A BRIEF REVIEW OF ORIGINAL PLAN

Analysis of the data in 2016 led to the following **Key Learning Points:**

- Membership growth was big idea with enormous potential.
- Sizeable investment in technology and education is vital.
- Necessary to add an emotional element to who we are and what we do.
- High performance not for itself - take advantage of huge opportunity to grow the sport and membership.
- Para Equestrian is important and should be highlighted.
- Growth can be funded through efficiencies, cost savings, fees growth, revenue enhancement and expanded fund-raising.
A BRIEF REVIEW OF ORIGINAL PLAN

Key Learning Points – *(continued)*

- This “NEW” USEF should launch like a new product with all elements in place.
- Need to “collectively” get our house in order.
- Explore other avenues of growth such as expansion of FEI events in the United States.
- Organizer consolidation has been good for the sport, but enhanced rule enforcement and more grassroots access is needed.
- A massive and focused communications approach will be required.
- Ensuring fairness, safety and enjoyment for our members and their horses remains the top priority.
Overarching goal remains the same - to bring the Joy of horse sports to as many people as possible

- Strategic Plan is working
- Our actions support our members and their horses

Now is the time to:

- Explore opportunities to increase results
- Increase sustainability by diversifying revenue streams
- Our actions support our members and their horses
Strategic Plan

The Look Ahead
OUR VISION REMAINS THE SAME

To bring the Joy of horse sports to as many people as possible

- The focus for 2021 – 2024:
  - “to as many people as possible”
THINK BIG…

- Grow our membership base from 180,000 to **1 million**.

- or roughly **3.5%** of the 27 million people who sit on a horse’s back each year.
WHAT STRUCTURE WILL WE NEED?

▸ Current governance structure remains unchanged

▸ Manage USEF as a business

▸ Consolidate our existing and new operations under three business lines
  ▸ Each line will have concrete goals and their own P&L and will thereby adopt a market-driven business mindset:
  
  ![Diagram](Diagram.png)
  
  Sport (Existing Core Responsibility)
  Member Services (Existing Core Responsibility)
  Business Innovation Group (New Opportunity)

▸ Leverage our existing functional department structure of Marketing, Finance, Legal, HR and IT across all business lines to provide consistent, value-driven support
BUSINESS INNOVATION GROUP STRUCTURE

- The Business Innovation Group (BIG) will identify and drive new revenue sources that increase our reach, our visibility, our revenues and ultimately our membership.

- At the outset, Business Innovation Group will house three verticals:
WHY GROW?

Developing and growing each of these business lines will power our ability to bring the Joy of Horse Sports to as Many People as Possible.
WHAT WILL GROWTH ACCOMPLISH?

▸ Growth:
  • Allows us to become financially secure
  • Increases our ability to invest across all levels of the sport from grassroots to high performance
  • Enables our reach and commitment at the grass roots level
  • Enables our reach and provides the opportunity to link arms with existing therapeutic and youth organizations such as GallopNYC, Horses in the Hood, RIDE, etc.
HOW DO WE GET THERE?

▸ Open minds, outside of the box thinking, analysis and modeling of concepts, program review with emphasis on growing sport, and engagement of outside experts and volunteers

▸ Responsible analysis an optimization of current assets and identification of opportunities for new assets

▸ Investment in service departments (legal, finance, competition services, etc) to support current and new assets

▸ Emphasize modeling new opportunities and analyzing current products to determine best options for diversification of revenue

▸ Outsourcing, partnering, incentive based compensation, sales-driven focus for more innovation, resource re-deployment
STRATEGIES FOR GROWTH

- Diversify revenue streams
- Identify new sources of revenue that achieve significant scale through partnerships with others
- Position and leverage existing USEF assets to new target markets
- Become a more broadly recognized sport resource and lifestyle brand
- Create opportunities to have a more diverse membership
SUPPORTING STRATEGIES

▶ Membership Development
  ▶ Focus on acquisition, conversion and retention
  ▶ Reorganize membership categories and associated benefits
  ▶ Automatic renewal of Fan and Subscriber categories
  ▶ Automatic lapsed member conversion to Subscriber category
  ▶ Member incentive offers for upgrading to higher categories
  ▶ PR Campaign
SUPPORTING STRATEGIES

▸ Current Asset Analysis and Opportunity Identification
  ▸ Analyze existing assets to ensure optimum ROI
  ▸ Identify opportunities not currently being served
  ▸ Develop new assets to meet needs of USEF and members
  ▸ Model concepts prior to implementation to ensure best outcome
  ▸ Recognize that benefits are not always cash, but also goods and services
SUPPORTING STRATEGIES

- Investigate need for a for-profit subsidiary of USEF to manage the outsource relationships around for-profit functions of USEF – researching need and engaging with advisors
  - Data and statistics - LOI with data/statistics company
  - USEF Network – RFP in development
  - USEF Brand licensing and merchandising – actively engaged with advisors
  - Horse show services and connections – actively engaged with software developers
- Other opportunities
SUPPORTING STRATEGIES

▸ Investing in Member Service Departments
  ▸ Ensuring sufficient staffing of Member Service Departments to serve the needs of other departments (Legal, Finance, Competition Services, etc.)

▸ Developed of IT Advisory Group to assist IT team - Member IT Advisory Group presenting at Mid-Year meeting
  ▸ IT analysis to determine scope of opportunities and how to best activate on them

▸ Updating the budget format to serve best interests of the organization and supporting the Plan
SUPPORTING STRATEGIES

▸ USEF Awareness and Promotion
  ▸ Promoting USEF, our brand, our products and our stories
  ▸ Developing relationships with other equestrian organizations to increase awareness of equestrian and USEF underway
  ▸ Currently developing relationships with other entities involved in equine and human welfare and safety
    ▸ Equine High Performance Group
    ▸ Health tracking apps
    ▸ Safety equipment – helmets and vests
BRINGING IT ALL TOGETHER, WE WILL:

- Build on our strong foundation
- Become financially diversified
- Enhance organizational synergies
- Optimize the existing talents and assets of the Federation
- Develop new product through innovation
- Leverage into new markets
- Build better inclusion and diversity of membership
EXPANDING THE VIRTUOUS CIRCLE

Goals 2021 - 2024

**KEEP Our House in Order**
- Continue to Improve Core Processes & Capabilities
- Diversify Revenue Streams
- Innovate & Automate

**Defining “Our Product”**
- So that we can ensure fairness, safety, and enjoyment for our members

**Winning to Inspire**
- Continue expanding the pathways for emerging and developing athletes setting the stage to win at the highest levels and inspire the next generation

**Develop New Products & Benefits**
- The Business Innovation Group expands scope and reach; enhances member experience and develops new revenue streams

**Delivering Results**
- Resulting in continued growth across all areas and increased diversification of revenue channels and membership
- Resulting in growing membership, fans, sponsorship, and support

**Telling Our Story**
- Then marketing spreads the word
- Develop Market Mindset; generate brand awareness; leverage digital media assets

**Tell Our Story – Sell Our Brand**
- Delivering Results
- Keeping Our House in Order
- Developing New Products & Benefits

**Winning to Inspire**
- Delivering Results
- Telling Our Story
- Tell Our Story – Sell Our Brand

**Getting Our House in Order**
- Improving Core Processes & Capabilities

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- Then marketing spreads the word

**Tell Our Story – Sell Our Brand**
- Develop Market Mindset; generate brand awareness; leverage digital media assets
Together, we will grow the membership to **1 million**, bringing the Joy of horse sport to **820,000** more people along the way!