



STRATEGIC PLAN REFRESH

2021 - 2024

MID-YEAR BOARD PRESENTATION
JUNE, 2021



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.



REPORT CARD SUMMARY

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:

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



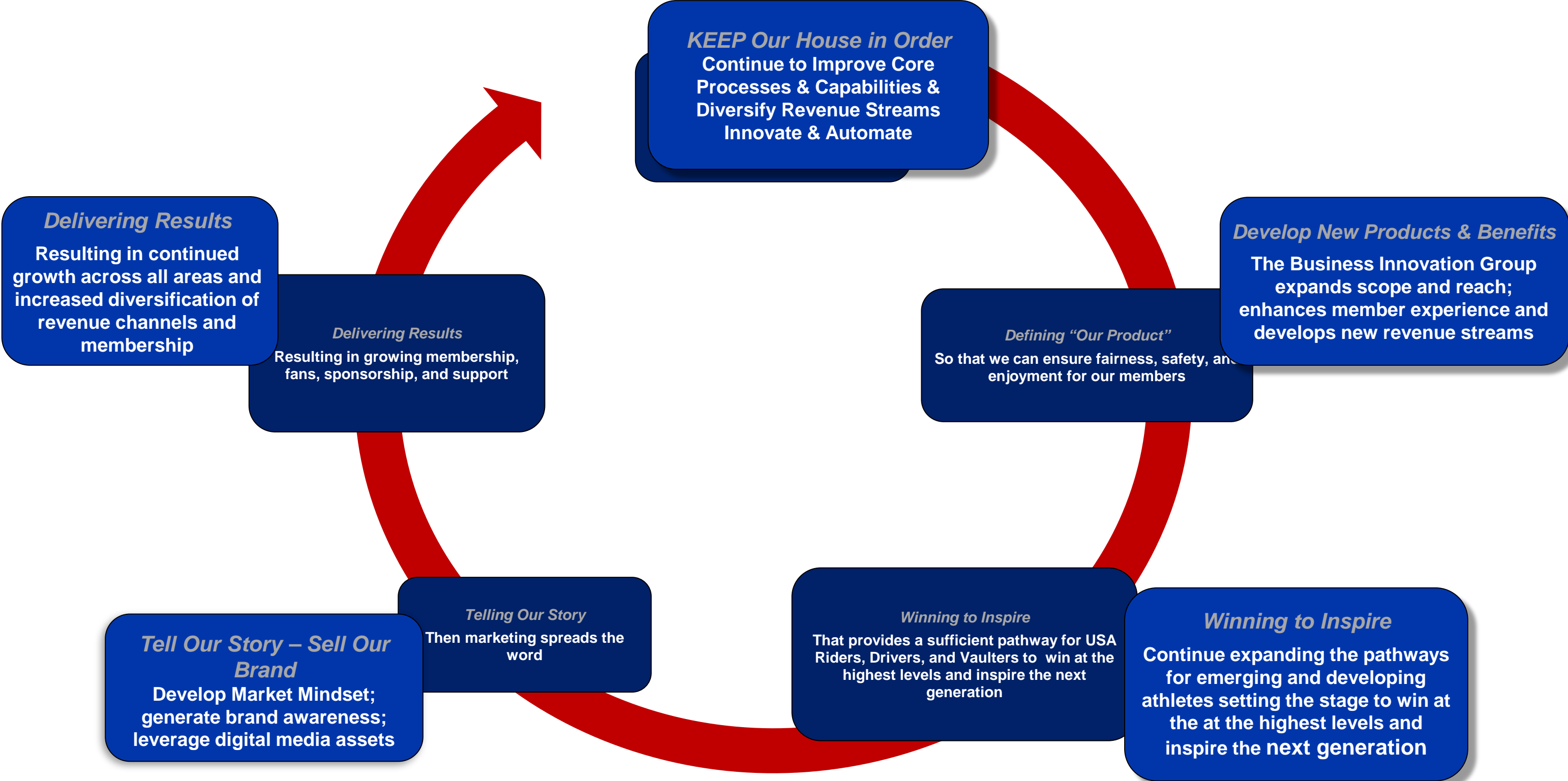
BRINGING IT ALL TOGETHER, WE WILL:

- ▶ 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



- ▶ Together, we will grow the membership to **1 million**, bringing the Joy of horse sport to **820,000** more people along the way!





2021 - 2024