AT TRIATHLON AUSTRALIA WE ARE PASSIONATE AND SINGLE-MINDED IN OUR BELIEF IN WHY TRIATHLON EXISTS AND WHY IT MATTERS SO MUCH. TRIATHLON EXISTS TO ENRICH THE SPORTING LANDSCAPE BY ISSUING A UNIQUE CHALLENGE ANYONE CAN ACCEPT. IN DOING SO, TRIATHLON HELPS SPORT ENRICH THE LIVES OF MANY AUSTRALIANS.
WE ARE TRIATHLON AUSTRALIA. THIS IS OUR STRATEGY FOR THE SPORT OF TRIATHLON IN AUSTRALIA OVER THE NEXT THREE YEARS. THIS PLAN WILL BE REVIEWED AND REFRESHED ON A ROLLING 3-YEAR BASIS. MORE DETAILS ON OUR ACTIVITIES, INVESTMENTS, KPIs AND RESULTS ARE IN OUR ANNUAL OPERATIONAL PLANS.
EVERYONE IN TRIATHLON HAS A STORY AND, WHILE EVERY STORY IS UNIQUE, AS IS EVERY TRIATHLON EVENT, THEY ALL INTERSECT IN ONE PLACE. THE STARTING LINE. TRIATHLON STARTING LINES ARE WHAT BIND US IN OUR SHARED PASSION FOR OUR SPORT AND OUR WAY OF LIFE.
THE STARTING LINE.

Our Values remind us of what we want to preserve in our sport and demonstrate as people and as an association.

Health  
Enjoyment  
Belonging  
Achievement  
Integrity  
Respect
AS A SPORT, TRIATHLON EXISTS TO ENRICH THE SPORTING LANDSCAPE BY ISSUING A UNIQUE CHALLENGE ANYONE CAN ACCEPT.

AS TRIATHLON AUSTRALIA, OUR PURPOSE IS TO CONTINUOUSLY GROW, STRENGTHEN AND CONNECT THE TRIATHLON FAMILY AND EVERY STARTING LINE IN AUSTRALIA.
Grow, strengthen and connect every triathlon starting line in Australia.
These three purpose pillars will guide, direct and discipline our decision-making and our efforts as custodians of the sport of triathlon in Australia. They represent the balance we will require if we are to maintain the unique essence of triathlon at the heart of a thriving sporting ecosystem. They are the triple bottom line of our strategy for 2016-2019.

Everything in our strategic plan is built around the challenge of mutual progression across all three areas… building and connecting the passion interwoven through our entire sport, growing the participation in our sport at all levels and in all formats, and strengthening the performance of the elite athletes who are the pinnacle and inspiration for our sport.
The passion we see throughout our triathlon family is unique and like no other sport. On the one hand, it is deeply individual and personal. Everyone finds in triathlon their own meaning, their own story and their own definition of achievement. On the other hand, it is deeply tribal. Everyone becomes part of the triathlon family, whether an elite athlete, an age group competitor, or a volunteer.

So while the journey of triathlon differs for every single participant, our sport is a way of life (and a way of moving through life) that’s shared by all who touch it, from the first starting line they encounter.

So our PASSION ambition is clear. To grow our sport by growing the passion for our sport. And to ensure that the passion and spirit of our sport remains connected, no matter how much it grows or how much the world changes.

Triathlon is a young sport (that is uniquely connected and unified). Just because it is so connected in spirit today doesn’t guarantee it will remain so. We have to work hard to ensure that the spirit of triathlon, remains strong and connected as the sport grows and as the world changes. And we must grow our sport, attracting new participants to the sport, whether as competitors or coaches or officials or volunteers.

We need to become world-class at strengthening the brand of our unique sport in all its ‘specialness’, sharing the stories of our sport, showcasing the heroes of triathlon, spreading the message of our sport, and amplifying the social conversations in and around triathlon. In doing so, we will promote the shared values of our sport, deepen the sense of tribe, community and identity throughout our sport, ensure the seamlessness of our community and maintain the unique appeal and magnetism of triathlon.
Triathlon is a unique sport, issuing a unique challenge that everyone can accept. At its best, our sport offers a diversity of participation options unmatched by any other sport...from 7 to 87, from athletes to volunteers, from able-bodied triathletes to those living with disability, and across a huge diversity of distances and courses. But often the barriers to participation are such that many don’t feel they can accept its challenge and so never make it to that first (addictive) starting line.

Some of the barriers stem from triathlon’s reputation as an unapproachable or ‘extreme’ sport, requiring skill and fitness levels that seem daunting. Some concern the time and cost involved. Some are about finding the right club. Some may be about culture or geography or other barriers. Some may be down to the lack of suitable courses or a shortage of the resources, officials, coaches and volunteers to support clubs and races.

So our PARTICIPATION ambition is clear. To leverage the passion we know we can create into participation. And to remove all possible barriers to participation, from perceptions to practicalities, ensuring that we maximise the opportunities presented by our unique sport, attracting the participation of every kind of individual so that our sport is as richly diverse as the Australian population.

In particular we are focused on encouraging and enabling the participation of a number of key, under-represented groups including women, multicultural groups, participants living with a disability, 7-12s, 13-18s, and 18-30s. We are determined to facilitate participation on terms that suit each individual, maximising our contribution to the national wellness and fitness agenda, and allowing each individual’s relationship with triathlon to naturally evolve throughout their life.
At Triathlon Australia we are focused, unashamedly, on gold medals at benchmark events. That’s how we define success. We want our athletes to be the best in the world. We want them coached by the best coaches in the world. We also want them to be the very best ambassadors for the sport and for Australia while they are doing it.

Through this uncompromising high performance focus on elite success and cultivating Triathlon Australia’s ‘Winning Edge’, we believe we are also best placed to enable and empower more triathletes at all levels to achieve their own personal bests. We believe, unreservedly, that the performance of Australian triathletes at an elite level has a critical role to play in inspiring Australians of all shapes, sizes and ambitions to embrace triathlon and approach that first starting line.

So our PERFORMANCE ambition is clear. To create a culture of uncompromising success throughout the sport, supported by a world-class nationwide network of high-performance environments and facilities and pathway focused clubs. To ensure every triathlon starting line across Australia provides an opportunity for the development of elite athletes and encourages an elite standard of performance.

It will mean building a network of National and State Performance Centres providing Australian elite triathletes with ‘world’s best’ Daily Performance Environments. It will mean spotting elite potential talent, and matching it with the right clubs and environments. It will mean having the right pathways to accelerate the development of high-potential athletes. And it will mean mastering and leveraging the data of high performance.

It will mean clubs being resourced with coaches, funding and facilities to provide a daily performance environment for our next generation of world class athletes. It will also mean focusing on building club capacity, including identifying and enabling elite performance clubs, providing each with the coaching, funding and facilities to give their athletes the meticulous training contexts within which to develop their performance.
## Our Passion KPIs

1. A connection with the 1 million people across Australia who have declared an interest in triathlon (a mind shift from our traditional focus on members and active participants)
2. A whole of sport partnership with a major corporate organisation (focused on opening up pathways and opportunities that wouldn’t otherwise be available)
3. Growth in the level of engagement from the active triathlon community and broader Australian population (measured through qualitative survey)
4. More clubs, club championships and club championship participants (recognising our clubs as the heartbeat and connectors of our sport, and tracking new clubs, existing clubs, dissolving clubs, and club sustainability)
5. Increased brand recognition, leading to increased brand understanding, leading to brand affinity (measured through brand recall, elite athlete ‘fame’ and ease of recall of athlete, spectator numbers, media coverage, and social media engagement)
6. Gold Coast Commonwealth Games and World Championships in 2018 to have inspired more fans, followers, events, partners and participants in the sport
7. Increased interest in hosting high quality new and existing triathlon events (including an increase in the perceived value of hosting triathlon events)
8. Volunteers are highly recognised for their contribution. They are supported by the network of clubs and Triathlon Australia

## Our Participation KPIs

1. More people doing more triathlons more often (measured by number of unique participants, new participants, overall race starts, frequency of participation)
2. More club members
3. More coaches guiding people through the lifelong pathway
4. More technical officials keeping the sport safe and fair
5. More starting lines (focusing on triathlon programs, events, number, size, diversity)

## Our Performance KPIs

1. Medals at Benchmark events (Olympics, Paralympics, World Champs)
2. Increased number of coaches at each stage of the high performance pathway
3. Number of coaches with WTS, WPE and WC gold medal athletes
4. Number of coaches who put athletes on the starting line of WTS, WPE and WC events
5. Movement of athletes through the pathway
6. Number of athletes graduating from the NTC
7. Number of clubs with HP Daily Performance Environments
The purpose of our unique sport of Triathlon is clear: To enrich the sporting landscape in Australia by issuing a challenge anyone can accept.


We will achieve our ambitions and deliver on our triple bottom line of Passion, Participation and Performance by working on three focus areas and three enablers.

**Focus areas**

**ENGAGEMENT**
A sport where everyone feels connected and to which anyone can connect

**ACCESS**
A sport that anyone can do

**PATHWAYS**
A sport where everyone has the opportunity to achieve the level to which they aspire

**Enablers**

**CLUBS**
A sport of thriving clubs, building communities

**PARTNERSHIPS**
A sport of collaborative partnerships, enhancing value

**ORGANISATION**
A sport in safe hands

Every Triathlon story intersects on the starting line.
The purpose of our organisation, Triathlon Australia, is to continuously grow, strengthen and connect the triathlon family and every starting line in Australia.

CONNECTING PASSION, building community and sharing stories

GROWING PARTICIPATION, removing barriers and maximising opportunities

STRENGTHENING PERFORMANCE, identifying potential and accelerating talent
Objective 1: We communicate with the 1 million people who are interested in triathlon.

Objective 2: We are a unified triathlon brand and community in Australia, anchored in a shared triathlon identity.

Objective 3: We are the single 'go-to' hub for expertise and information about triathlon and multisport in Australia.

Objective 4: We connect fans and participants of all types with the stories and successes of our athletes.

Objective 5: By promoting, sharing and amplifying the triathlon brand, we reach new audiences and drive new interest in triathlon.

Objective 6: By challenging negative-limiting stereotypes and perceptions, we broaden the appeal of triathlon.

Objective 7: We capture the attention of participants in other related/feeder sporting activities and events.

Objective 8: The brand of our sport continually attracts future elite athletes into the sport.

Objective 9: The profiles of our elite athletes ensure they are household names.

Objective 10: We continue to attract and retain current and future world's best triathletes.

Initiative 1: Start a mindshift – from 22,000 members to driving 1 million people to engage / subscribe / connect.

Initiative 2: Actively seek out and engage a consortium of all possible stakeholders (government, event organisers, influential individuals).

Initiative 3: Elevate our online presence into a sport-unifying digital platform (website, CMS, social media, results, rankings, clubs).

Initiative 4: A high impact media, PR, communications, brand building strategy and program.

Initiative 5: A strategy for leveraging interest in multisport and adventure racing into interest in triathlon.

Initiative 6: A continuous strategy of collecting, sharing and capitalising on inspiring stories from across the triathlon community.

Initiative 7: Engage with government to develop new triathlon club and race venues.

Initiative 8: An absolute focus on two key demographics: 13–18 year olds and 18–30 year olds.

Initiative 9: A comprehensive media and communications strategy promoting triathlon as a sport with which everyone can connect.

Initiative 10: Data-driven innovation program focused on all aspects of triathlon participation.

Initiative 11: A personal excellence program offering athletes a fulfilling experience in the sport and keeping them actively engaged.

Initiative 12: A strategy to help build the profiles and brand of our athletes, for the mutual benefit of the sport and their professional success.
Objectives

1. A ‘welcome to triathlon’ experience that establishes a sense of belonging and passion for triathlon from the very first starting line.
2. Clubs and coaches who actively present themselves as the providers of access opportunities in the sport.
3. A broad range of high quality ‘on-ramps’ to the sport of triathlon sport and the triathlon community.
4. We continually deliver new participants to their first starting line.
5. All participation opportunities, events and programs are inclusive and welcoming to everybody.
6. Build strong relationships with elite coaches and clubs at single-sport as well as at a multi-sport level.
7. Develop data, insight and IP sharing relationships with swimming, cycling and running.

Initiatives

1. Upskilling of clubs enabling them to attract new members through a local engagement strategy.
2. Participation programs such as TRYstars and TriActive are implemented in partnership with the club, coach and broader stakeholder network.
3. Club capability building focussing on targeting and attraction of new members.
4. Design and promotion of innovative and flexible multi-sport formats.
5. A ‘parents and kids’ family participation strategy.
6. Pioneer new methods and programs for identifying and acquiring future elite high-potential talent for triathlon.
Pathways

Objectives

1. We are the source of storytelling for inspirational journeys through the sport.
2. A lifelong journey in the sport for participants, athletes, families, volunteers, coaches and technical officials.
3. We continually deliver world’s best athletes to the starting line.
4. Athletes of high potential talent are accelerated through the high performance pathway.
5. Early verification of future potential and precise matching with club, facilities, coach and training needs.

Initiatives

1. A compelling and clearly articulated whole of life pathway/journey through the sport, using ambassadors at all stages of their unique pathway to tell their story.
2. A ‘what’s next’ tool/platform to help athletes, coaches and officials take their relationships with triathlon to the next level.
3. A clearly defined pathway for performance focussed age group athletes, including draft-legal options for sprint distance.
4. An enhanced coach development pathway which integrates with the whole of life pathway through the sport.
5. An enhanced technical official development pathway.
6. An unashamedly exclusive high performance pathway that selects, verifies and accelerates talented athletes.
7. A pathway process which rationalises and provides transitioning ‘off ramps’ to athletes.

‘A sport where everyone has the opportunity to achieve the level to which they aspire’
**Objectives**

1. Clubs are seen as the heartbeat of the sport and the nerve centre of our connectedness.
2. We are recognised for a fundamentally different membership model based on clubs rather than individuals.
3. Clubs feel empowered to be welcoming and fully empowered to build membership and deliver a compelling ‘welcome to triathlon’ experience.
4. A network of flourishing sustainable clubs with financial strength and good governance.
5. A critical mass of clubs aligning themselves with the high performance pathway.

**Initiatives**

1. A series of stories showing clubs as the connectors of our triathlon community.
2. Thriving club/ state/ national championships.
3. A club capability toolkit (access to IT, club race manual, governance documents, TRIstars resources digital platform).
4. A well trained network of passionate and ‘participation’ focussed on-the-ground staff to assist clubs.
5. A project to explore the feasibility of a club-based membership model.
6. A ‘recognised pathway club’ program.
7. A strategy to develop a critical number and distribution of clubs who are capable of preparing pre-high performance athletes for the NTA Selection Performance Environments.
**Enabler**

**Partnerships**

**Objectives**

1. Successful commercial and philanthropic partnerships that align with, and amplify our brand and values
2. We continually deliver athletes and participants to the starting lines of our partners (for their first time and then again and again)
3. Strong and effective partnerships with individual event organisers and the APTRDA
4. We continue to be acknowledged by the ASC and other government partners as a strong NSO, enriching the sporting landscape in Australia
5. Strong and productive partnerships with the AIS, the SIS/SAS network and other high performance sport system entities

**Initiatives**

1. Create a ‘fear of missing out’ strategy which builds and leverages our brand and values to offer a compelling (‘not to be missed’) connection to commercial and philanthropic partners
2. Use the purpose pillars of passion, participation and performance to build and execute a commercial partner engagement strategy
3. An asset evaluation process enabling the collection and analysis of data which clearly demonstrates the value of connecting with triathlon
4. Use the National Calendar, State Series races and ITU races to drive collaborative relationships with event organisers
5. Establish a consistent approach for the provision of strategic and operational support to event organisers
6. Maintain a formal document of partnership with APTRDA
7. A highly sophisticated participant data collection system that provides triathlon with a flow of meaningful information between event organisers, us and the ASC
8. Build and execute a sport system partnership strategy with fully aligned KPIs between system partners
Objectives

1. We know how we need to work and what we need to focus on to maximise the connectedness of every triathlon experience in Australia.
2. We know how we need to work and what we need to focus on to maximise the size of every triathlon starting line in Australia.
3. We are recognised as an effective, efficient and aligned national sporting organisation.
4. We know how we need to work and what we need to focus on to maximise the strength of every triathlon performance in Australia.
5. We are recognised for striving to uphold the highest levels of integrity within the sport at all levels of participation.

Initiatives

1. Develop a whole of sport HR strategy that creates employee passion, engagement and internal loyalty to our brand and values.
2. Complete the process of becoming a single unified national organisation to enable optimal participation in the governance and leadership of the sport.
3. Build a strong data collection culture and competency.
4. Develop a long-term financial, risk and environmental sustainability strategy.
5. Create and maintain an environment that supports ethically sound behaviour and instils a sense of shared accountability.
6. Enhance the data collection capability of the Athlete Management System.
7. Continue to build a culture of innovation and research.