while enabling patriotism. The USOC conducts periodic reviews of its practices and organizational structure, and has been known to break frames. An example of this is when it shifted from an amateur only model, to including professional athletes like NBA and NHL players on the US Olympic team. Based on internal and external analysis, one SMART goal for the USOC to consider would be to enable more grass root levels of training young athletes by increasing the number of Olympic training centers, and using former Olympic athletes as coaches and mentors. This would directly relate to the USOC mission by continuing to grow the Olympic Movement within the US, as well as aid athletes in their development.



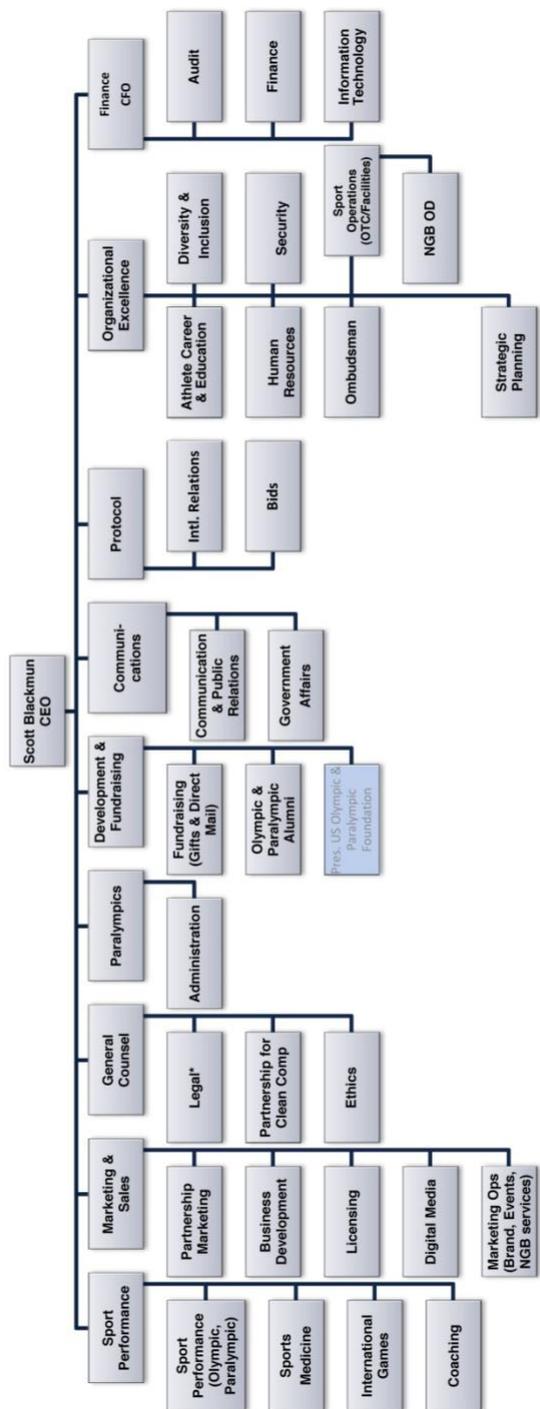
# APPENDIX

**Exhibit 1** (B. F. Mosley, personal communication, April 18, 2014)

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**1**

## UNITED STATES OLYMPIC COMMITTEE USOC CURRENT ORGANIZATIONAL CHART – 4/23/14



\*decentralized organizational model



**Exhibit 2** (United States Olympic Committee 2012 Annual Report, 2012)

# LEADERSHIP

**BOARD OF DIRECTORS (THROUGH DECEMBER, 20 2012)****INDEPENDENT**

**Lawrence F. Probst III**  
*(Chairman)*  
Chairman,  
Electronic Arts Inc.



**Robert Bach**  
Former President of  
Entertainment & Devices  
Division, Microsoft Corp.



**James Benson**  
CEO, Benson Botsford LLC



**Ursula M. Burns**  
Chairman & CEO,  
Xerox Corp.



**John S. Hendricks**  
Founder & Chairman,  
Discovery Communications



**Susanne Lyons**  
Former Executive  
Vice President &  
Chief Marketing Officer,  
Visa USA

**ATHLETES' ADVISORY COUNCIL**

**Nina Kemppel**  
Four-Time Olympian,  
Cross-Country Skiing



**Jair K. Lynch**  
Two-Time Olympian,  
Gymnastics



**Mary McCagg**  
Two-Time Olympian,  
Rowing



**Bob Bowlby**  
Commissioner,  
Big 12 Conference



**Dave Ogrea**  
Executive Director,  
USA Hockey



**Michael P. Plant**  
Executive Vice President  
of Business Operations,  
Atlanta Braves

**NATIONAL GOVERNING BODIES COUNCIL****EX OFFICIO**

**Anita L. DeFrantz**  
International Olympic  
Committee Member



**James L. Easton**  
International Olympic  
Committee Member



**Angela Ruggiero**  
International Olympic  
Committee Member



**Scott A. Blackmun\***  
Chief Executive Officer,  
United States Olympic  
Committee

\*Non-voting



**Exhibit 3** (2014 Olympic Winter Games Team USA Media Guide, 2014)

**GENERAL** **GAMES** **TEAM USA** **HISTORY** **USOC**

**EXECUTIVE TEAM**

 <b>Scott Blackmun</b> Chief Executive Officer	 <b>Alan Ashley</b> Chief of Sport Performance	 <b>Lisa Baird</b> Chief Marketing Officer	 <b>Larry Buendorf</b> Chief Security Officer	 <b>Jon Denney</b> Chief Development Officer
 <b>Rana Dershowitz</b> General Counsel	 <b>Wait Glover</b> Chief Financial Officer	 <b>Charlie Huebner</b> Chief of Paralympics	 <b>Morane Kerek</b> Managing Director, Internal Audit	 <b>Trevor Miller</b> Managing Director, IT
 <b>John Ruger</b> Athlete Ombudsman	 <b>Pam Sawyer</b> Managing Director, Human Resources	 <b>Chris Sullivan</b> Chief of Bids & Protocol		
	 <b>Patrick Sandusky</b> Chief Communications & Public Affairs Officer			

U.S. Olympic Team  
Media Guide  
2014  
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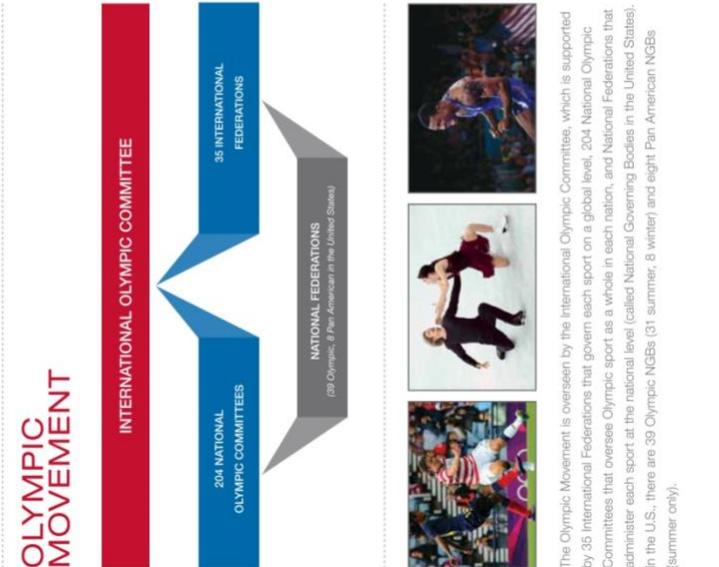
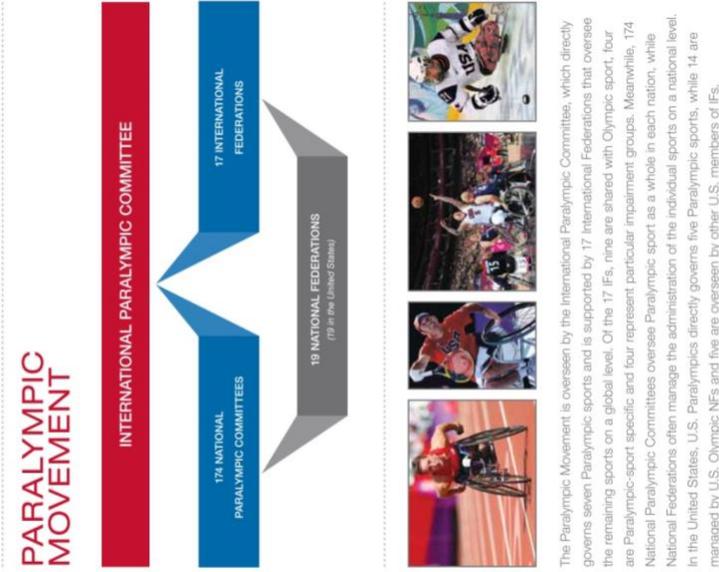


**Exhibit 4** (United States Olympic Committee 2012 Annual Report, 2012)

**COMMON ACRONYMS**

<b>IOC</b>	International Olympic Committee	<b>PASO</b>	Pan American Sport Organization
<b>IPC</b>	International Paralympic Committee	<b>USOC</b>	United States Olympic Committee
<b>ANOC</b>	Association of National Olympic Committees	<b>NF</b>	National (Sport) Federation
<b>NOC</b>	National Olympic Committee	<b>NGB</b>	National Governing Body (same as NF)
<b>NPC</b>	National Paralympic Committee		
<b>IF</b>	International (Sport) Federation		

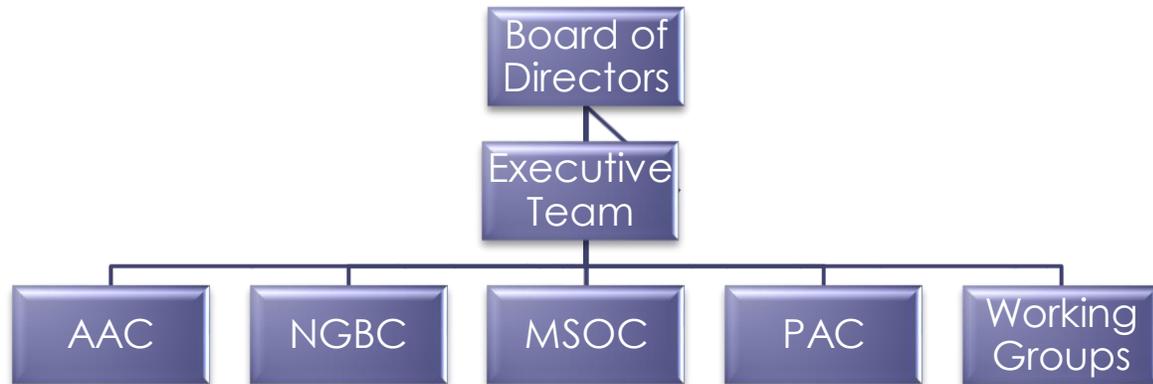
# OLYMPIC AND PARALYMPIC MOVEMENTS



**Exhibit 5** (2014 Olympic Winter Games Team USA Media Guide, 2014)



**Exhibit 6** (Leadership, 2014)



**Exhibit 7** (Olympic Rings)



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