

STRATEGIC PLAN



USATD

2019–2028

**CREATE
THE FUTURE...**

#dominatein28



“The fight is won or lost far away from the witnesses,
behind the lines, in the gym,
and out there on the road;
long before I dance under those lights.”
—Muhammad Ali

USA Taekwondo has changed.

There is a **new philosophy** across the entire organization.

A new philosophy built on a foundation of **innovation** and **creative thinking**. Of **safety** and **support**. Of unimpeachable **integrity**. A new focus and increased attention to detail. A greater **understanding** of the need to **nurture** potential as soon as there is a **spark** if we are to produce the best athletes in the world.

A completely new methodology designed to **inspire** and **encourage** excellence in competition, to **identify** talent and ensure the value of every dollar is maximized in the pursuit of **greatness**.

It began with the hire of of a new High Performance Director - an Olympic medalist - who understood what it takes to compete at the very highest level. It solidified with the capture of two of the world's best taekwondo coaches. It picked up pace with the opening of the brand new National Center of Excellence in June 2019 in Colorado Springs, Colorado.

It continues through our determination to **create the future** if we are to achieve our goal to **Dominate in '28** at the L.A. Olympic Games – a thought which now drives every decision we make, every day..

We will provide an environment where **no potential future medal winners are overlooked ever again**. Where no potentially great Olympians are lost to our sport for any avoidable reason.

We will continue to ensure there is no place for bad people within USA Taekwondo while welcoming in and supporting those who share our values and goals.

We do not just hope success happens any more. We make it happen.

It's **time to get serious** about winning again, together.

These plans cannot succeed to their fullest without the help of our members and the American taekwondo community, and we are, as **always, grateful** for your support.



STRATEGIC PLAN 2018-28 DOMINATE IN '28!

MISSION

To grow, inspire, and support the taekwondo community in the U.S. and its pursuit of excellence on and off the mat.

VISION

To engage every American who is interested in the sport and art of Taekwondo and provide the opportunity to safely participate, achieve their personal best, and develop a lifelong passion for Taekwondo.

ORGANIZATIONAL VALUES

USA Taekwondo is committed to the following tenets or guiding principles:

STRENGTH - Have the courage to stand for what is right, to follow the taekwondo tenets, and always strive to do your best in all that you undertake – on and off the mat. Set goals for achieving excellence and pursue them with a sense of purpose and resolve.

HONOR - Be open, honest and genuine with each other. Employ the highest ethical standards in every action we take, fostering a culture of safety and teamwork. Embrace diverse perspectives and ideas in a spirit of building trust and collaboration.

RESPECT - Foster an inclusive community that values and serves the needs of everyone involved with taekwondo, treating all with dignity. Keep emotions and actions in line with the highest standards of thought and behavior.

2028 VISION

WE ENVISION THE FOLLOWING WILL BE TRUE OF USA TAEKWONDO BY 2028

COMPETITIVE EDGE

- ▶ Our team performed above and beyond with 8 individual medals, potentially more (maybe a team medal) at the LA Games
- ▶ Professional league “paid off” and athletes have a more sustainable sport career path
- ▶ Foreign home base for training – part of the secret sauce of Olympic and Paralympic success
- ▶ 20,000 sq ft NGB HQ/training center
- ▶ USA is on the rotation for major international events
- ▶ Sufficient high-quality female coaches to meet the demand of the athletes
- ▶ World class referees...whether human or technology based
- ▶ Athletes directly achieving major sponsorships

STRENGTHEN THE FOUNDATIONS

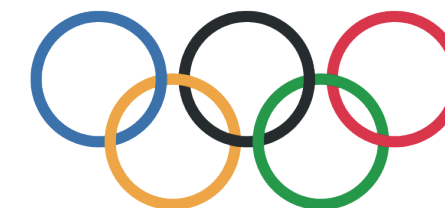
- ▶ 100,000 members
- ▶ Recognized leader in SafeSport. Our efforts have raised the bar for all sports.
- ▶ Celebrate Jay Warwick as a leader within World Taekwondo internationally
- ▶ Online retail presence is strong and leads other NGBs
- ▶ Thriving separate charitable foundation that supports the federation
- ▶ Staffing is right-balanced to meet demands of growing membership
- ▶ Members are engaged for life
- ▶ Athletes become coaches, etc.
- ▶ 95% retention rate! Members love us!
- ▶ Higher average tenure of members

BUILD THE BRAND

- ▶ Clear pathways for participants
- ▶ Strong partnerships that unify the factions (competitor and external partnerships)
- ▶ Inclusive of AAU grassroots through to USATKD
- ▶ Sponsorships at all-time high (tenure and number of associations)
- ▶ Strong educational programs for coach and athlete development
- ▶ Improve return rate for All-American Program Champions
- ▶ Recurring content/show on Olympic Network (or whatever the medium)
- ▶ Prime broadcast slot
- ▶ Club to see benefits of being members
- ▶ Avid fan base! Actively engaged fans
- ▶ Virtual engagement opportunities



LA 2028





STRATEGIC OVERVIEW

TO EFFECTIVELY ADVANCE ITS MISSION, VISION AND POSITION THE ORGANIZATION FOR FUTURE SUCCESS, USA TAEKWONDO HAS IDENTIFIED 5 STRATEGIC GOALS BY THE YEAR 2028

ATHLETE HEALTH & WELL-BEING

Lead in the education, training, and promotion of resources and policies that ensure the physical, emotional and mental well-being of athletes.

FINANCIAL & ORGANIZATIONAL STRENGTH

Pursue improved organizational effectiveness and efficiency through leadership and staff development, process and technology improvements, growth of existing and new sources of revenue.

SPORT & ATHLETE DEVELOPMENT

Enhance access and involvement with the sport generally and with USA Taekwondo specifically.

COMPETITIVE SUCCESS

Invest in opportunities to identify, recruit and retain competitive talent; and provide resources and support to maximize athletes' high performance potential.

CUSTOMER EXPERIENCE & SPORT PROMOTION

Provide exceptional interactions with participants and fans with an emphasis on consistency and convenience. Leverage the long runway of Los Angeles 2028 to inspire the public and position the sport for long-term success.

STRATEGIC PLAN INITIATIVES

ATHLETE HEALTH & WELL-BEING

Lead in the education, training, safety, and promotion of resources and policies that ensure the physical, emotional and mental well-being of athletes.

Objectives:

1) Regulations and Standards. Establish and enforce consistent rules, procedures and standards of expected behavior to prevent harm to athletes.

2) Culture of Safety. Communicate and educate athletes, coaches, parents, referees, event organizers, leaders and staff about expectations to ensure safe environments and how to recognize and respond to abuse or misconduct.

3) Marketing Campaign. Promote the “Not in My Sport” marketing campaign broadly to encourage education, reporting and dissemination of best practices and resources that reinforce the culture of safety and well-being among the entire Olympic and Paralympic family.

4) Athlete Transition. Establish and support a plan for athletes who are transitioning from elite competition to retirement.

Success Measures

By 2028:

- Meet or exceed every aspect of SafeSport compliance.
- USA Taekwondo members perceive the organization as a leader in athlete safety.
- # 75% of National Team athletes have participated in USOC Athlete Career & Education (ACE) programs and services and 80% report high levels of satisfaction.



FINANCIAL & ORGANIZATIONAL STRENGTH

Pursue improved organizational effectiveness and efficiency through leadership and staff development, process and technology improvements, growth of existing and new sources of revenue.

1) FINANCIAL MODEL STABILIZATION AND GROWTH

Build a sustainable model of financial stability. Pursue new or expanded sponsorships and opportunities that drive revenue.

Key Focus Areas

- Sponsorship/Brand expansion
- Event revenue
- Membership growth
- Donors
- Merchandise/e-commerce

2) ORGANIZATIONAL TALENT DEVELOPMENT

Provide education and training to increase leadership skills and business acumen of the board and staff.

Key Focus Areas

- Succession planning
- Volunteer coordination & engagement

3) BUSINESS PROCESS IMPROVEMENT

Integrate best practices into business operations to increase efficiencies and ethical behavior as well as position the organization to better anticipate and prepare for risks and opportunities.

a) Strategic, Operating, and Financial Planning.

Establish a process to regularly review organizational priorities in the context of internal and external realities and impact of anticipated future events. Routinely monitor progress of initiatives and synchronize planning and monitoring activities with the budget cycle.

b) Technology.

Leverage latest trends and best-in-class back-office technology to increase staff and organizational efficiencies.

c) Ethics/Grievance Complaint Process.

Review and redesign as needed complaint-related policies and procedures to improve response times and coordination of effort and response with USOC and Center for SafeSport. Implement improved process and routinely measure its effectiveness and efficiency.

Success Measures

By 2028:

- Revenue growth of 10% annually
- Every person at USA Taekwondo reports high level of respect for – and ability to learn from – their coworkers
- Strategic, Operating, and Financial plans are developed and reviewed, revised, and executed on a regular schedule.



SPORT & ATHLETE DEVELOPMENT

Enhance access and involvement with the sport generally and with USA Taekwondo specifically.

Objectives:

1) PARTICIPATION PATHWAYS

Create and articulate participation progression, from recreational through competitive/elite. Socialize pathways with prospective participants, athletes, coaches and parents to increase awareness, interest and longer tenure with taekwondo.

2) YOUTH ENGAGEMENT

Establish a youth development model that encourages and supports age- and skill-appropriate participation, increases child and parent satisfaction, and fosters a long term physically active lifestyle. Incorporate the following as core elements:

- For younger ages (e.g., under 11 years of age), have a focus on:
- Developing physical literacy (basic motor coordination, agility, etc.)
- Incorporating fun in the training environment and skill building exercises
- Emphasizing confidence and character building; it's about more than just winning
- Offer non-traditional formats that better match with younger player interests and needs; explore using technology to attract and retain younger participants.

3) TRAINING & EDUCATION

Develop a comprehensive, modernized education framework and associated resources to improve taekwondo knowledge and skills for the following key constituents/members:

- a) Coaches.** Align coach education to support the participation and youth development pathways. Upgrade content and delivery methods, incorporating latest best practices, e.g. combined online, written and experiential evaluation modules, etc.
- b) Referees.** Akin to coaches, develop a curriculum to train referees that aligns with participation and youth development pathways.
- c) Athletes.** Create online catalog of self-directed training resources.
- d) Parents.** Offer a robust and easy-to-find-and-consume set of informational resources to help them understand the sport, how to support their children in the sport, etc.

4) CLUB SUPPORT

Strengthen relationship with local clubs through a service-minded partnership that grows clubs' business competencies as well as supports a mutually beneficial pathway from grassroots-to-Olympic sport development.

Develop approach to recruiting and retaining high quality, advanced-level female coaches.

Success Measures

By 2028:

- Grow membership to 100,000
- The number of athletes moving through the competitive progression increased by %/# [tbd]
- Educational toolkits for coaches, referees, athletes, and parents are developed, launched and perceived as useful.
- Increase customers' reported satisfaction with USA Taekwondo resources by 50%
- Increase number of female coaches by 300% of coaches above level 2.

COMPETITIVE SUCCESS

Invest in opportunities to identify, recruit and retain competitive talent and provide resources and support to maximize elite high performance potential.

Objectives:

1) TALENT ID & DEVELOPMENT

Continue to improve and expand talent ID and development programming to grow the pool of podium-potential athletes.

2) TRAINING CENTER OF EXCELLENCE

Establish a premier taekwondo training, education and operational headquarters facility to enhance and expand the athlete pipeline, high-performance capabilities and sport leadership and operations.

Key Focus Areas:

- Identify preferred location
- Implement policies and procedures for access and utilization
- Explore permanent resident program
- Recruit qualified training, service support, operations and management personnel, e.g., coaches, sport science professionals, administrators, etc.

3) LOCAL TO NATIONAL TEAM TRANSITION

Establish improved coordination and communication as emerging athletes transition to the national team environment that recognizes and celebrates the partnership with local coaches and encourages exchange of information between local and national team coaches for the benefit of the athlete.

4) INTERNATIONAL EVENTS

Build relationships to become a preferred host of championship-level events to increase internationally competitive experiences for athletes and coaches.

a) International Federation (IF) Collaboration. Seek avenues of engagement with World Taekwondo to drive improved relations and increase confidence in USA Taekwondo as a collaborative partner in growing the sport worldwide and a trusted choice for hosting international events.

b) Domestic Partners. Cultivate partnerships with potential host communities, collaborating to build competency and confidence of all partners in ability to successfully organize and run international-level competitive events.



Success Measures

By 2028:

- Training center of excellence established
- Increase the pool of identified/recruited talent to 4 medal capable athletes per division.
- Hosting at least one major international championship-level event.
- Perceived partnership between local and national coaches is rated high to very

CUSTOMER EXPERIENCE & SPORT PROMOTION

Provide exceptional interactions with participants and fans with an emphasis on consistency and convenience. Leverage the long runway of Los Angeles 2028 to inspire the public and position the sport for long-term success.

Objectives:

1) STAKEHOLDER VALUE MESSAGING

Articulate and communicate the benefit of involvement with USA Taekwondo for all member groups and key stakeholders, e.g., athletes, coaches, referees, parents, club owners, sponsors, donors, partners, and state organizations.

2) ATHLETE PROFILES

Inspire the taekwondo community and increase visibility and support for athletes by celebrating their achievements on and off the mat through storytelling and associated promotional activities.

3) EVENT OPTIMIZATION

Evaluate, create, and implement improvements to regional and national events to enhance the participant, spectator, partner, and sponsor experience.

4) THE TAEKWONDO HUB

Become the “go-to” organization for taekwondo information and connection to sport participation opportunities.

- Sport Resource Platform. Design and implement a web-based “portal” that quickly and accurately connects members and other interested parties to relevant information and resources.

- Marketing/Communications. Promote awareness and utilization of portal to drive brand recognition and affinity.

Key Focus Areas

- Search engine optimization (SEO)
- Digital/social media promotion
- Other marketing/communication strategies

5) LA28 LEAD-UP & LEGACY

Cultivate and inspire fans of USA Taekwondo with focused marketing efforts, experiential opportunities, and avenues to express their enthusiasm. Encourage youth engagement in the sport and develop a post-LA28 strategy for sustained participation and enthusiastic support of taekwondo in the U.S.

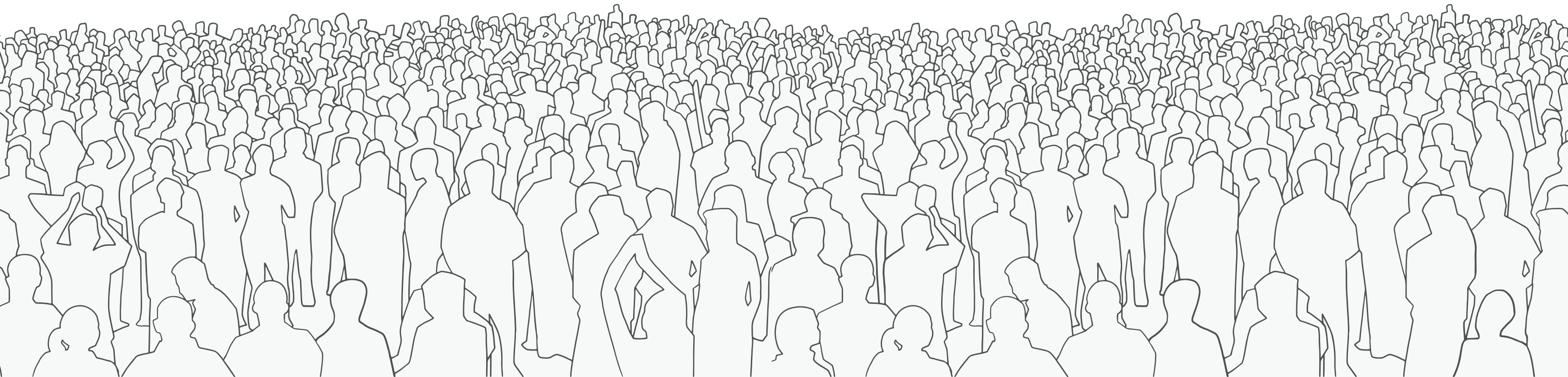
Key Focus Areas

- Athletes
- Partners
- Alumni
- Adjacent martial arts

Success Measures

By 2028:

- Customer satisfaction with membership value consistently increases.
- Elite taekwondo athletes are able to attract sponsorships and are seen as professional athletes.
- Sponsors realize a revenue increase of 10% through affiliation with USA Taekwondo.
- All-time high fan engagement during the LA28 Games through media promotion and related marketing strategies.



SWOT



STRENGTHS



WEAKNESSES



OPPORTUNITIES



THREATS

- New ranking system and changes to membership structure
- More participation friendly
- Leadership, staff and national team coaches
- Passionate taekwondo community
- Connection to the Olympics
- Focus on athlete pipeline development

- Lack of value messaging and communication to stakeholders
- Leadership turnover
- Inconsistent strategic direction and operational priorities
- Star athlete/coach misconduct
- Reactive (vs proactive) culture
- Mistrust/lack of confidence in USA Taekwondo by coaches and athletes
- Mistrust among board members

- Pipeline development and support for athletes and coaches
- High school, NCAA
- Significantly and positively increase sport awareness, participation and brand recognition
- Players and fans/spectators
- Technology (business and sport) and media consumption
- Athlete well-being and healthy environment
- Youth, SafeSport, education, physical literacy
- National event structure

- Crowded martial arts space - lots of sport types and organizations, e.g., karate, judo, jiu-jitsu, etc. — creates confusion/competition
- Karate becoming a full-fledged Olympic sport
- Media reputation; continuing negative PR
- Competitive structure creates barrier to entry/burnout
- Rising cost of equipment, e.g. electronic scoring vests
- Year-round schedule
- Conformity to traditional sport/lack of “fun” format for younger participants (when they “just want to break boards”)
- Rules/alignment

WORKING GROUP PARTICIPANTS

(Board)	(Staff)	(USOPC Facilitators)
Don Reynolds	Steve McNally	Denise Parker
Beth Pinkney	(CEO)	(Vice President of NGB Services)
Yuki Sugawara	Jay Warwick	Avery Wilson
Devin Johnson	(Secretary General)	(Director of Strategic Planning, Strategy & Business Consulting)
Ian Handman	May Spence	Jace Coston
Seth Wilson	(High Performance Director)	(Consultant, Strategy & Business Consulting)