

Strategic Vision 2029

The Future Is
In Our Hands



Table of Content

3	Foreword
4	Strategy
11	Where we are now ?
15	Primary Strategic Themes
18	Organisational Strength and Capability
23	Development
26	Events & Participation
30	Promotion & Profile

Foreword

The Board of Europe Triathlon has developed this plan following extensive consultation with key stakeholders.

We have a fantastic Sport and Europe has some of the best National Federations in the World. Working together with them and World Triathlon, we believe we can build and grow the sport of triathlon in Europe.

The Strategic Plan identifies four key, interrelated, themes that are seen as the core to developing the sport. In order to achieve our mission and take steps to realise our vision for the sport, these themes will be the focus areas for the implementation of this plan.

It is a long term visionary plan which will be reviewed on a regular basis. Two year

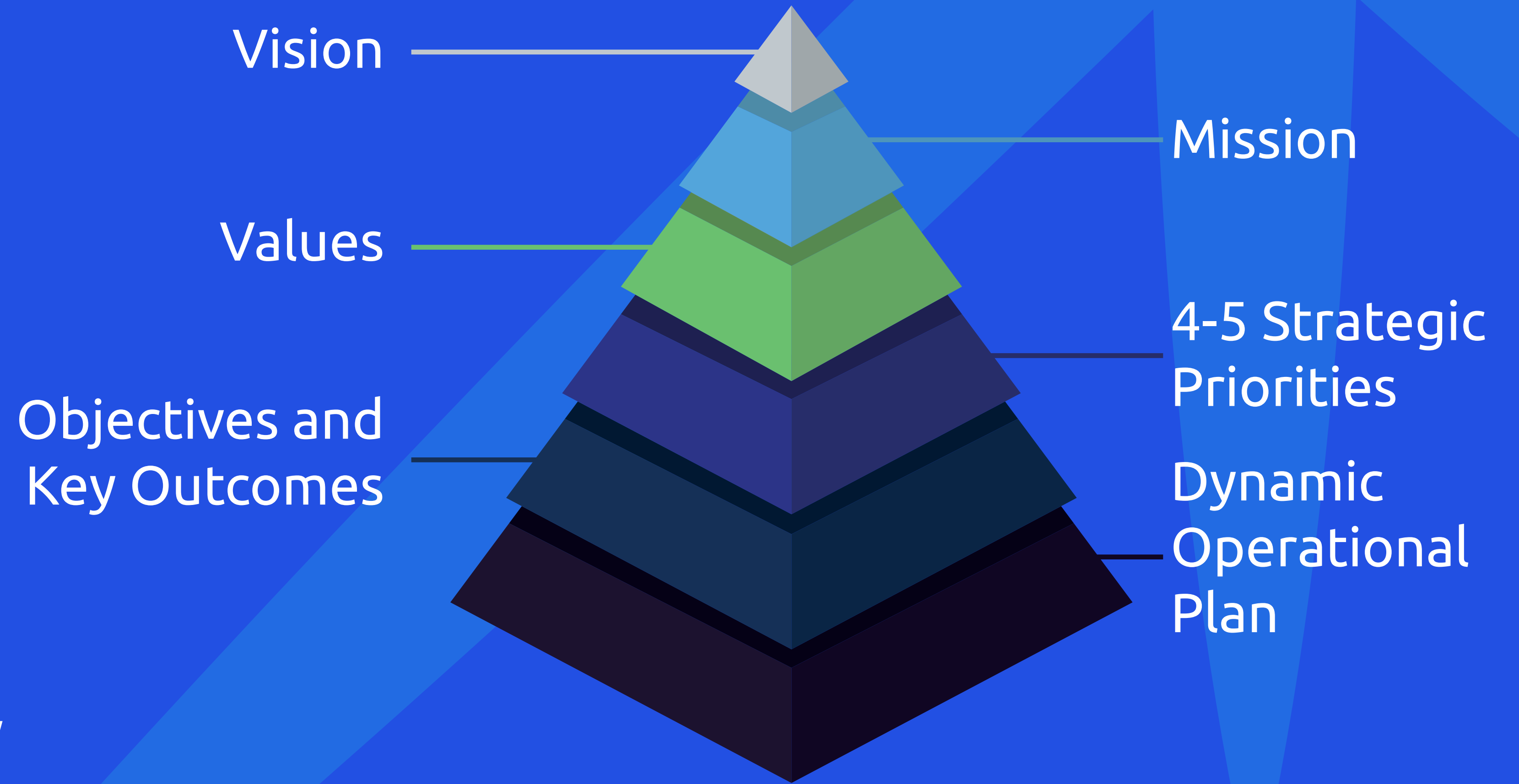
Operational Plans will be developed to clearly expand and amplify on the key actions that will be taken at each stage of the plan's implementation.

We believe it is an ambitious but achievable plan that will provide a solid foundation for the sport to further develop from 2028 onwards. We want the plan and its implementation to be consultative, consensus driven and want to work closely with all stakeholders to grow and develop the sport in Europe.

The Board
Europe Triathlon
July 2022



Strategic Plan Overview

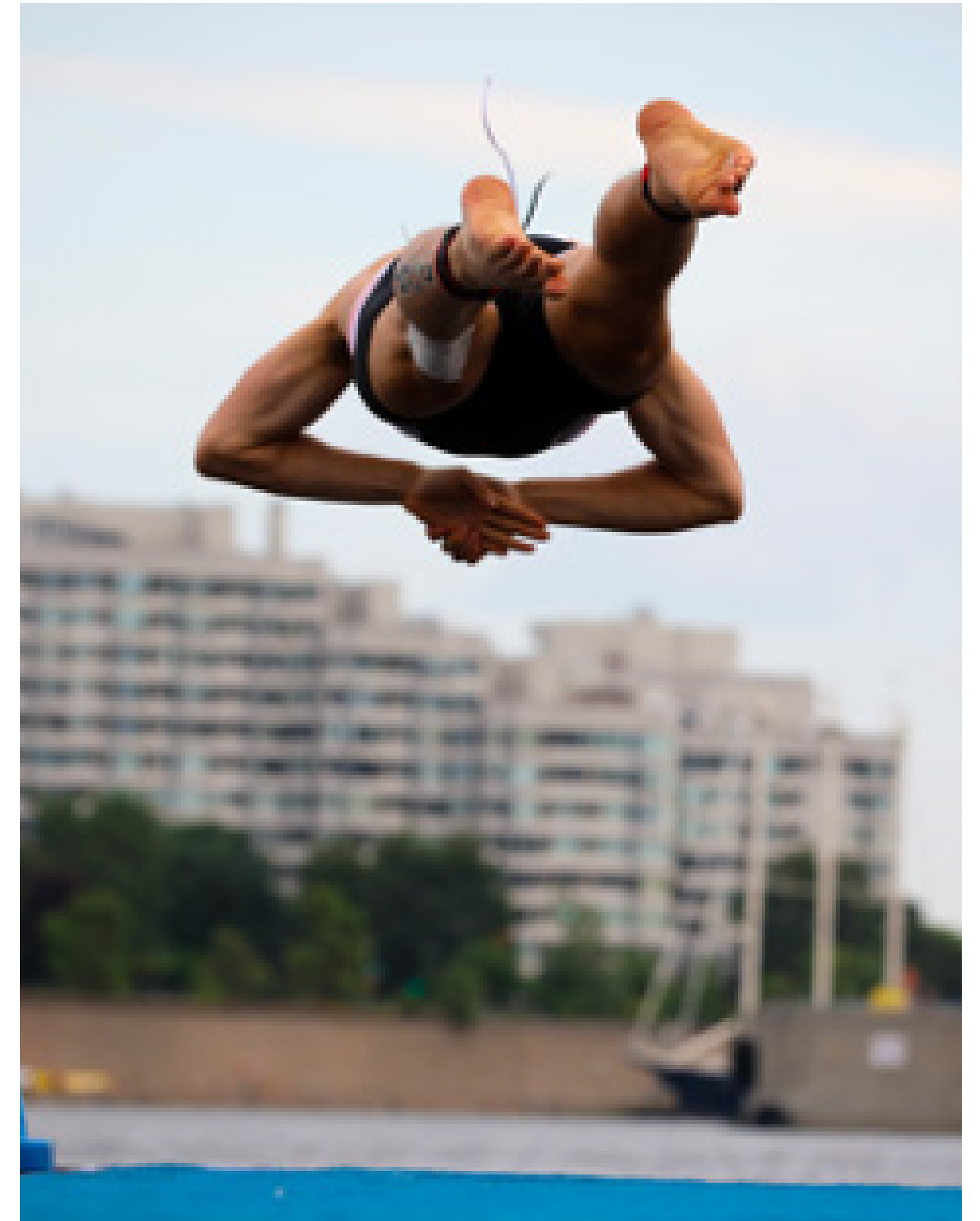


Strategy

Our Vision

Triathlon Anytime Anywhere for Anyone in Europe - not only a sport but a healthier, sustainable, balanced lifestyle

“We want to see triathlon grow and develop in Europe and provide opportunities for all to achieve their goals, working with National Federations to help develop and grow numbers of athletes from age group to elite and increase the number and quality of our technical officials and volunteers.”



Our Mission

Europe Triathlon in coordination with World Triathlon provides the best conditions for all to achieve their own particular goals by supplying excellent and innovative support to all stakeholders in Europe



Our Values

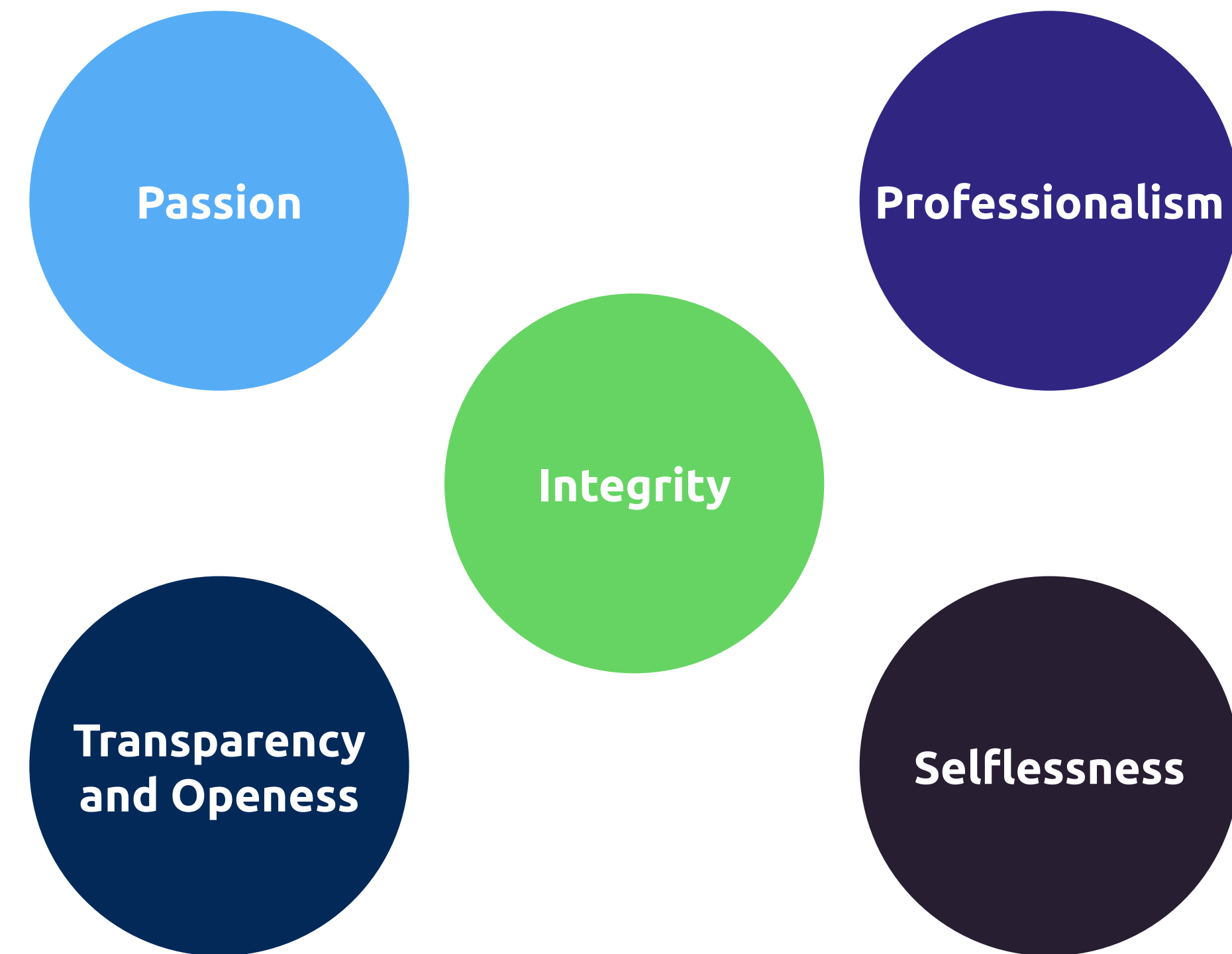


Leadership

We want to encourage and develop great leadership and good governance throughout our sport.

We will seek to adhere to the following list of values as part of our leadership of the sport and encourage all our member federations and stakeholders to do the same.

These includes:



Sustainability

We want a sport that is growing in a sustainable way. Our sport in order to grow and develop needs to be socially, economically and environmentally sustainable. This will require us to ensure the sport provides a fair opportunity for all and we will utilise



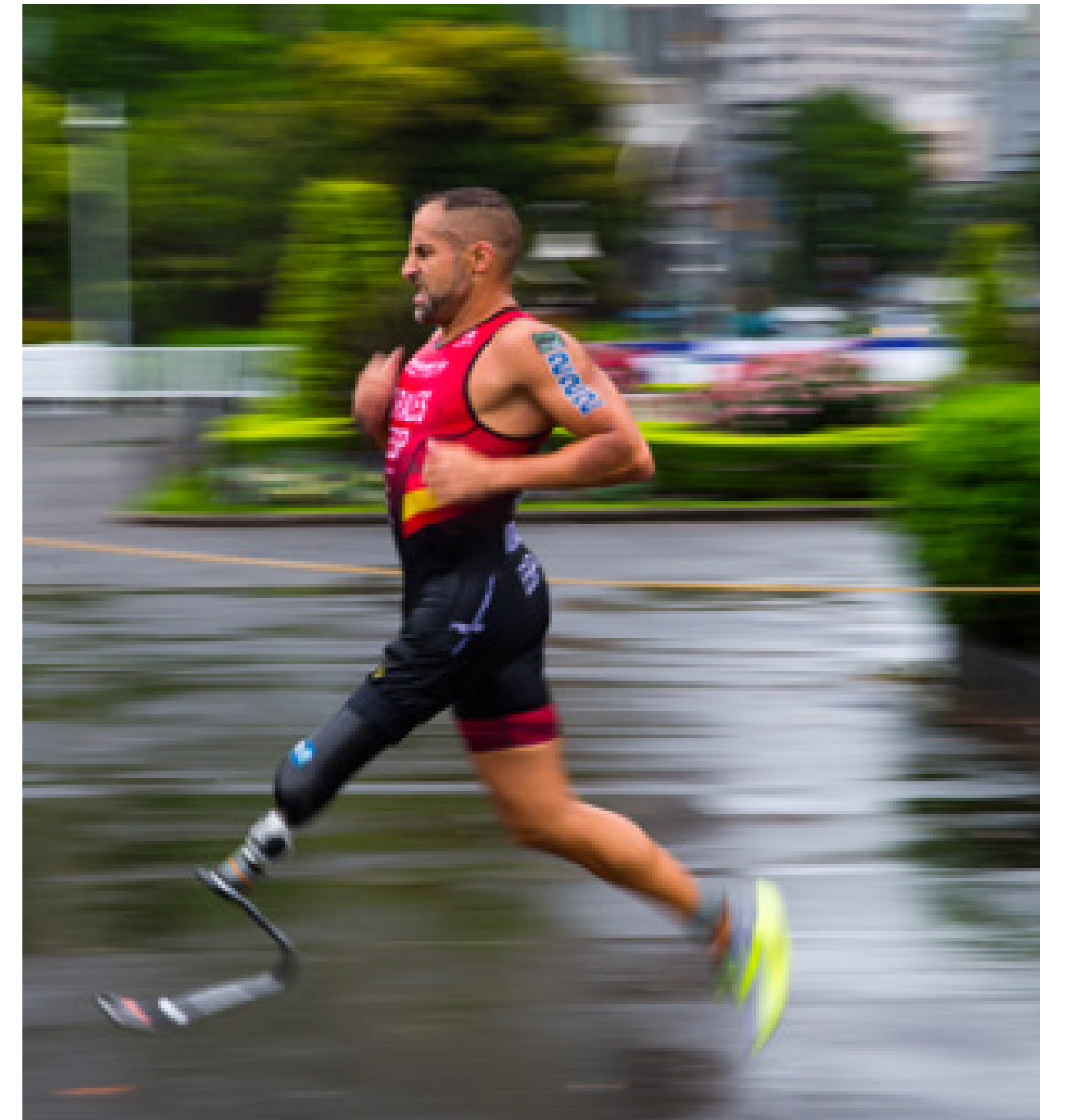
to keep our sport at the forefront



Inclusivity

We want a sport that is inclusive to all; anyone can take part at whatever level and in whatever aspect.

We will work collaboratively with all our stakeholders with respect, and equity as our driving force.





**Where are
we now**

Where are we now Benchmarks May 22

Our Strengths

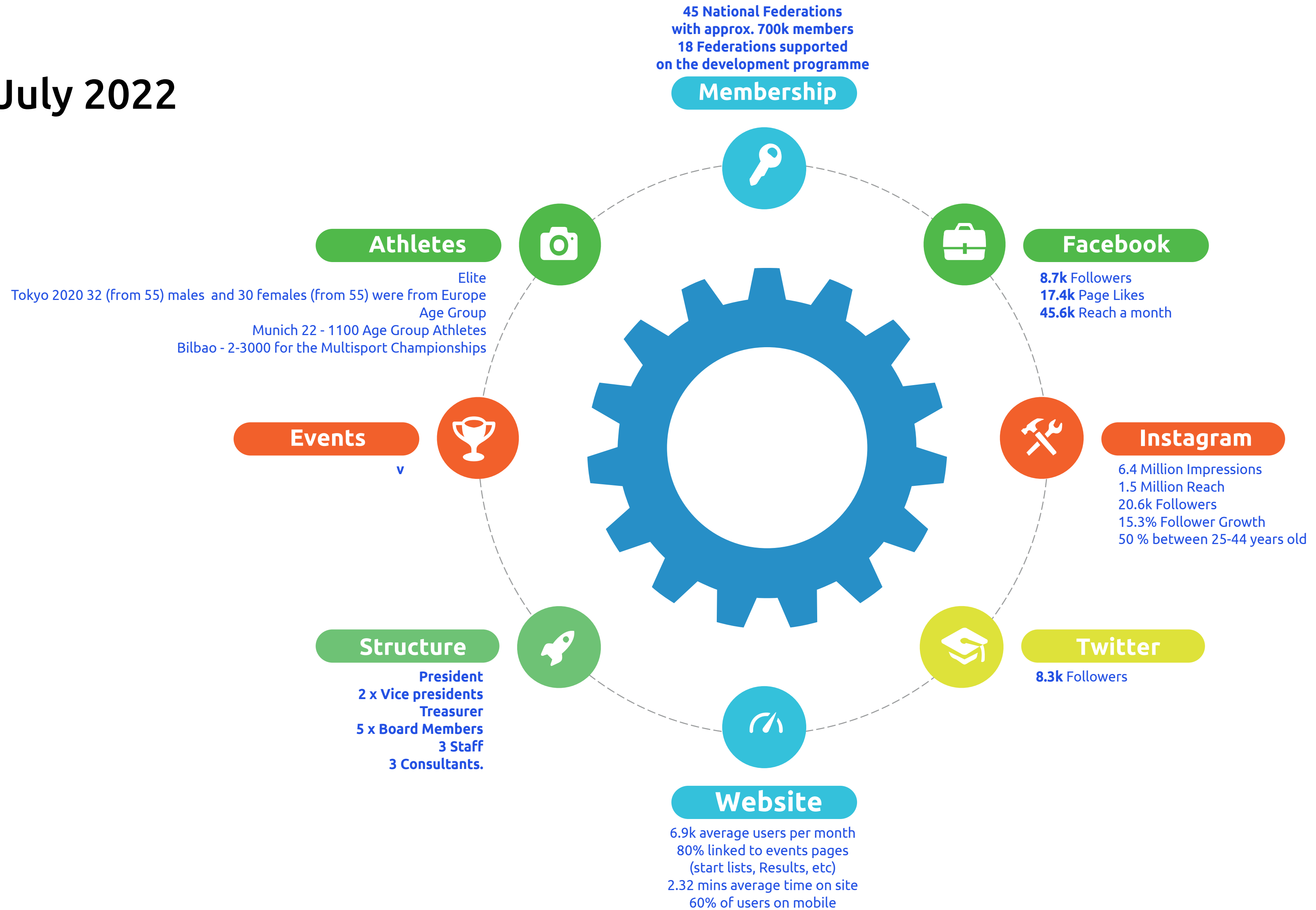
- 1 **45 National Federations** offering opportunities for all to join.
- 2 **Sport For All** – Inclusive for all ages and all abilities.
- 3 **A Sport for Mind Body and Soul** – fitness, tactics and friendship.
- 4 **Events for all** -
Triathlon
Duathlon
Cross Triathlon
Aquabike
Aquathlon
- 5 **Active and Effective Development Programme** - Europe Triathlon leads the way in helping the developing nations in Europe.

Our Weaknesses

- 1 **Changing Demographic** - There are signs of an aging Age Group Community.
- 2 **Sustainability of Races** - With costs going up we are getting fewer LOCs bidding to host races.
- 3 **Lack of Funding** - Whilst funding has increased over the last few years Europe Triathlon is still underfunded and needs to grow income streams in a diverse sustainable way.
- 4 **Low Staff Levels** - The organisation has too few staff to enable a sport to deliver. Modern sports administration relies on a growing staff team not just to administer but to lead and innovate.
- 5 **Poor organisational resilience and succession planning** - the sport is reliant on too few individuals at board, staff and volunteer levels.

Some Statistics July 2022

Where are we now?



Delivering the Plan in partnership with our Key Stakeholders

Our Key Internal Stakeholders

- The Staff •
- The Board •
- The Committees •
- The Commissions •



Our Key External Stakeholders

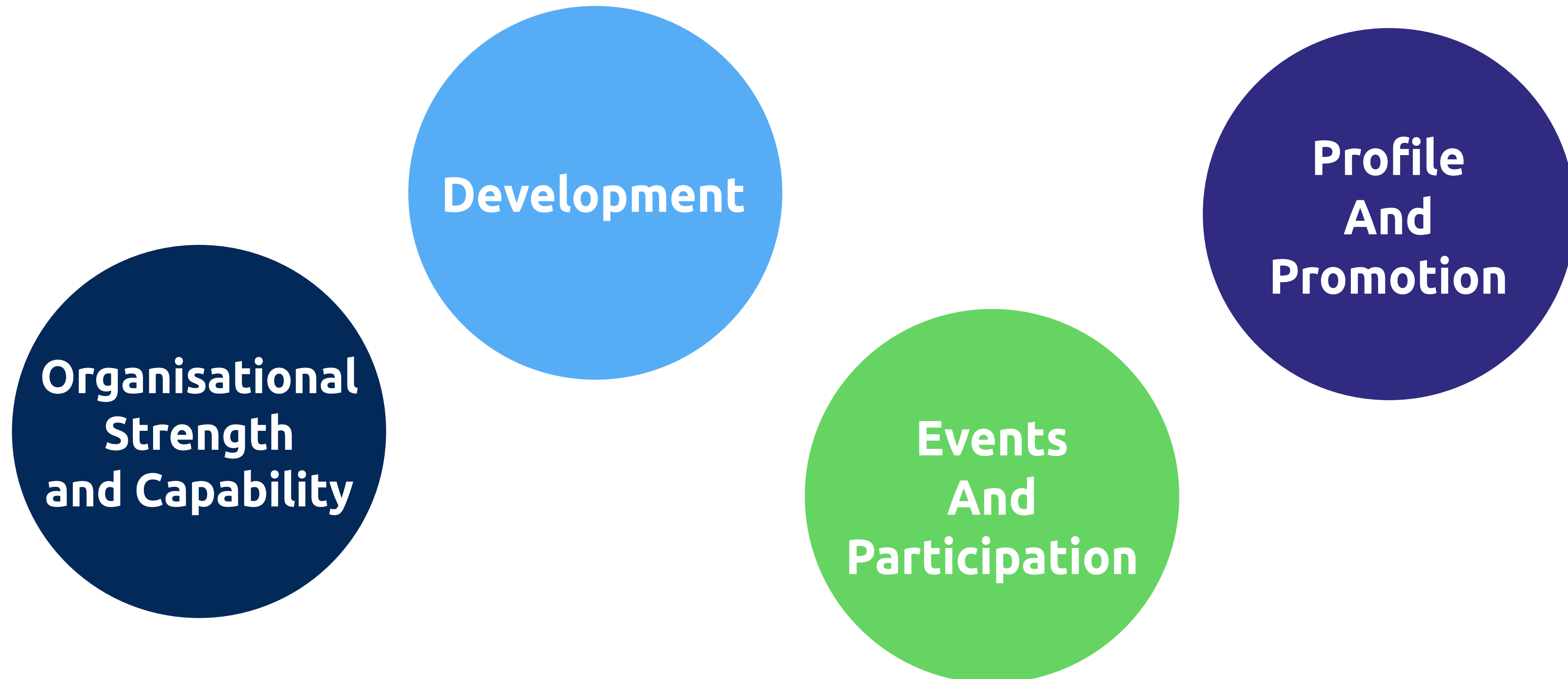
- World Triathlon
- National Federations
- Local organising Committees
- ECM
- EOC
- IOC
- Current Sponsors
- Future partners.

The background is a solid blue color with several overlapping geometric shapes in a lighter shade of blue. A prominent feature is a large, upward-pointing arrow shape that originates from the bottom left and extends towards the top right. The text is positioned in the lower-left quadrant of the image.

Primary Strategic Themes

Strategic Themes

Europe Triathlon will focus on the following high level strategic themes:

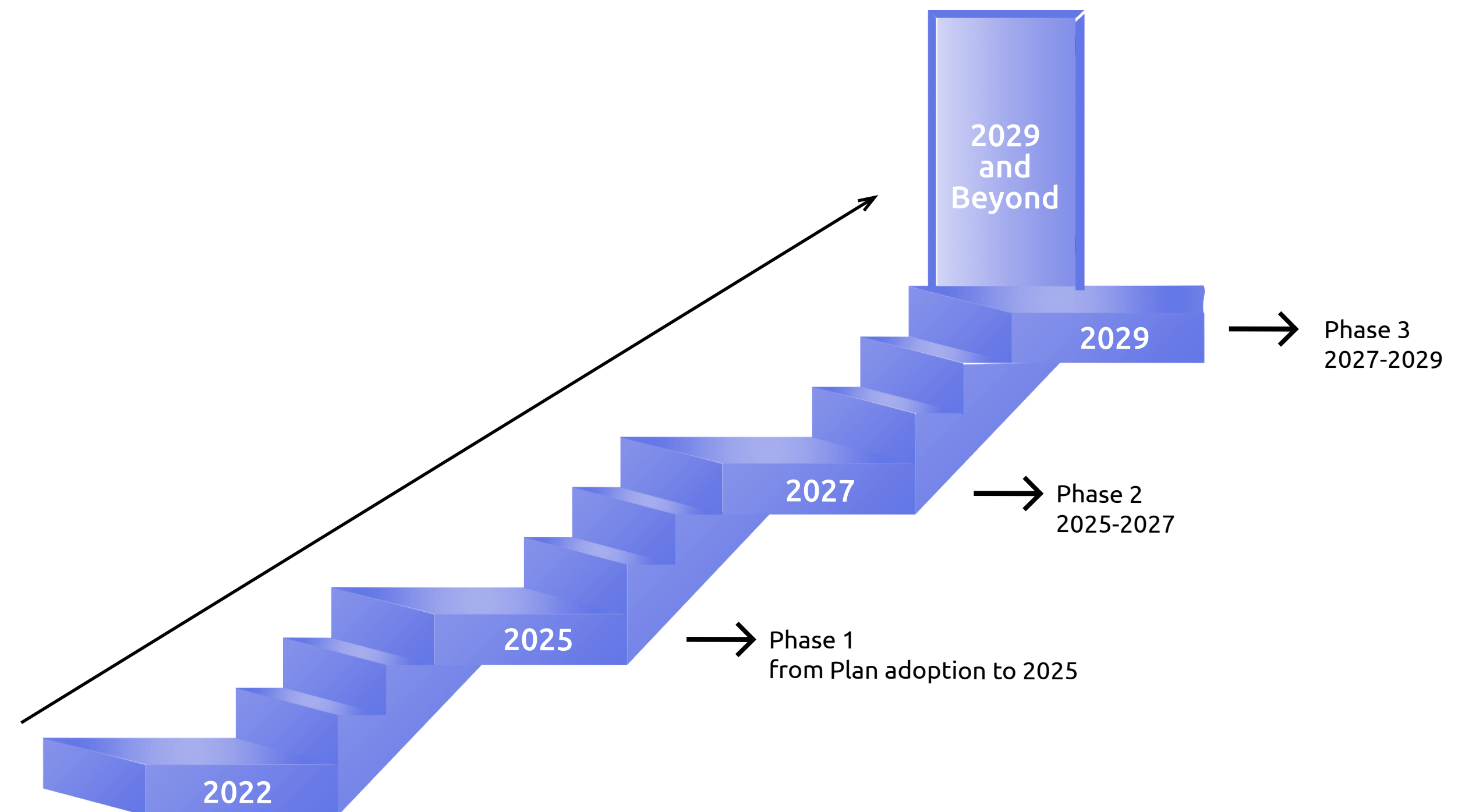


How we will measure our success

Our Themes and Phases

Following consultation we have identified four Primary Themes for the organisation that cover our operations. The Themes are not individual silos but are interwoven with each other.

Within each Theme we have identified some key action points and key milestones to show if we are on track to execute the plan. The milestones will be measured over three phases over the life of the plan and operational plans will be developed to implement each phase as we move forwards.





Organisational strength and Capability

Organisational Strength and Capability

Solid Governance and Efficient Management

Europe Triathlon commits to professionalise its governance and management structures to fulfil its ambitious mission(s).

Action points

- Sharpen the role and the responsibilities of the Executive Board as a strategic body, including better external communication and transparent processes.
- Develop management and administration functions and processes with adapted roles and responsibilities.
- Increase the number of paid staff (especially in the areas of administration, media and marketing and events).
- Increase the financial revenue with an effective diversification strategy.

Achieving our Mission and Delivering the Plan

Organisational Strength and Capability

In order to meet our mission we will build a fit for purpose, professionally run and managed organisation that is supported by an active and engaged workforce to efficiently and effectively manage and deliver our sport.

Action points

- We will strengthen our staff resources to help deliver on the mission with support for clubs and branches, events and sport development
- We will look to maximise income streams for the organisation to help develop staff resources and support to deliver on the plan.
- We will adopt the highest governance standards and ensure financial best practice to give the organisation the necessary resilience, strength and stability to allow the sport to grow.

Organisational Strength and Capability

Key Action Action Points

Governance

- Fully embedded and continuously reviewed policies and practices for good governance
- Highly efficient and effective policies and practices
- Clear Board succession planning programme
- Full transparency
- Strengthen the links and formalise the roles between National Federations

Business Development and resilience

- Board
- Strategic Board with detailed role descriptions
- Gender balance
- Organisational resilience
- Staff
- Professionalise the sport with a business-like approach and Increased staff resources to better drive the sport forward.
- Promote a positive supportive organisational culture

Finance

- Excellent financial practices and policies embedded within the organisation
- Multiple revenue streams to provide enough resources to deliver on the plan.
- A headline sponsor and portfolio of other sponsors to help provide a diversified income stream

Phase 1

from Plan
adoption to 2025

- Comprehensive review of our M&A/Constitution
- Fully embedded and continuously reviewed policies and practices for good governance
- Develop a Board Succession Planning Programme
- Increase staff to have greater resilience in media and communications,
- Year on year Increased income streams that are diversified
- Ensure and sound financial practices are in place that are transparent and receive positive auditor comments
- Ensure a risk register is in place and is regularly reviewed
- Promote a positive cooperative and consensus based culture that stakeholders are keen to engage with
- Seek to have a gender balance in all parts of the organisation
- Develop Technical Officials Development Programmes
- Strengthen the links and formalise the roles with National Federations and World Triathlon

Phase 2

2025 - 2027

- Continued review and embedding of the policies for good governance
- Retain and look to improve the gender balance of the organisation
- Develop organisational resilience with succession planning and policies and procedures
- Year on year Increased income streams that are diversified

Phase 3

2026 - 2029

- Continued review and embedding of the policies for good governance
- Diversified income streams to provide better resilience
- Have a positive cooperative and consensus based culture
- Fully documented policies and procedures to ensure resilience
- Year on year Increased income streams that are diversified

Organisational Strength
and Capability
Phased Actions



Development

Development

Strong Triathlon Communities

Development of and collaboration with NFs for our shared mutual strength.
Europe Triathlon leads and implements a comprehensive strategy to strengthen the position of its member federations in the triathlon and sporting landscape including tailor-made and targeted initiatives.

Action points:

- Develop core services complementary to World Triathlon or other stakeholders.
- Provide optimal conditions for member federations to share best practice cases with other federations and with Europe Triathlon to improve and develop each federation.
- Support and guide member federations with their own issues by solution-oriented and sustainable assistance or networking initiatives.
- Ensure participation and consultation of representatives of member federations in decision-making processes of the federation.

Phase 1

from Plan adoption to 2025

- Create a Sport Development Plan for the duration of the overall Strategic Vision
- Implement Phase 1 of the Development Plan
- Provide and assist developing National Federations to build good governance
- Give help and assistance to National Federations to help build their membership numbers
- Develop knowledge banks and shared information with and from all National Federations
- Use the 2 year Operational Plans to set goals and targets as stepping stones to reach the overall Strategic Vision Aims
- Create inclusion programmes and share ideas and expertise to focus on inclusion. Programmes and ideas for Women in Sport, disadvantaged communities, disabled and special needs communities
- Develop programmes and policies for environmental, economic and social sustainability of our sport
- National Federation Exchange Programmes - for staff and athletes to learn from each other

Phase 2

2025 - 2027

- Implement Phase 2 of the Development Plan
- Continue to develop good governance structures in National Federations
- Continue to work with National Federations to help build their membership numbers
- Develop knowledge banks and shared information with and from all National Federations
- Use the 2 year Operational Plans to set goals and targets as stepping stones to reach the overall Strategic Vision Aims
- Create inclusion programmes and share ideas and expertise to focus on inclusion. Programmes and ideas for Women in Sport, disadvantaged communities, disabled and special needs communities
- Develop programmes and policies for environmental, economic and social sustainability of our sport

Phase 3

2026 - 2029

- Implement Phase 3 of the Development Plan
- Continue to develop good governance structures in National Federations
- Continue to work with National Federations to help build their membership numbers
- Develop knowledge banks and shared information with and from all National Federations
- Use the 2 year Operational Plans to set goals and targets as stepping stones to reach the overall Strategic Vision Aims
- Create inclusion programmes and share ideas and expertise to focus on inclusion. Programmes and ideas for Women in Sport, disadvantaged communities, disabled and special needs communities
- Develop programmes and policies for environmental, economic and social sustainability of our sport

Development
Phased Actions and Objectives

The background features a solid green field with several overlapping, semi-transparent teal geometric shapes. These shapes include a large triangle pointing upwards on the right side, and several diagonal bands and smaller triangles that create a dynamic, layered effect.

Events and Participation

Events and Participation

Blueprint Events

Europe Triathlon will seek to have innovative, sustainable and inclusive events that are an example for other multi-sport events. Europe Triathlon seeks to create an unforgettable experience for the participants.

Triathlon is much more than Triathlon it is all our various derivatives

- Aquathlon,
- Aquabike
- Cross Triathlon
- Cross Duathlon
- Duathlon - short standard and long
- Triathlon - short, standard and long
- Winter Triathlon

Action points

- Develop targeted strategies for each stakeholder of the events to ensure win-win situations.
- Propose and/or adapt innovative event formats that meet current media requirements. Special attention will be paid to concepts that enable competing without travelling (eSport or remote racing)
- Share and develop guidelines for NF's, LOC's and others to raise the sustainability and the quality of events and organisations.
- Ensure fair play and safety at all events
- Create a "wow" factor

Events and Participation

Europe Triathlon promotes and creates the best conditions for a sustainable and successful athlete pathway in each category. The pathway of European athletes should be the benchmark for sporting success at an international level.

Action points

- Increase the number of athletes in all categories in European competitions. Identify, develop and foster optimal athlete pathways/events for all categories.
- Support national federations in their commitment to allow their best athletes to participate in European events.
- Develop programmes to promote underrepresented categories.
- Develop and implement an Age Group Strategy to encourage more age group participation

Phase 1

from Plan
adoption to 2025

- Comprehensive review of the events structure, development of an events strategy and initial implementation of the Events Strategy and Age Group Strategy
- Encourage grass roots new to triathlon events in coordination with the NFs
- Raise the quality of Europe Triathlon event
- Innovative quick format TV friendly events
- Major events streamed live
- Develop Staff resources to help develop our events
- Initiate a move to a multiple year calendar to aid future planning
- Increase age group participation by both overall numbers and National Federation Teams in line with the Age Group Strategy
- Create an athlete development pathway as part of the Event's Strategy

Phase 2

2025 - 2027

- Continued implementation of the Events Strategy and Age Group Strategy
- Implement and expand the number taking part in triathlon at age group and elite level
- Development of a streaming hub for events
- Pilot new event formats
- Continued involvement in the European Championships Multisport model

Phase 3

2026 - 2029

- A portfolio of events that are fit for purpose for the organisation
- Streaming of all events via a Streaming Hub and have TV Broadcast Quality events Coverage for our major event

**Blueprint Events
Phased Actions**



Promotion and Profile

Promotion and Profile

Who are we? - getting the message across

Raising our profile through media, marketing and communications will be a key area of focus for Europe Triathlon. Europe Triathlon will develop the promotion of the sport to increase visibility, attractiveness and participation in Triathlon in Europe.

Action points

- Develop strategic marketing and improve partnerships in order to increase visibility, attractiveness and participation.
- Develop and implement a comprehensive communication and marketing plan for the organisation
- Identify Europe Triathlon assets and use these to create personas and profiles that are attractive to commercial partners
- Develop our Broadcast and Media output
- Develop our profile and seek to develop partner sponsorships
- Develop growth in revenue and exposure

Achieving our Mission and Delivering the Plan

Building Our Profile

We will work to maximise the profile of the sport with an established coherent brand, leveraging the use and reach of social media, event streaming and the website to grow interest and engagement from all stakeholders.

- 1 We will develop and implement a clear branding, marketing and communications strategy that will allow us to work with our National Federations and sponsors to raise the profile of our sport.
- 2 We will invest time and resources to improve engagement and reach across our social media platforms.
- 3 We will develop our sponsorship “rights” and activation possibilities to retain and attract new sponsors.

Building Profile

Key Action Action Points

Define and establish a strong Europe Triathlon brand and profile that benefits the sport and is attractive to long term commercial partners.

Develop a comprehensive marketing and communications plan including

Develop storytelling opportunities for the organisation; the races, the athletes and National Federations to promote the sport.

Broadcast Media

Website

Social Media

Phase 1

from Plan
adoption to 2025

- Develop a comprehensive Media and Marketing Strategy
- Develop sponsorship packages including Europe Triathlon rights to offer a sponsor and activation opportunities.
- Actively pitch for sponsors/partners on equipment and services
- Develop a cohesive brand image and branding guideline
- Build a portfolio of rights that can be offered to a sponsor(s)
- Develop the use of social media channels and the website to build the brand improving reach on all media.
- Develop the website to be fit for purpose
- Develop innovative ways to maximise our digital presence
- Develop merchandising and advertising revenue opportunities
- Implement Event Streaming for major events

Phase 2

2025 - 2027

- Headline Sponsor in Place
- Continue to implement the Media and Marketing Strategy to further increase the profile
- Actively pitch for a headline sponsor and equipment and services sponsors/partners
- Develop live event streaming with a digital hub for domestic events
- Increase the numbers reach and penetration of social media from Phase 1
- Pilot merchandising opportunities at events
- Explore the opportunities to improve communication between National Federations using digital platforms

Phase 3

2026 - 2029

- Develop Sponsorship Tiers
- Increase the number reach and penetration of social media from Phase 2
- Have a event streaming hub for all event that maximises the opportunities to promote our sport and our sponsors

Building Profile
Phased Actions

