

Winning It All FOR AMERICA

From San Francisco 2012's point of view, the *Bridge to the Future* starts with one fundamental strategy: To win internationally, San Francisco must start by creating an effective bidding partnership with the USOC. The critical connections the USOC can leverage through its international relations—with IOC members, NOCs, IFs, the IOC staff and other international Olympic gatekeepers—will be major factors in the city's ability to win the 2012 race.

The starting point of San Francisco's international strategies will be to engage USOC President Marty Mankamyer, CEO Lloyd Ward and the USOC's leadership, as well as the three U.S. IOC members, Anita DeFrantz, Jim Easton and Bob Ctvrtlik, in the process that defines the strategic direction of the bid. While SF 2012 is well informed on the nature of the international race—and has no shortage of ideas on which to implement effective strategies internationally (see introduction)—the evolving relationship between the USOC and the international Olympic Movement creates the context in which the 2012 international bidding strategies should be defined.



The International City for the International Competition

As a global brand, San Francisco represents deep-seated, universally positive impressions among people all over the world, feelings that the USOC and San Francisco 2012 will leverage in compelling terms. In 13 of the last 14 years, San Francisco has ranked as "the world's favorite U.S. city" in *Condé Nast's Traveler* international poll.* The starting point of San Francisco's popularity is its natural beauty and its impressive icons. The Golden Gate Bridge and the cable cars provide iconic symbols of American beauty, well known to people on every continent and in every city. Beyond that beauty, the international tapestry of San Francisco's neighborhoods provides a welcome mat for the world. Often called the Paris of the United States, San Francisco is considered by many Europeans as the most European American city, especially in view of its intimate scale, incomparable vistas, international cuisine** and surrounding landscape. Just as often, San Francisco is called the most Asian of American cities, with a 31% Asian population and an unrivaled Chinatown.

The Bay Area also reflects the ever-growing influence of Latin America—there are now more than 10.9 million Latino residents in California, making up 32.4% of the state's total population.

In international terms, particularly in the Olympic race, San Francisco benefits from its west-coast location, a distance that separates it—in the minds of many—from the political baggage that breeds anti-Americanism in so many places. On September 7, 2002, the German Olympic writer Jurgen Padberg noted this quality in the *Berliner Zeitung* as a distinct advantage for SF: "The U.S. west coast enjoys world-wide an almost mystical reputation as an open-minded, tolerant and peace-loving place of full freethinkers and pioneers." It is this perception—coupled with the global brand power of the City by the Bay—that will form the foundation of the San Francisco international strategies.

Working closely with the USOC's international relations team, San Francisco will marry the appeal of its image with the forceful logic of its game plan to present a series of compelling value propositions to each constituency within the Olympic Family. Because San Francisco's bid is based on existing capabilities and capacities—80% of the venues and a fully redundant transportation system are now in place—it is a low-risk plan that aligns with the future direction of the IOC. This distinction is especially clear in contrast to the construction delays and high infrastructure costs in Athens that are forming the backdrop for the 2012 race. Designed to be *The Best Bid for The Athlete*, the San Francisco plan offers equally compelling advantages to the NOCs, the IFs, the media and the commercial partners of the Olympic Movement.

**"San Francisco would be tough to beat. It is a real international city.
They are a city known and loved worldwide."**

—Richard Pound, Canadian IOC Member & Chair, Olympic Games Study Commission, in the *Toronto Star*, July 13, 2002

* In fact, *Condé Nast's Traveler* magazine readers voted San Francisco as the #1 travel destination in the United States in the annual 2001 Readers' Choice Awards (November 2001), a recognition they have given to San Francisco for the 13th time in the last 14 years. *Travel+Leisure Magazine* readers have named San Francisco as #1 in the world in 2001 and on two other occasions and as one of the top five "World Best Cities" in each of the last five years.

** Indeed, San Francisco is a city abounding in superb restaurants, designated the highest scoring city in the world in this category by the *Condé Nast's Traveler* magazine's Readers' Choice Awards for the fourth time in 2000 (#1 in the U.S. for 12 of the last 13 years), the "Favorite American City for Dining Out" by *Bon Appetit* magazine in 2001, and the "Best American City for Dining Out" by *Gourmet Magazine* in 2002.

A BRIDGE

to the Future for the IOC

Few, if any, other international candidates for 2012 will be able to match the powerful combination of international appeal and low-cost organizational effort San Francisco offers, in the first host-city decision under Jacques Rogge, given the IOC program to control the size of the Games and contain costs. In terms of international strategies, San Francisco 2012 has a number of powerful and innovative value propositions for each constituency within the Olympic Family. With breakthrough programs like *The Olympic Way*, *The Academic Olympiad*, *Training for 2012*, *The Security Academy*, *MyOlympicGames*, and the SF 2012 *Environmental Management System* layered on top of its low-risk, fiscally conservative *Ring of Gold* venue plan, San Francisco 2012 will give the USOC a clear competitive advantage in almost every category of evaluation. There is no doubt that against the international competition that the USOC candidate will face—London, Paris, Rome, Moscow, Istanbul, Rio, Capetown, Osaka, etc—San Francisco offers compelling strengths and few weaknesses the competition could exploit.

While not looking beyond the U.S. competition, San Francisco has invested considerable energy in evaluating the potential international competition and determining in advance of the USOC's selection how to best position against Paris and Rome among others. San Francisco believes that by positioning effectively out of the gate, the USOC can proactively frame the global conversation about the 2012 race.

"San Francisco's largest trump card in any case sits in Switzerland, in Lausanne, and is named Jacques Rogge. The Summer Games in 2012 are the first that will be awarded under the new IOC president. Rogge has often indicated that he wants to move away from "Olympic gigantism," from sinfully expensive construction projects and deficits in the millions in the Host City. While many candidates want to build new stadiums, arenas, train lines and streets if they win, the necessary infrastructure is in place in the San Francisco Bay Area or under construction."

—Jurgen Padberg, Olympic Journalist, *Berliner Zeitung* September 7, 2002

The Five Keys to Victory

Essential Strategies for Winning Internationally

- Bid Brand Positioning
- Global Media Relations
- Third Party Endorsement Strategy
- An Effective Outreach Program
- Excellence at Each Bid Milestone
 - Bid application, Bid books, evaluation commission presentation, final presentation, press conferences, etc.

As a fundamental strategic priority, San Francisco 2012, in partnership with the USOC, will ensure that each of these five keys become strengths of the international bid campaign. A description of San Francisco's initial thinking on each of these areas is presented in the Bid Addendum on-line at www.basoc2012.org.

The Three Pillars of Olympism: Sport, Culture and the Environment

Throughout its planning process, San Francisco 2012 has ensured that its plan delivers value against the three pillars of Olympism in scope and detail. In the SF 2012 plan, these pillars also stand on the firmest of foundations: conservative and prudent financial planning, world-class existing infrastructure, and the world's leading technological community. By providing the *best competitive conditions for the athletes*—and the best venue selection possible—SF2012 will provide a great foundation for the First Pillar—Sport. *Communitas*, the SF 2012 cultural program, which embraces *The Olympic Way* and *The Academic Olympiad*, provides innovative and unprecedented support for the Second Pillar—Culture. For the Third Pillar—Environment—the San Francisco Bay Area and the State of California are simply world-class, leading the nation and the world toward a new vision of sustainability in sport.

SF 2012's VALUE PROPOSITIONS

While leveraging the positive brand image and creative cachet the City by the Bay enjoys around the world, San Francisco will present to the IOC and the Olympic Family a series of value propositions that any rival will find hard to match:

- **FOR THE IOC:** A *Ring of Gold* game plan that aligns almost perfectly with Jacques Rogge's emphasis on cost containment—80% existing venues, low \$211 million capital investment, fully advanced state-of-the-art infrastructure in place in transportation, accommodations and technology—all translate into a highly reliable, easy to implement, logistically reasonable game plan.
- **FOR THE ATHLETES:** The unchallenged advantage of San Francisco's incredible climate, the best weather for training, preparation and competition; a great Olympic Village with air-conditioning you won't have to use; an athlete-driven bid led by an Olympian with venues designed and selected by Olympians for optimum athlete performance.
- **FOR THE NOCS:** *The Olympic Way*—a breakthrough six-month expo giving millions of Olympic fans and families a new experience of the culture and sporting traditions of 200 countries—with direct links back to those countries to unify the world in *Communitas* (see Olympism and Culture). *The Academic Olympiad*—annual symposia at Stanford University and the University of California at Berkeley to address the most pressing issues facing the world's Olympic family, from biomechanics to economics, elite athlete performance to spreading Olympism to the young. Plus an Olympic Village with a superb NOC services package in place. The bid has specific strategic plans to reach out to each geographic region of the world—Asia, Africa and the Middle East, the Americas, Europe and Oceania.
- **FOR THE IFS:** Four distinct venue clusters in *The Ring of Gold*, creating four celebration centers in which more individual sports will receive the recognition they deserve from spectators and fans.
- **FOR THE MEDIA:** Aside from the incredible photogenic/telegenic setting, a world-class existing 600,000 s/f IBC will be ready to go by the end of 2008, giving the broadcasters of the world the critical advantages of time, access and power years before the Games. For the MPC, there is the state-of-the-art convenience of Moscone Center, a facility that plays host to the world's leading technology trade shows for Silicon Valley, plus a new wireless results reporting system that delivers instantaneous results to any device chosen from an online menu.



- **FOR THE COMMERCIAL PARTNERS:** *The Bridge to China*—a concept of youth, sport and cultural exchanges between 2005 and 2012 that leverages San Francisco’s unique and historic relationship with China, providing a platform for extending the value of the investment made in both Olympiads. *The Olympic Way* and the Four Celebration Centers in *Ring of Gold* Venue Clusters will deliver tremendous value-added presence platforms for TOP and National Partners.

- **A HIGHLY-COMPETITIVE ADVANTAGE AGAINST ANY INTERNATIONAL CANDIDATE:** A low-risk, fiscally conservative, easy-to-deliver game plan that focuses spending on providing an extraordinary Olympic Games, not on building venues and infrastructure.

There is no doubt that San Francisco’s value propositions will play well in the international arena. This candidate gives the USOC the best chance of winning it all for America—and offering the IOC a unique organizational model based on the future criteria it has just started to articulate.