



STRATEGIC PLAN
2013-2016





Mission

The mission of USAT is to grow and inspire the triathlon community.

Vision 2012 – 2016

Our vision is to provide the resources required for all in the triathlon community to reach their full potential.

Goals and Objectives

I. Grow membership.

A. Broaden USAT's reach.

1. Deploy resources to engage under-represented communities.
 - a. Increase impact of grants to under-served socio-economic communities by 50%.
 - b. Increase non-Caucasian participation by 50%.
 - c. Increase per-capita membership in three lowest regions by 30%.
1. Expand event offering.
 - a. Increase number of Aquabike races by 100%.
 - b. Increase number of Duathlon races by 25%.
 - c. Increase number of Aquathlon races by 100%.
2. Broaden media exposure.
 - a. Increase website and social media metrics by 100%.
 - b. Increase race webcast distribution by 100%.
 - c. Increase mainstream media exposure by 100%.

B. Engage youth.

1. Increase total youth participation by 50%.
 - a. Build Splash & Dash series to 60 events.
2. Build USAT national youth program and/or seek national-level partnerships with youth organizations that will create awareness and directly drive participation.
3. Grow youth teams by 50%.

C. Improve the accessibility of triathlon.

1. Create community event sanctioning program to reduce physical, financial and psychological barriers.





2. Develop club series racing programs.

D. Increase retention.

1. Improve the membership retention rate by 20%.

E. Understand consumer segments and leverage passion drivers.

1. Identify and segment database into distinct psychographic categories.

2. Provide insights on each of these segments to partners.

3. Provide more relevant offerings to each of these segments.

F. Amplify the USAT value proposition to members.

1. Create more awareness for member benefits.

2. Broaden member recognition programs.

3. Develop more robust membership portal to increase the value exchange.

II. Maximize revenue and resources.

A. Increase marketing revenue by 50%.

1. Systematically prospect non-endemic categories.

2. Reach full capacity on endemics.

3. Monetize digital assets.

B. Develop fundraising capacity.

1. Roll out Foundation, reach \$500,000 in donations.

C. Increase royalty revenues by 100%.

1. Fully leverage brand attributes.

III. Inspire and deliver value to our constituencies.

A. Provide timesaving and experience-enhancing resources to constituencies.

1. Leverage registration (point of emotional commitment) to provide value to participants, race directors and sponsors/partners.

B. Enable each constituency to operate more professionally by providing tools and supports.

1. Provide real-time results reporting for race directors.

2. Develop and manage coach referral program.

3. Provide appropriate funding for US and international officials.

C. Engage constituents more deeply by providing services and information relevant to them.

1. Create and manage industry-leading race calendar.

2. Create and manage industry-leading results database.

3. Create and manage industry-leading money list at no cost to USAT.





- D. Communicate with and across constituencies in a clear and transparent way.
 - 1. Deepen the “socialization” culture.
 - 2. Develop systematic communication protocols with regions and committees to ensure feedback channels are open and constituencies are informed.

IV. Cultivate a high performance culture.

- A. Create objective and measurable goals for athletic performance.
 - 1. Support athletes in the Olympic pipeline and strive for podium spots in the Olympics, PanAm Games and Elite ITU races, and other objectives consistent with annual high performance plan.
 - 2. Provide support for age group racers designed to increase performance at high-level competitions at all distances.
 - 3. Provide support to enable US paratriathletes to win Paralympic and world championship medals.
- B. Benchmark, set measurable goals, evaluate performance, and practice continuous improvement in the areas of products, services, and operational performance.
- C. Provide high-level training and recognition for volunteers and officials.

