



USA TRIATHLON

STRATEGIC PLAN

MISSION

To grow, inspire and support the triathlon community.

VISION

To provide resources that empower members of the triathlon community to reach their full potential.

GUIDING PRINCIPLES

Service Leadership	Performance Excellence	Collaborative Partnerships
<p>We operate in a spirit of service, helping our community reach their goals and be wildly successful.</p> <p>We offer best in class products and services to engage and expand our community and are the top choice for all interested in our sport.</p>	<p>We strive to be a high-performance organization with a culture defined by trust, respect & teamwork.</p> <p>We create an environment that inspires our community to achieve personal bests every day.</p>	<p>We maximize reach and resources by fostering collaborative partnerships.</p> <p>We actively seek opportunities to bring members of our community together to build relationships, share information and promote goodwill.</p>

STRATEGIC PLAN OVERVIEW

To successfully advance its mission, vision and guiding principles, USA Triathlon will focus on the following key areas:

- PARTICIPATION & MEMBERSHIP GROWTH.** Increase participation and grow USA Triathlon membership through strategic partnerships and efforts to reach and engage target populations, while maintaining a focus on member retention.
- MARKETING & BRAND THAT INSPIRE.** Strengthen brand recognition and stature, improve value perception, inspire members and non-members and generate revenue to support the USA Triathlon mission and strategic priorities.
- CONSTITUENT ENGAGEMENT.** Meaningfully engage constituents to strengthen partnership and connection with USA Triathlon.
- CULTURE OF EXCELLENCE.** Develop organizational competencies and culture to cultivate professionalism and excellence in all aspects of business and competition.

STRATEGIES

1. Participation & Membership Growth

Increase participation and grow USA Triathlon membership through strategic partnerships and efforts to reach and engage target populations, while maintaining a focus on member retention.

- A. Youth.** Continue to expand outreach and engagement efforts to increase youth participation.
- B. Women.** Seek creative ways to attract and retain more female participants.
- C. Running Community Engagement.** Explore outreach opportunities to the broader community of runners to increase participation in the triathlon community.
- D. Short Course Racing.** Position short course racing as a valued competitive format with triathletes while also being more accessible to non-triathletes.

Metrics

By 2020:

- 100,000* youth members
- Increase female participation from 38% to 42%
- Short course recognized as highly competitive triathlon format (per member/participant perception survey)
- Annual participation: # of finishers (TBD)
- Annual unique racers:
 - Total: TBD
 - Adult Members: TBD

2. Marketing & Brand That Inspire

Strengthen brand recognition and stature, improve value perception, inspire members and non-members and generate revenue to support the USA Triathlon mission and strategic priorities.

- A. Brand Identity & Value Messaging.** Articulate a clear, distinct and compelling brand for USA Triathlon which is reflected in every constituent touchpoint. Clarify membership value proposition, including non-financial benefits such as access and impact, and enhance emotional as well as physical connections with the sport. Communicate benefits of participation and USA Triathlon to both members and non-members.
- B. Content Creation and Engagement.** Develop and disseminate human interest stories to raise awareness and inspire involvement and support.
 - 1) **Storytelling.** Showcase a variety of participants: celebrities, athlete “stars” and racers of all levels and disciplines from beginner to professional designed to encourage personal and emotional connections.
 - 2) **Channel.** Stay current with media landscape, marketing methods and consumer behaviors. Adapt approaches as needed to stay attractive and relevant with participants, fans, sponsors and donors.
- C. Education.** Offer high quality, effective training and education to enhance participation, increase consistency and help newcomers become familiar and comfortable with the sport.
- D. Revenue Enhancement.** Continue to grow marketing-related revenue to include increased advertising, non-endemic sponsorships and licensed merchandise sales.
- E. Triathlon Ambassadors.** Increase affinity with USA Triathlon and engage age group athletes as passionate ambassadors of the sport and the USA Triathlon brand.

Metrics

By 2020:

- Top of mind triathlon brand among social and mainstream media as measured by brand strength indicators
- Best in class content and training
- \$4M in marketing related revenue

3. Constituent Engagement

Meaningfully engage constituents to strengthen partnership and connection with USA Triathlon.

- A. Race Directors, Coaches, and Clubs.** Develop and deliver valuable, relevant tools and services that strengthen the relationship with USA Triathlon. Promote partnership to leverage collective reach and fuel mutually beneficial growth.
- B. Sponsors.** Help sponsors enhance their brand, differentiate from competitors, and drive incremental sales.
- C. Core Volunteers.** Recognize and enhance relationship with core volunteers (regions, committees, etc.).
- D. Officials.** Attract and recognize officials to enhance their effectiveness in supporting best-in-class events.

Metrics

By 2020:

- Customers consistently report very high satisfaction with USA Triathlon
- Race directors, coaches and clubs report being interconnected to the success of USA Triathlon
- Sponsors realize a competitive advantage through USA Triathlon
- Volunteers feel honored, fulfilled and committed

4. Culture of Excellence

Develop organizational competencies and culture to cultivate professionalism and excellence in all aspects of business and competition.

- A. Olympic/Paralympic Performance.** Provide resources to support sustained competitive success. Support athletes in the Olympic and Paralympic pipeline and attain podium achievements consistent with annual High Performance Plans.
- B. Professional Development.** Provide training and set expectations with USA Triathlon staff to meet the needs of all stakeholders in a timely and competent fashion. Nurture a culture of pride, passion and continuous improvement to create positive impact for colleagues and customers.
- C. Business Technology/Innovation.** Strategically integrate technical and innovative solutions to improve operations. Promote business intelligence competencies to enhance data-informed decision making by internal and external stakeholders.
- D. International Leader.** Foster meaningful relationships with International Federations (IFs) and National Federations (NFs). Host and/or sanction national and international events that encourage elite level competition.

Metrics

By 2020:

- All high performance plan objectives achieved
- Every person at USA Triathlon reports high level of respect for - and ability to learn from - their co-workers
- USA Triathlon viewed by staff and members as being strong and innovative in technical competency and data analytics