



# USA TRIATHLON

## STRATEGIC PLAN

### MISSION

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To grow, inspire and support the triathlon community.

### VISION

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

### GUIDING PRINCIPLES

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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 &amp; 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

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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