

# USA TABLE TENNIS

## 2019-2024 STRATEGIC PRIORITIES

### STRATEGIC PRIORITIES OVERVIEW

#### Mission

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*The Mission of USATT is to support, develop, grow, and inspire the table tennis community; and to provide resources that enable athletes to achieve sustained competitive excellence and pursue Olympic and Paralympic success.*

#### Organizational Values

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USA Table Tennis is committed to the following to provide focus, guide the work of the organization and promote a member-centric culture:

- **Service Leadership** – Operate in a spirit of service and accessibility, aspiring to offer best-in-class resources to help our community achieve their goals and grow the sport.
- **Inclusiveness**. Honor the fundamental worth and dignity of all individuals. Create and maintain an environment of respect, fairness, caring and equality. Embrace the value of diverse backgrounds, experiences and perspectives.
- **Communication** – Work as a team to foster strong, positive relationships among the table tennis community through promoting common goals and values, and clear, transparent exchange of information.
- **Accountability** – Carry out the mission and goals of USA Table Tennis with dedication and integrity, and uphold commitments to colleagues and members in a responsive and respectful manner.

#### Strategic Priorities Overview

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To effectively advance its mission and position the organization for future success, USA Table Tennis has identified four key strategic goals to achieve by 2024:

- **STAKEHOLDER ENGAGEMENT**. In a spirit of partnership, enhance access and involvement with the sport generally and with USA Table Tennis specifically. Leverage technology to provide exceptional stakeholder interactions with an emphasis on quality, consistency, and convenience.
- **RESOURCE DEVELOPMENT**. Pursue new or expanded sources of funding to support the business of USATT.
- **COMPETITIVE SUCCESS**. Invest in opportunities to develop and retain competitive talent; and provide resources and support to maximize athletes' high performance potential.
- **ORGANIZATIONAL EXCELLENCE**. Improve organizational capabilities, relationships and adoption of business best practices to better lead the sport and serve a diverse community.

# STRATEGIC PRIORITIES INITIATIVES

## STAKEHOLDER ENGAGEMENT

In a spirit of partnership, enhance access and involvement with the sport generally and with USA Table Tennis specifically. Leverage technology to provide exceptional stakeholder interactions with an emphasis on quality, consistency, and convenience.

### Objectives:

- 1) **Member Services & Support.** Stratify the stakeholder base and analyze their needs and expectations. Design tailored resources and service offerings for each group to improve knowledge, skills, engagement and satisfaction with USA Table Tennis. Increase member retention.
- 2) **Club Support.** Strengthen relationship with local clubs through a service-minded partnership that grows clubs' business competencies as well as supports a mutually beneficial pathway from grassroots-to-elite sport development.
- 3) **Coach Education.** Adapt a coach education system to better recruit, advance and retain high-quality coaching talent at all levels (beginner to advanced).
- 4) **Referee/Umpire Education.** Improve referee and umpire education to increase recruitment, retention and officiating skills.
- 5) **Volunteer Activation.** Focus on improving the collaboration with – and the efficiency of – USATT's volunteer organizations and committees.
- 6) **Team Culture.** Seek opportunities to increase team-based events and activities from grassroots to more advanced levels. Reduce the negative consequences resulting from the over-emphasis on individual achievement.
- 7) **Female Participation.** Positively influence the involvement of female players, coaches, referees and umpires to increase recruitment, retention and talent development. Design female-friendly events and other approaches to deliver a positive experience for female participants of all ages and abilities.
- 8) **Paralympic Program.** Identify and implement best practices to expand participation and develop athletes for competitive success.

Success Measures
<p>By 2024:</p> <ul style="list-style-type: none"> <li>• Increase average score of member satisfaction on membership survey</li> <li>• 20% increase in number of clubs</li> <li>• A tiered coaching education/certification program established</li> <li>• 20% increase in referee and umpire retention</li> <li>• 20% increase in team-based participation</li> </ul>

## RESOURCE DEVELOPMENT

Pursue new or expanded resources to support the business of USATT.

### Objectives:

- 1) **Fundraising.** Expand the focus on private donor support by creating engagement opportunities that connect individuals directly to the mission and strategic priorities of USA Table Tennis. Explore the viability of establishing:
  - More direct fundraising focus for USATT Foundation
  - Programs targeting current and future USATT members
  - Other endowment opportunities
  - Smaller gift campaign(s)
  - Capital campaign, e.g., support for national or regional training center(s)
  - Direct gifts for specific initiatives, e.g. school-based programs

Success Measures
By 2024: <ul style="list-style-type: none"> <li>• \$250K in annual donor revenue.</li> <li>• At least two key strategic partnerships are activated with over \$100K in cash or VIK-related services provided</li> <li>• 25% overall membership growth</li> <li>• 20% Growth in net revenue from events (i.e. an event income metric)</li> </ul>

- 2) **Strategic Partnerships.** Leverage external relationships for the greater good of the sport while improving operational cost-effectiveness.

Key focus areas:

- a) **School/Community Programs.** Work with school boards, superintendents, principals or other administrators to develop programming for adoption by middle/junior high schools.
  - b) **Event Hosting.** Build closer relationships with cities, convention bureaus and similar groups to sponsor and host major national and international competitions.
  - c) **Professional Sport Opportunity.** In partnership with the ITTF or others, explore viability and sponsorship of professional league for table tennis athletes. Develop a path-forward business plan based on findings.
  - d) **College Program.** Recognize and foster the relationship with NCTTA.
- 3) **Targeted Membership Growth.** Expand USA Table Tennis membership through efforts to reach and engage target populations.
    - a) **Youth.** Establish a youth-focused model that encourages and supports age- and skill-appropriate participation, increases child and parent satisfaction, and fosters a long-term physically active lifestyle.
    - b) **College-Age/Young Professionals.** Encourage alternate formats of table tennis and participation pathways for 18-30 year-olds to include coaching, umpiring or starting a club in addition to playing.
    - c) **Seniors.** Expand opportunities for older ages to continue to enjoy the sport of table tennis.

- 4) **Event Marketing Optimization.** Seek ways for earlier scheduling and increased event advertising and marketing to drive greater participation and event-related revenue. Identify key partners and drive greater awareness in market.

## COMPETITIVE SUCCESS

Invest in opportunities to develop and retain competitive talent, and provide resources and support to maximize athletes' high performance potential.

### Objectives:

- 1) **High Performance Training Center(s).** Establish a centralized system of training and education facilities that build infrastructure to enhance and expand the competitive pipeline and high-performance capabilities of athletes and coaches.

#### Key Focus Areas:

- Determine if training center model should be national or regional
  - Identify preferred location(s)
  - Leverage existing clubs and facilities where appropriate
  - Implement policies and procedures for access and utilization
  - Recruit qualified training, service support, operations and management personnel, e.g., coaches, sport science professionals, administrators, etc.
- 2) **Elite Level Coaching.** Increase number of qualified national team coaches through outreach to elite-level clubs, training and mentoring.
- 3) **Leverage International Relationships for Elite Athlete Training.** Develop and maintain a network of international programs for our elite athletes to live/train overseas with established, globally recognized elite level programs with world top 100 players.
- 4) **Elite Athlete Resources & Support.** Ensure consistent and continual awareness and knowledge of elite athlete needs to achieve and sustain competitive excellence, including prioritizing athlete health, education and well-being. Creatively seek ways to meet those needs with increased services and financial support.

### Success Measures

By 2024:

- Secure funding/support for high performance center(s) by 2024 – capital campaign
- Recruit up to 20 coaches to be part of an elite-level national coaching program
- Institutionalize annual individual meetings and high performance survey of athletes to ensure knowledge and understanding of needs
- Establish a dependable network of 5 or more international elite athlete programs/opportunities

## ORGANIZATIONAL EXCELLENCE

Improve organizational capabilities, relationships and adoption of business best practices to better lead the sport and serve a diverse community.

### Objectives:

- 1) **Member Safety.** Maintain compliance with SafeSport requirements. Continually communicate and educate athletes, coaches, parents, officials, event organizers, leaders and staff about best practices to ensure safe environments and how to recognize and respond to abuse or misconduct.
- 2) **Sport Structure.** Clarify goals and relationship expectations among all structural levels, from local clubs to national office. Design and implement a regionalized structure of sport organizations within the United States.
- 3) **Technology.** Introduce current, modernized technological solutions that increase operational efficiency, data-informed business decisions, mobile access, and elevates organizational ability to coordinate and communicate with clubs and members.
- 4) **Talent Strategy.** Align the internal structure of the organization to support strategic goals with appropriate depth of knowledge, skills and experience. Develop a plan to recruit and retain leaders and staff.
- 5) **Communications.** Stay abreast of latest trends in social/digital media and customer communication expectations. Highlight athlete stories and provide opportunities for athletes to be “spokespersons” for the sport and for USATT.
- 6) **Strategic Business Practices.** Establish process to regularly set and review organizational priorities in the context of internal and external realities, and impact of anticipated future events on strategic direction and budget. Commit to a culture of fiscal discipline, ensuring prioritized and prudent allocation of resources.

### Success Measures

By 2024:

- Launch safe sport awareness campaign (alone or in partnership with USOC, USCSS or other NGBs)
- Regional structure implemented
- Organization is seen as a best-in-tech sports NGB
- Comprehensive membership/event/club management system is developed and provided to clubs as a member benefit
- Athlete stories and posts are embedded within the organization’s social communication channels and coordination with the athletes is at an all-time high
- Athletes and coaches are trained on social media best practices
- USATT has active and engaged board and committee members

## **APPENDIX — WORKING GROUP PARTICIPANTS**

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Gordon Kaye – USATT Chief Executive Officer

Anne Warner Cribbs – Olympic Athlete (Swimming) and USATT Board Chair

Tim Wang – Olympic Athlete – Commentator

Khoa Nguyen – Olympic Athlete – USATT Member – Club Coach

Erica Wu – Olympic Athlete – USATT Board Member – Athlete’s Representative

David Sakai – USATT Member – Supporter – Elite Athlete

Mark Thompson – USATT Chief Operating Officer

Joerg Bitzigeio – USATT High Performance

Director Gary Schlager – USATT Board Member

Carolyne Savini Rogers – USATT Board Member

Jasna Rather – USATT Staff – Para High Performance – Olympic Medalist – Athlete Representative

Matt Hetherington – USATT Staff – Media & Communications

Pieke Franssen – Coaching Representative – National Coach

Carl Danner – USTTA Foundation Representative

Attila Malek – Coaching Representative – National Coach

Marguerite Cheung – Tournament Director

Brad Woodington – Tournament Director

Wen Hsu – Youth Program Director/HPC Member

Bruce Liu – USATT Member

### **Facilitators/Support Team**

Denise Parker – Olympic Athlete (Archery) - Vice President of NGB Services, USOC

Avery Wilson – Director of Strategic Planning, Strategy & Business Consulting, USOC

Rachel Isaacs – Senior Director of NGB Services, USOC

Jace Coston – Consultant, Strategy & Business Consulting, USOC

Davis Tutt – Coordinator, NGB Services, USOC