



# Deloitte.

## **LIVESTRONG: Life After Armstrong**

The following case study was co-written by Illuminate Universe and Deloitte LLP for the National High School Business Conference, 2019.

### **Instructions:**

- 1) Using the provided case information, use your best judgement to solve the problem statement**
- 2) Prepare a ten-minute pitch to deliver your presentation. There will be an additional three minutes for questions at the end of the presentation**
  - a. You may not use any visual aids (e.g. poster boards, PowerPoint, props, etc.). We encourage you to learn your part in the presentation, however you are permitted to use up to five cue cards per person.**
- 3) Focus on the justification of your solution using financial and non-financial data.**
  - a. In terms of financials, the emphasis will be on your analysis of patterns, trends, and the feasibility of your idea. Do not worry about getting precise numbers – a ballpark with rationale is sufficient.**
- 4) Your solution should consist of technological and non-technological methods complete with contingencies if things don't go to plan.**
- 5) Be Creative. Remember, if you thought of an idea in less than a minute, so did the rest of the room.**
- 6) Have fun!**

# LIVESTRONG: Life After Armstrong

## Introduction

The LIVESTRONG Foundation, formerly known as the Lance Armstrong Foundation, is a non-profit organization with the mission to “improve the lives of those affected by cancer, now.” LIVESTRONG’s programs are separated into three categories: Direct Programs, Community Programs, and System Change (Appendix A). Since its founding in 1997, LIVESTRONG supported over 8 million cancer survivors<sup>1</sup>.

Team LIVESTRONG, an organized group of competitors at various events dedicated to the fight against cancer; the yearly LIVESTRONG Challenge, a competition dedicated to raising money for cancer support programs; and the organization's previous affiliation with Lance Armstrong made the organization well known in the athletic community. Despite this, most of the public recognizes LIVESTRONG from its signature \$1 yellow bracelet (Exhibit A). Co-designed by Nike, over 80 million of these iconic bands have been sold worldwide<sup>2</sup>. Many analysts believe that the sale of these bands, LIVESTRONG’s massive events, and Lance Armstrong’s reputation (see below) were a large contributor to LIVESTRONG’s success.



Exhibit A: The LIVESTRONG band

## Lance Armstrong

Lance Armstrong is a former professional cyclist from the United States. After many notable accomplishments, Armstrong was diagnosed with testicular cancer in 1996. One year later Armstrong recovered and returned to the bike, placing first in a record-breaking seven consecutive Tour de France races. Armstrong's cancer journey also inspired him to found the Lance Armstrong Foundation.

## Doping Allegations

In 2010, Armstrong was investigated for doping, a practice where athletes use performance-enhancing drugs in competition. Even though the federal charges were dropped, the United States Anti-Doping Agency (USADA) charged Lance Armstrong with doping. Armstrong left these charges uncontested, resulting in a ban from all USADA related events and the revocation of his seven Tour de France titles<sup>3</sup>.

## Issues for LIVESTRONG

Following the doping conviction, LIVESTRONG removed Lance Armstrong from the board of directors and desperately tried to sever the foundation’s image from Armstrong’s. Despite these efforts, LIVESTRONG’s yearly revenues reduced dramatically from \$51 million in 2011 to just \$12 million in 2017. This shortfall

<sup>1</sup> Source: <https://www.livestrong.org/who-we-are>

<sup>2</sup> Source: <https://www.livestrong.org/who-we-are/financials>

<sup>3</sup> Source: <https://www.britannica.com/biography/Lance-Armstrong>

caused a reduction in their net worth from \$106 million in 2012 to \$58 million in 2017, harming the organization's sustainability (Appendix B).

## Problem Statement

While few people condone Lance Armstrong's actions, the LIVESTRONG Foundation is now an independent entity that helps millions of people each year. Regardless, LIVESTRONG is plagued by a tainted brand image due to the actions of its founder, limiting the foundation's ability to help those affected by cancer.

As a Consultant for Deloitte, determine the best method for LIVESTRONG to increase revenues as much as possible over the next three years while maximizing the foundation's impact and abiding by LIVESTRONG's mission. Use any information, processes, or implementations necessary.

Program	Category	Impact
LIVESTRONG Navigation	Direct	A direct phone line for cancer patients, families, and survivors to receive personalized advice
LIVESTRONG Fertility	Direct	A program that assists cancer patients and survivors with disease-related fertility issues
LIVESTRONG Guidebook	Direct	A free resource published to guide those affected by cancer through various issues.
LIVESTRONG at the YMCA	Community	A program that provides free or low-cost exercise regimens to promote the importance of exercise after a cancer diagnosis
LIVESTRONG at school	Community	A series of age-appropriate lessons to teach students K-12 about cancer, its impacts, and what we can do to fight it.
LIVESTRONG Cancer Institutes	System	An institute focused on developing a comprehensive model to assist medical researchers and professionals do their jobs best
LIVESTRONG Research Library	System	An online repository of curated cancer research articles and journals.

## Appendix A: Current Support Programs

## Appendix B: Financials (2011-2017)

