



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 |
|--|---|--|
| We operate in a spirit of service and accessibility, offering best in class resources to help our community achieve their goals. | We strive to be a high-performance organization, lead the industry with innovative solutions, and cultivate an environment that inspires our community to achieve personal bests every day. | We maximize reach and resources by fostering collaborative partnerships. We work as a team to build relationships, share information and promote goodwill. |

STRATEGIC PLAN OVERVIEW

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

- **CONSTITUENT ENGAGEMENT.** Deliver value and enhance experiences for athletes and key constituents.
- **MARKETING & BRAND THAT INSPIRES.** Strengthen brand recognition and stature, improve value perception, inspire members and non-members and generate resources to support the USA Triathlon mission and strategic priorities.
- **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.
- **CULTURE OF EXCELLENCE.** Demonstrate organizational excellence across all aspects of business and sport competition.
- **FINANCIAL STRENGTH.** Engage in fiscal best practices to maintain financial health of the organization and invest organizational revenue back into the sport.

STRATEGIES

Constituent Engagement

Deliver value and enhance experiences for athletes and key constituents.

- A. **Race Directors.** Strengthen partnership with Race Directors. Provide support by developing and delivering event best practices and marketing support.
- B. **Coaches.** Reevaluate and modernize education, certification and services for coaches.
- C. **Clubs.** Redesign Club value proposition to better serve club owners, grow participation, and support athletes through club resources.
- D. **Officials.** Reinvigorate and grow the Officials program and instill a culture of service leadership with a focus on educating athletes and adding value to race directors.
- E. **Volunteer Leadership.** Recognize and enhance relationship with core volunteers.
 - 1) **Regions.** Enable regional volunteers to implement the strategic plan to enhance effectiveness at the local level.
 - 2) **Committees.** Evaluate objectives and effectiveness of each committee, identify gaps and provide guidance on adoption of best practices.

Constituent Engagement Metrics

- Develop, communicate and implement enhanced Value Proposition to constituents, including an inclusive industry conference and robust resources, to increase customer satisfaction rating
- Launch an online education platform to support Race Directors, Coaches, and Officials education and certification
- Increase Clubs and Officials by 20%
- Successfully transition Regions to the new structure and implement a minimum of five strategic priorities across the Regions

Marketing & Brand That Inspires

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

- A. Brand Identity & Value Messaging.** Articulate a clear, distinct and compelling brand for USA Triathlon by strengthening membership value, sport accessibility and connection to a healthy and active lifestyle. Reposition the brand of triathlon to better encompass all distances – long and short – while conveying the aspirational qualities, inclusivity and community aspects of the sport.

- B. Content Creation and Engagement.** Develop and disseminate human interest stories to raise awareness and inspire involvement and support.
 - 1) Storytelling.** Develop a fresh and inspiring brand story and involve athlete ambassadors to encourage personal and emotional connections across all levels and disciplines, from beginner to elite.
 - 2) Channel.** Stay current with media and technology landscape, especially social/digital marketing methods and consumer behaviors. Seek to expand broadcast opportunities and new media rights. Adapt approaches as needed to stay relevant.

- C. Resource Leader.** Create and curate high quality content and resources to enhance participation, increase consistency and help newcomers become familiar and comfortable with the sport.

- D. Corporate Partners.** Grow marketing-related revenue to include non-endemic corporate partnerships. Help partners enhance their brand, differentiate from competitors, and drive incremental sales.

Marketing & Brand That Inspires Metrics

- Develop and launch a brand repositioning campaign for the sport of triathlon to improve overall public perception of the sport
- Launch ambassador program with over 100 ambassadors
- Secure broadcast partner and increase social media community by 40%
- Position USA Triathlon as the sport's online leader for beginner resources, event listings and educational content
- Surpass \$4M in marketing revenue

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 & High School.** Continue to expand outreach and engagement efforts to increase participation among the under 18 age group, including high school focused programs.
- B. Collegiate.** Strengthen current collegiate programs and increase reach into new colleges and universities.
- C. Diversity and Inclusion.** Increase the diversity of the triathlon community. Foster an environment of inclusiveness regardless of race, gender, socio-economic status, etc.
 - 1) Women.** Seek creative ways to attract and retain more female participants.
 - 2) Under-Represented Communities.** Expand relevance and reach to communities of color and lower socio-economic status.
- D. Running Community.** Explore outreach opportunities to the broader community of runners to increase triathlon participation.
- E. Short Course Racing.** Position local short course racing as a valued format with triathletes while also showcasing accessibility to non-triathletes.

Participation & Membership Growth Metrics

- Improve membership trend
- Grow youth, high school and collegiate triathlon participation by an average of 10% per year
- Reach 35 NCAA programs including one Historically Black Colleges and Universities
- Increase female participation to 42%
- Launch a virtual triathlon to expand reach across running, cycling, and swimming communities
- Double participation in indoor and pool triathlons

Culture of Excellence

Demonstrate organizational excellence across all aspects of business and sport competition.

- A. Athlete Well-being.** Support holistic athlete development, with an emphasis on health and safety and fair competition through significant, focused efforts on SafeSport, clean sport, and the creation of a comprehensive career transition program for elite athletes.
- B. Olympic/Paralympic Performance.** Establish the best Olympic & Paralympic high performance Triathlon programs in the world by providing resources focused on sustained competitive excellence. Identify and support the best coaches and athletes who can attain podium achievements.
- C. Organizational Performance.** Set high expectations with USA Triathlon staff to advance a performance-driven culture, deliver unprecedented results and positively impact colleagues, constituents and the community.
- D. Business Technology/Innovation.** Strategically integrate technical and innovative solutions to improve operations.
 - 1) **Infrastructure.** Evaluate, develop/outsourced, and integrate systems and platforms to consistently support core business operations.
 - 2) **Innovation.** Evaluate and adopt new technologies and new ways of doing business that drive significant advancements in customer service, efficiency and effectiveness, or other operational competencies.
- E. International Leader.** Foster meaningful relationships with International Federations (IFs), National Federations (NFs) and U.S. National Governing Bodies (NGBs). Leverage and promote LA 2028 by hosting or sanctioning national and international events.

Culture of Excellence Metrics

- Establish industry-leading athlete safety and well-being education/compliance program
- Earn eight medals in Tokyo 2020
- Be recognized as the best National Governing Body to work for
- Successfully implement a comprehensive technology system to better serve our constituents
- Implement business intelligence tools to enhance constituent value and identify growth opportunities within the sport
- Develop a strategy to leverage the LA2028 Games, to benefit regional constituents and grow the sport in California
- Initiate partnerships with at least two National Governing Bodies

Financial Strength

Engage in fiscal best practices to maintain financial health of the organization and invest organizational revenue back into the sport.

- A. Resource Optimization.** Maximize total non-fundraising revenue to invest in initiatives that directly impact our ability to serve members and offer valuable resources to key constituency groups. Match expenditures and resource allocation to strategic priorities with a focus on ROI and expense controls.
- B. USA Triathlon Foundation.** Enhance financial stability with a fundraising strategy focused on the success of USA Triathlon Foundation, promoting its efforts to provide opportunities to leave a lasting legacy through involvement with the sport of triathlon.

Financial Strength Metrics

- Invest organizational surplus revenue back into the sport
- USA Triathlon Foundation self-sufficient raising a minimum of \$550k annually

2020 Quad

Rolled out May 2017

Updated February 2019

Growth metrics determined from quad baseline numbers